FAMILY READINESS GROUP

REAL: Readiness Essentials for Army Leaders

ENGAGING • CONNECTING • EMPOWERING

Introduction

Did you know that Family Readiness Groups (FRGs) have been around since the Revolutionary War days? Families have ALWAYS been an important facet of Military life and yes, FRGs as we know them to be today have changed a lot since General George Washington was around.

Readiness is based on the smallest unit being prepared, that unit is the individual Soldier. If the Soldier's Family is not prepared, the Soldier is not prepared. When the unit is not prepared, the Army is unprepared. While the state of being happy, healthy, and resilient is a personal responsibility, it is greatly improved when the tools and resources are quickly accessible. The Family Readiness Group is a resource with knowledge of programs and services available to assist in preparing Soldiers and Family members for military life. It is critical that every Soldier and Family Member are well-informed and well-prepared.

Family Readiness is defined as Families who are prepared and equipped with the skills and tools to successfully meet the challenges of the military lifestyle. Family Readiness Group (FRG) volunteers are an integral part of the planning and preparation that goes into making FRGs successful.

You see, FRGs matter and we need you! We need you to talk about how FRGs help one another, talk about the fun experiences, talk about the wonderful support offered, and start recruiting more volunteers. FRGs are a viable part of our Military culture.

This book is your toolkit to gain a good understanding of your roles and responsibilities. This guide will give you many of the resources needed to be successful in your position within the FRG. You will need to add local resources that are available in your community.

This is a collaboration of efforts and best practices from FRG Leaders, Family Readiness Support Assistants, Command Teams and Army Community Service throughout the Army, to include active duty, National Guard, and Reserve. Use it to guide you as a resource throughout your journey with the Army to ensure command teams, volunteers, FRSAs, FRLs and Families have the right tools and resources readily available.

Remember how we stated FRGs have been around since the Revolutionary War? Well it appears that Martha Washington held receptions for our newly arrived men and women, visiting dignitaries and visiting member of Congress. Even though FRGs have changed a lot since then, it also appears Martha Washington really understood that FRGs mattered.

Family Readiness Group Smart Book

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Military Family Readiness:

The state of being prepared to effectively navigate the challenges of daily living experienced in the unique context of military service.

Additional Information

For full text of DoDI 1342.22
www.dtic.mil/whs/directives/corres/pdf/134222p.pdf

For a Summary of Changes
www.militaryonesource.mil/134222/summary-of-changes

For more information about the Family Readiness System
www.militaryonesource.mil/frs

DoDI 1342.22 Military Family Readiness

Department of Defense Instruction (DoDI) 1342.22, "Military Family Readiness," published July 3, 2012 updates policy, responsibilities, and procedures for delivering family readiness services to service members and their families.

Background

By canceling DoD Directive 1342.17, "Family Policy," DoDI 1342.22 now serves as DoD's primary source of family readiness policy guidance. In recognition of the changing nature of today's all-volunteer military force and in response to lessons learned from a decade of combat operations, the DoDI modernizes the Department's approach to family readiness. The DoDI's establishment of a Family Readiness System (FRS) outlines diverse options for accessing a network of integrated services to help families easily find the support they need for everyday life in the military. This approach underscores the importance of partnerships and collaboration among all those who serve military families. The policy also provides guidance for regular assessment of service member and family needs, annual reporting on service usage, accreditation of services, and program evaluation to ensure family readiness goals are being met. Policy updates will help DoD better meet the needs of all service members and their families, regardless of branch of Service, active or Reserve status, or geographic location.

The Family Readiness System

The FRS is the network of agencies, programs, services, and people, and the collaboration among them, that promotes the readiness and quality of life of service members and their families. The FRS features a variety of access points, such as installation Military and Family Support Centers, the Joint Family Support Assistance Program, and Military OneSource, through which families can connect with the FRS and find services, including

- Child abuse prevention and response services**
- Child development programs **
- Domestic violence prevention and response services**
- Deployment assistance
- Exceptional family member support**
- Emergency family assistance*
- Family readiness in the Reserve Components*
- Information and referral
- Morale, welfare, and recreation services**
- Non-medical individual and family counseling**
- Personal and family life education
- Personal financial management services*
- Relocation assistance*
- Transition assistance**
- Youth programs **

**Policy requirements, including updates, for relocation assistance, personal financial management services and family readiness in the Reserve Components, have been integrated into DoDI 1342.22 (canceling DoDI 1338.19, DoDI 1342.27, and DoDI 1342.23, respectively).*

***While DoDI 1342.22 addresses these services as a part of the FRS, separate policy governs these services.*

Implementation Plan

- The DoD Components are required to issue implementing guidance in accordance with the DoDI.
- Military Communicty & Family Policy (MC&FP) will work closely with the Services to implement new policy requirements and promote clear and consistent messaging about the FRS.
- The full text of DoDI 1342.22 and a Summary of Changes are available online.

(1) Where Defense Agencies, DoD Field Activities, and other DoD Components are tenant organizations on an installation hosted by a DoD entity that provides family support for the tenant organizations, a separate EFA plan is not required to be developed by such tenant organizations. If the tenant organizations have unique circumstances that are not addressed in the host installation EFA plan, the tenant organization shall develop and maintain an appropriate contingency plan that addresses the gaps in the host installation EFA plan.

(2) Where Defense Agencies, DoD Field Activities, and other DoD Components are tenant organizations hosted by non-DoD entities, appropriate contingency plans are required.

d. Is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity by any person, organization, or other entity against the United States, its departments, agencies, officers, employees, or agents, or any other person.

3. DEFINITIONS. See Glossary.

4. POLICY. It is DoD policy that:

a. The role of personal and family life shall be incorporated into organizational goals related to the recruitment, retention, morale, and operational readiness of the military force.

b. Service members and their families have primary responsibility for their well-being. Family readiness services enhance members' and families' abilities to fulfill that responsibility.

c. The type and level of family readiness services provided to Service members and their families shall be correlated to needs resulting from the unique challenges associated with military service across three domains of family readiness:

(1) Mobilization and deployment readiness.

(2) Mobility and financial readiness.

(3) Personal and family life readiness.

d. Family readiness services shall be provided through a system that maximizes the network of agencies, programs, services, and individuals in a collaborative manner to promote military family readiness, hereinafter referred to as the family readiness system (FRS). The FRS shall:

(1) Be allocated resources to accomplish its mission.

(2) Be designed, funded, and managed:

1. Referral of individuals for emergency relief supplies and donations.

2. Collection and protection of information obtained from individuals served by the EFAC.

3. Documentation of EFA activities and preparation of an after-action report as required in paragraph 6.e. of this enclosure.

(2) Training. Those responsible for functions in subparagraph 3.l.(1)(c)4. and providers of the services listed in subparagraph 3.l.(1)(c)5. of this section shall be regularly trained on installation EFA plans and procedures.

(3) Education. DoD personnel and their families shall be provided with information on installation emergency response procedures, including location(s) of the EFAC in the event of an incident.

(4) EFA Exercises. EFA plans shall be:

(a) Tested annually as part of installation emergency management exercises in accordance with Reference (m).

(b) Updated annually to address recommendations made in response to installation emergency management exercises, if any.

m. Transition Assistance. Transition assistance services that prepare separating Service members and their families to reenter the civilian work force shall be provided in accordance with DoDD 1332.35 (Reference (ac)).

4. SERVICE DELIVERY

a. Principles. Family readiness service delivery models shall be configured in accordance with the following principles.

(1) Senior military and civilian personnel with direct oversight of family readiness services shall encourage collaboration among family readiness service providers and integrate services provided through available access points to facilitate Service member and family ability to navigate the FRS.

(2) Family readiness service providers may contact military family members with or without the Service member sponsor's consent when relaying official information to a family member pertaining to their readiness. Personally identifiable information shall be protected in accordance with Reference (z).

(3) Family readiness service providers shall conduct regular outreach to command representatives, family readiness unit liaisons, Service members and their families, and civilian service providers to:

(a) Maximize opportunities to work with the command to regularly share official family readiness information (e.g., program and event schedules; family readiness points of contact; location and availability of services) with military families.

(b) Promote awareness of family readiness services and encourage proactive engagement with the FRS by family readiness unit liaisons, Service members, family members, and civilian service providers.

(c) Enhance individuals' ability to easily navigate among the various access points within the FRS.

(d) Ensure access to services by geographically-dispersed and socially-isolated Service members and their families.

(4) Service delivery shall optimize military-civilian, inter-department and interagency partnership opportunities to:

(a) Augment services, as appropriate.

(b) Provide family readiness services to geographically-dispersed and socially-isolated Service members and their families.

(c) Identify and eliminate duplication of service.

(d) Promote timely and appropriate referrals of Service members and families to services.

(5) Service delivery shall accommodate an array of service modalities, effectively using technology to improve the capacity of the FRS to provide Service members and their families with easy and rapid access to high-quality information and resources, wherever they reside.

(6) The FRS shall deliver services in a manner consistent with military families' needs, as indicated through needs assessments in accordance with paragraph 6.a. of this enclosure.

b. Access Points. Family readiness access points may include, but are not limited to:

(1) MFSCs. MFSCs shall:

(a) Be visually conspicuous and conveniently accessible by active duty Service or Reserve Service members and their families and, in accordance with Service implementing guidance, other populations designated by the Secretaries of the Military Departments.

(a) Review the publication in question.

(b) Prepare a written recommendation to HQDA that provides the basic facts for the determination that distribution of the subject publication would present a clear danger to the loyalty, discipline, or morale of the Soldiers on his or her installation.

(c) Send recommendation, together with a copy of the subject publication, to HQDA (SAPA) Washington, DC 20310. Appropriate information copies should also be provided to intermediate headquarters.

(4) Reports required in paragraph (2) and (3), are "exempt reports" under AR 335–15.

(5) The delay in distribution will remain in force until a determination to approve or disapprove the request is made by HQDA.

e. Distribution of commercial publications. On-post distribution of commercial publications will be restricted as defined in AR 360–1. All commercial publications distributed free of charge will not carry any advertisement that implies discrimination with regard to the race, religion, color, gender, or national origin of the purchaser, user or patron. The publication will place its readers and advertisers on notice of this requirement by including in a prominent location the following: "Everything advertised in this publication must be made available for purchase, use, or patronage without regard to the race, religion, color, gender, or national origin of the purchaser, user, or patron."

f. Distribution of command information newspapers. The distribution of command information newspapers (either Army-funded or civilian enterprise) will be governed by AR 360–1. Distribution through official channels will be authorized.

5–10. The Total Army Family Program

The Army places a high value on both military and personal preparedness. Commanders have an obligation to provide assistance to establish and maintain personal and Family affairs readiness.

a. Concept.

(1) The Total Army Family consists of Soldiers (AA, ARNG, and USAR), civilian employees, and retirees, (regardless of marital status), and their legal Family members (if any).

(2) The Total Army Family Program (TAFP) includes those Family assistance services and related programs that support quality of life, readiness, and retention and meet the Army's obligation to Soldiers, civilian employees, and their Families by ensuring the effective interface between Family assistance and Family support.

(a) Family Assistance and Readiness is the contractual or statutory obligation the Army has to provide assistance (for example, ID cards, Defense Enrollment Eligibility Reporting System (DEERS), Civilian Health and Medical Program of the Uniformed Services, tri-service medical care) to its Soldiers, civilian employees, and retirees (regardless of marital status) and with or without any legal Family members. This obligation also extends to the programs and services commanders use to fulfill their morale, welfare, and quality of life responsibilities, such as Army Community Service (ACS), CYS, and Morale, Welfare, and Recreation Programs.

(b) Family Readiness is the mutual reinforcement provided to Soldiers, civilian employees, retirees (regardless of marital status), and their Family members-both immediate and extended. Examples include Family Readiness Groups (FRG), newsletters, telephone trees, and other volunteer programs and activities.

b. Responsibilities.

(1) The ACSIM will establish policy and ensure coordination and integration of the TAFP through the U.S. Army Community and Family Support Center (USACFSC). The USACFSC will—

(a) Provide guidance, technical assistance, and consultation to support the development and implementation of Family initiative programs, and services.

(b) Identify needs and design and conduct Armywide Soldier and Family member training and awareness events.

(c) Determine requirements and develop training packages for individuals accountable for Army Family program execution.

(d) Provide consultation and liaison with the ARNG and USAR to ensure interaction and synchronization among AA and RCs concerning Family assistance and readiness issues.

(2) Heads of other HQDA Staff agencies (and field operating agency, if appropriate) will be responsible for Armywide policies, plans and initiatives within their areas of proponency pertaining to the TAFP.

(3) Army National Guard.

(a) The NGB is the Army's lead agency for the establishment and execution of Family assistance for Total Army Families at all levels of contingency and mobilization.

(b) The NGB, through the NGB Family PM will—

1. Provide policy, guidance, technical assistance, and consultation to support the development and implementation of the TAFP within the ARNG.

2. Identify, design, and provide ARNG Soldiers and Family members training and awareness support.

3. Develop training for individuals responsible for Family program execution.

(4) Chief, Army Reserve (CAR), through the Office of the Chief, Army Reserve (OCAR) Family PM will—

(a) Provide policy, guidance, technical assistance, and consultation to support the development and implementation of the TAFP within the USAR.

(b) Identify, design, and provide USAR Soldier and Family member training and awareness support.

(c) Develop training for individuals responsible for Family program execution.

(d) Ensure that regional readiness commands have staffed the centralized Family readiness officer to meet assigned duties and responsibilities.

(5) The ACOM, ASCC, or DRU commanders will provide an environment that encourages an effective Family program. At a minimum, ACOM, ASCC, or DRU commanders will—

(a) Ensure command emphasis at the unit level.

(b) Identify and input fiscal and personnel resource requirements for the TAFP as part of the command operating budget process.

(c) Provide for Soldier, civilian, retiree and Family member participation in quality of life matters. Ensure inclusion of single Soldiers in quality of life programs/initiatives.

(6) U.S. Army Reserve command/CONUS Army/installation/JFHQ/RSC/GOCOM commanders at all levels will provide an environment that encourages an effective Family program and will at a minimum:

(a) Ensure command emphasis to the unit level.

(b) Ensure the designation of a TAFP point of contact as an additional duty in each unit below installation/JFHQ/RSC/GOCOM level.

(c) Identify and input fiscal and personnel resource requirements for the TAFP as part of the command operating budget process.

(d) Ensure Soldier, civilian, retiree, and Family member awareness of the TAFP.

(e) Ensure Soldier, civilian, retiree, and Family member access to entitlements, Family programs, and Family services.

(f) Provide for Soldier, civilian, retiree and Family member participation in quality of life programs. Ensure inclusion of single Soldiers in quality of life programs and initiatives.

(g) Installations/JFHQs will ensure/facilitate appropriate coordination of TAFP elements for all components within their geographical area of responsibility during peacetime or any levels of contingency or mobilization.

(7) Unit commanders at all levels will provide an environment that encourages an effective Family program and at a minimum will—

(a) Appoint a TAFP point of contact as an additional duty.

(b) Provide pre-deployment and reunion briefings as required.

(c) Ensure Soldier and Family member awareness of the TAFP.

(d) Ensure Soldier and Family member access to entitlements, Family programs, and Family service.

(e) Ensure the proper documenting and monitoring of personal affairs readiness of Soldiers, to include Family care plans (see para 5–5).

(f) Ensure inclusion of single personnel in quality of life programs and initiatives.

(g) Maintain, as appropriate to the needs of their units, a unit FRG to encourage self-sufficiency among its members by providing information, referral assistance and mutual support.

(8) Family Program coordinators will—

(a) Advise the commander concerning the impact of the TAFP on retention, readiness, training, and mobilization/deployment.

(b) Coordinate the development of the TAFP.

(c) Coordinate the development of resource requirements to support the TAFP.

(d) Coordinate public/community/employer awareness and support of the TAFP.

(e) Serve as command liaison with military and civilian agencies involved in resourcing and supporting the TAFP.

(9) Soldiers bear primary responsibility for their Family and personal affairs readiness. They should support and participate in the TAFP. At a minimum Soldiers will—

(a) Keep themselves and their Families informed concerning key (unit) personnel information, benefits, programs, and ensure that information regarding the TAFP is provided to Family members.

(b) Support, and where appropriate, encourage their Family members to support programs, services and activities designed to maintain and/or enhance the quality of life and well being of all members of the Total Army Family, for example, FRG, Deployment Cycle Support training, Army Family Team Building, and so forth Many of those programs, services, and activities are primarily dependent upon volunteers to ensure their success and continued effectiveness.

5–11. Federal Parent Locator Service

Section 113, Title 10, United States Code (10 USC 113) requires that current addresses of Soldiers be available to the Federal Parent Locator Service. The DEERS serves as DOD's centralized personal locator service. Commanders will

5–9. Standards for acceptance of voluntary service

a. Accepting official. The accepting official is a military member or Government employee (APF and NAF) who is the head of the organization (or their designee) where the volunteer provides service.

b. Organization responsibilities. The organization where the volunteer serves is responsible for ensuring—

(1) All volunteer documentation is complete.

(2) Personnel records are maintained.

(3) Awards and recognition are planned and executed.

(4) Costs of reimbursable expenses and organization awards are budgeted.

(5) A representative serves on the Volunteer Council.

(6) The Volunteer Management Information System on the Army OneSource Web site is utilized to record volunteer positions, awards, training, hours, and so on.

c. Circumvention of the civil service system. Volunteers may assist the workforce by performing an apportionment of a required function, but they cannot be used to substitute totally or permanently for unfilled positions, to replace paid employees or in lieu of obtaining contracted services for which funding has been provided.

d. Nondiscrimination policy. In accepting voluntary services, organizations will not discriminate based on race, creed, religion, age, sex, color, national origin, sexual orientation, marital status, political affiliation, or disability.

e. Injury. Volunteers will not perform duties that render them unusually susceptible to injury or to causing injury to others.

f. Supervision. The degree of supervision of volunteers will be comparable to that provided with respect to paid employees providing similar services. Personnel management rules and procedures applicable to exercising authority, direction, and control over paid employees and military personnel are not applicable to volunteers. Supervisory authority with respect to volunteers will be through designation of authorized duties, training, counseling, and determinations regarding continuation of acceptance of voluntary services. The supervisor may be a paid employee (civil service or NAF employee), a military member, or another volunteer who is so supervised. The supervisor must be directly responsible for the work the volunteer is performing.

g. Undue influence. When accepting voluntary services, commanders will ensure that neither they nor their paid or volunteer staff violate the provisions. By law no official will directly or indirectly impede or otherwise interfere with the right of a spouse of a military member to pursue and hold a job, attend school, or perform voluntary services on or off a military installation. Moreover, no official will use the preferences or requirements to influence or attempt to influence the employment, educational, or volunteer decisions of a spouse.

h. Background checks. Volunteers may be subject to a background check in accordance with DODI 1402.5, AR 608–10, and AR 608–18. Volunteers who work with children and youth must have a background check in accordance with the above regulations. The organization accepting the volunteer may contact the Family Advocacy Program Manager or the AVCC to obtain guidance on procedures for obtaining background checks and points of contact at required agencies.

i. Credentials. When required, volunteers must be licensed, privileged, have the appropriate credentials, or be otherwise qualified under applicable law, regulations, or policy to provide the voluntary services involved.

j. Privacy. DODD 5400.11 provides for the disclosure of privacy-protected records to agency employees who need the records in the performance of their duties. Access to records contained in a Privacy Act system of records may be provided to a volunteer providing a service to an APF activity. Any volunteer with such access must comply with the protection, disclosure, disclosure accounting, and other requirements. Privacy protected information may not be disclosed to a volunteer in a NAFI, as 10 USC 1588 does not authorize such access for NAFI volunteers.

k. Volunteer agreement. All volunteers and accepting officials for APF or NAF activities will sign DD Form 2793 (Volunteer Agreement for Appropriated Fund and Nonapproriated Fund Instrumentalities). A copy of the signed volunteer agreement will be given to the volunteer prior to commencement of voluntary services. The DD Form 2793 will be placed in the volunteer's personnel file and may be uploaded on the Volunteer Management Information System.

l. Parental permission form. Parental or guardian permission is required prior to the commencement of volunteer services from unmarried Family members under the age of 18. DA Form 5671 (Parental Permission) will be signed when accepting voluntary services from unmarried Family members under age 18 before commencement of work.

m. Position description. A written position description will be completed in Volunteer Management Information System for each volunteer and will include the position and title, first-line supervisor, second-line supervisor (if applicable), description of duties, time required, qualifications of the job, training required and provided by the program accepting the voluntary services, and evaluation and feedback by the supervisor.

(1) The supervisor of the volunteer will write the position description, and the accepting official will be the approval authority.

(2) Each position description will make specific mention as to whether or not the regular use of a motor vehicle, private or Government-owned or Governement-leased, is required and, if required, the specific volunteer duties that

will be performed while using the vehicle. Incidental uses of a privately owned vehicle (for example, to run an occasional errand) should not be described in the job description.

(3) If the use of a vehicle is not required in the performance of volunteer duties, the position description will state that the use of a vehicle is not authorized.

n. Daily time record. Each volunteer will maintain a record of hours worked in Volunteer Management Information System. Credit hours earned will be entered for the appropriate day and month that the volunteer worked. Monthly totals will be automatically totaled in Volunteer Management Information System. A hard copy of entered data will be printed as DA Form 4713 (Volunteer Daily Time Record) and placed in the volunteer's personnel file.

o. Service record. All organizations having volunteers must ensure volunteer hours worked are documented in Volunteer Management Information System. These organizations must document jobs performed and training and recognition received in Volunteer Management Information System. The program will automatically place this information on DA Form 4162 (Volunteer Service Record) which should be printed and placed in the volunteer's personnel file.

p. Retention of records. Volunteer records will be retained for 3 years following the termination of voluntary service by the organization receiving the service. After that period, a summary of each volunteer's service may be electronically maintained at the activity until no longer needed.

q. Training. Volunteers will receive training needed to perform their duties. This training will include pre-job training to learn technical skills, on-the-job training, and continuing in-service training.

r. Orientation. Volunteers (includes those who transfer from other duty locations) will receive orientation to familiarize them with the organization, their assigned duties, procedures to document voluntary service hours, policies and procedures for obtaining reimbursement of incidental expenses, award policies, grievance procedures, line of supervision, the importance of confidentiality, and other relevant matters.

5–10. Authorized volunteer support

Various kinds of support are authorized to assist volunteers in performing their assigned service. These include, but are not limited to—

a. Equipment. This covers Government facilities, to include dedicated office or desk space, equipment, supplies, computers, and telephones as needed to accomplish assigned duties.

b. Authority to install equipment. The commander has the authority to install telephone lines and any necessary telecommunication equipment in the private residences of persons who provide voluntary services and may pay the charges incurred for the use of the equipment for authorized purposes.

c. Use of Government-owned or Government-leased vehicle. A volunteer may be permitted to use Government-owned or Governement-leased administrative vehicles under 10,000 pounds when all the following circumstances exist:

(1) The appropriate commander determines that the use of the vehicle is for official purposes and that failure to provide such support would have an adverse effect on Soldier morale.

(2) The use of the vehicle can be provided without detriment to the accomplishment of the unit's needs (see AR 58–1).

(3) Volunteers who are assigned to operate administrative vehicles will be required to complete the same training and screening and maintain the same qualifications as other employees who drive comparable vehicles. They must meet the requirements of AR 600–55 (for example, they must possess a current valid driver's license from a state, U.S. Territory, U.S. possession, or overseas authority, and measures are taken to identify those personnel who are authorized and qualified to operate such vehicles). Those personnel who operate administrative vehicles should be screened through the National Driver Register, to the extent possible, to preclude those individuals with questionable driving records from operating Government vehicles.

d. Other requirements when operating Government vehicles. Permission to operate Government-owned or Governement-leased administrative vehicles will be in writing. Volunteers will operate only Government vehicles that have been dispatched to them. Volunteers will be informed of the requirement that Government vehicles be used only for official business (see AR 58–1).

e. Investigation of incidents. Standard procedures used to investigate and/or adjudicate incidents involving employees are used, when appropriate, to investigate and/or adjudicate similar incidents arising from voluntary services provided under 10 USC 1588.

f. Official mail. Use of official mail as deemed necessary and appropriate to execute assigned volunteer duties. Family readiness group newsletters must meet the guidelines in AR 215–1.

g. Reimbursement of incidental expenses.

(1) The sponsoring organization's commanding officer or official in charge accepting the voluntary services will determine if reimbursement is necessary to obtain the voluntary services, and will decide if the total amount to be reimbursed is reasonable in relation to the value of the voluntary services provided, following coordination with the resource manager. Volunteers may not be compensated for the service provided except for the reimbursement of incidental expenses incurred while providing voluntary services accepted by the organization. However, there is no requirement to reimburse incidental expenses of volunteers.

Appendix J
Army Family Readiness Groups Operations

J–1. Concept and purpose

a. The FRG is a unit commander's program formed in accordance with AR 600–20. Normally FRG will be established at the company level, with battalion and brigade levels playing an important advisory role. FRG are not a morale, welfare, and recreation program; a NAFI, a private organization; or a nonprofit organization.

b. An FRG is a command-sponsored organization of Soldiers, civilian employees, Family members (immediate and extended) and volunteers belonging to a unit. FRG will provide mutual support and assistance, and a network of communications among the Family members, the chain of command, and community resources. FRG will assist unit commanders in meeting military and personal deployment preparedness and enhance the Family readiness of the unit's Soldiers and Families. They will also provide feedback to the command on the state of the unit "Family."

c. Family readiness is the mutual reinforcement and support provided by the unit to Soldiers, civilian employees, and Family members, both immediate and extended.

d. The rear detachment commander is the unit commander's representative at home station while the unit is deployed and is the FRG link to the deployed unit. All logistic support for FRG (for example, meeting rooms, nontactical vehicle use, office equipment and computers, newsletters, telephones, and volunteer support) is authorized by the rear detachment commander during deployment.

e. The garrison ACS Center and RC Family Programs Office will assist unit commanders in establishing successful FRG by providing expertise, classes, training, and support to FRG and the FRG leadership, as outlined in AR 608–1.

f. Unit commanders will ensure that their FRG appeal to all service members, civilians, and Family members regardless of rank structure or Family size, composition, language spoken, and other characteristics. Commanders will seek FRG leaders who are particularly adept at energizing both officer and enlisted corps' Families. FRG that do not reflect their unit's demographics or have a high level of Family participation will be reevaluated to address impediments that exist toward creating a balanced and representational FRG. Typical issues could be FRG meeting times, unmet child care needs, FRG activities that do not match FRG member needs, FRG that do not provide training programs relevant to FRG Family needs, and other Family support issues.

J–2. Family Readiness Groups roles and functions

a. The FRG mission is to—

(1) Act as an extension of the unit in providing official, accurate command information.

(2) Provide mutual support between the command and the FRG membership.

(3) Advocate more efficient use of available community resources.

(4) Help Families solve problems at the lowest level.

b. The type and scope of FRG mission activities will depend on a number of factors such as—

(1) The Commander's budget for FRG mission activities.

(2) The identified needs of unit Soldiers, civilian employees, and their Families.

(3) Command interest and emphasis.

(4) The number of FRG members.

(5) The time, energy, and creativity of FRG membership.

(6) The makeup of the FRG, including the percentages of single Soldiers, number of years Soldiers and their Families have served with the military, number of Families with young children, and other Family composition factors.

(7) The unit's training and deployment schedule.

c. FRG are official DA programs established pursuant to AR 600–20. FRG mission activities and appropriated fund expenditures are subject to DOD 5500.7–R, DOD 7000.14–R, 31 USC 1341, and all other applicable statutory and regulatory restraints on official activities, use of appropriated funds, and fundraising.

d. Certain FRG mission activities are essential and common to all FRG. They include FRG member meetings, FRG staff and committee meetings, publication and distribution of FRG newsletters, maintenance of updated Family rosters and Family readiness information, establishment of FRG member telephone trees and e-mail distribution lists, and scheduling educational briefings for FRG members. FRG activity level can vary depending on unit mission and on whether the unit is in pre-deployment or post-deployment, deployed, or in a training/sustainment period at the home station.

e. FRG social activities can enhance Family and Soldier camaraderie, provide stress relief, and reduce Family loneliness during deployments. Social activities will not be funded using appropriated funds. FRG members may use money contained in an FRG informal fund to pay for social activities described in paragraph J–7.

J–3. Resources

FRG mission-essential activities are supported using the unit's appropriated funds, excluding BA11/OPTEMPO. FRG mission-essential activities authorized appropriated fund support may not be supported with NAFs. FRG mission-

essential activities may not be augmented with private money. Such augmentation may be a violation of 31 USC 1345. FRG appropriated fund resources may not be used to support private organization activities, internal fundraisers, or commercial ventures.

a. Government office space and equipment. FRG may use Government office space, computer and office equipment, faxes, e-mails, scanners, and so on to support the FRG mission.

b. Paper and printing. FRG may use Government paper and printing supplies to publish FRG newsletters to relay information from the command and to support any FRG mission activity. Commanders will decide how frequently newsletters will be published. Each unit will have a standard operating procedure (SOP) on the preparation, printing, and distribution of FRG newsletters. FRG newsletters may be distributed by the Army or installation post office or via e-mail to FRG members.

c. Army and installation post offices and official mail. FRG are authorized to use official mail for official, mission-related purposes and as approved by the unit commander.

(1) Unofficial information may be included in an official FRG newsletter, provided: it does not exceed 20 percent of the printed space used for official information; it does not increase printing and mailing costs to the Government; and it does not include personal wanted/for sale advertisements. The FRG newsletter must state whether it contains only official information or both official and unofficial information.

(2) If the newsletter contains both types of information, it will include the following statement: "The inclusion of some unofficial information in this FRG newsletter has not increased the costs to the Government, in accordance with DOD 4525.8–M."

d. Government vehicles. In accordance with AR 58–1, the unit commander may authorize Government vehicle use in support of official FRG activities, including the transportation of FRG members for FRG mission-related activities. Government vehicles may be used to support official FRG activities when—

(1) The appropriate commander determines that the use of the vehicle is for official purposes and that failure to provide such support would have an adverse effect on the FRG mission.

(2) The driver has a valid and current license to operate the vehicle and all other regulatory requirements regarding the use of the Government vehicle have been followed.

(3) The use of the vehicle can be provided without detriment to the accomplishment of the unit's mission.

e. Child care. Depending on availability of funds, unit commanders may authorize appropriated funds for—

(1) Childcare for command-sponsored training in accordance with AR 608–10, paragraphs 3–2 and 3–4.

(2) Needed Family support, including child care, education, and other youth services for Armed Forces members who are assigned to duty or ordered to active duty in conjunction with a contingency operation (see 10 USC 1788(b) and DODI 1342.22).

f. Statutory volunteers. The unit commander may accept statutory volunteer labor to support the FRG mission, as described in paragraph J–4 and in accordance with this regulation. However, FRG volunteers are not considered statutory volunteers when they are participating in social or fundraising activities and are not entitled to reimbursement for incidental expenses during this period of time.

J–4. Volunteers

a. Volunteers. The Soldier and Family Readiness System relies heavily on the support of a professional volunteer cadre. Unit commanders may staff their FRG with volunteers, as provided in chapter 5 of this regulation and in accordance with 10 USC 1588.

(1) FRG volunteers in leadership and key roles, such as the FRG leader, treasurer, key caller, and welcome committee chair, must in-process through the local ACS Center for the Active Component or through the RC Family Programs Office. Commanders will ensure their volunteers are supervised in the same manner as an employee, that they have a position description, and that they have followed all other legal and regulatory requirements in accordance with chapter 5 of this regulation and 10 USC 1588.

(2) The local ACS center, RC Family Programs Office, or AVCC will provide unit commanders or their designees with expert guidance on the Army Volunteer Corps Program. They will provide commanders with standard FRG volunteer position descriptions and answer volunteer questions. The unit commander will ensure that the AVCC is provided the FRG volunteers' work hours monthly to track volunteerism within their areas of responsibility and for volunteer recognition purposes.

(3) FRG volunteers are authorized to use Government facilities to accomplish their assigned duties. This includes the use of office and meeting spaces; telephone, computer, e-mail, and copying equipment; administrative supplies; administrative and logistical support; and additional equipment. Government computer use, including e-mail and internet use, is authorized for official FRG business only.

(4) To support official FRG activities, FRG volunteers may operate Government-owned or Government-leased nontactical vehicles with a gross vehicle weight of less than 10,000 pounds, provided they meet the licensing requirements set forth in AR 600–55.

(a) The authorization to drive a Government-owned or Governement-leased nontactical vehicle will be included in the volunteer's position description.

(b) Vehicular accidents occurring while an FRG volunteer is operating a Government vehicle must be reported in accordance with AR 385–10.

b. Funding for volunteer support. Appropriated funds may be used to support FRG volunteers, with command preapproval and funding availability. Appropriated funds for volunteer support may be used for—

(1) Training and travel expenses. Commanders may, at their discretion, authorize payment for travel and training of official statutory volunteers.

(a) Authorized FRG volunteer travel may include FRG volunteer visits to geographically dispersed members of the FRG in direct support of the FRG mission.

(b) Enrollment, travel, per diem, and other expenses may be funded for training to improve FRG volunteers' effectiveness or enable them to accept positions of increased responsibilities. Invitational travel orders are authorized, pursuant to the JFTR, appendix E, part I, paragraph A, and Secretary of the Army travel policy. Funding will depend on command preapproval and availability of funds.

(2) Reimbursement of incidental expenses. Unit commanders may budget for the reimbursement of official volunteer incidental expenses using appropriated funds for FRG volunteers, as authorized by this regulation and 10 USC 588. Volunteers may be provided reimbursement for incidental expenses (out-of-pocket expenses) such as child care, long-distance telephone calls, mileage, and other expenses incurred while supporting the FRG official mission, in accordance with chapter 5 of this regulation and DODI 1100.21 and the commander's FRG budget standard operating procedure (SOP) (see app J–6).

(3) Awards, recognition, and mementos. Appropriated funds will not be authorized or available for volunteer awards other than official certificates of recognition or volunteer incentive awards in accordance with AR 672–20. NAFs will be authorized for garrison volunteer recognition programs, awards, and banquets and to purchase mementos consistent with AR 215–1. Unit commanders will ensure that their FRG volunteers' hours are submitted monthly to the garrison AVCC and that FRG volunteers are recognized at garrison community volunteer recognition ceremonies.

c. Authorizing travel. Commanders may not authorize travel or the reimbursement of volunteer incidental expenses for members of their household or other persons that could present a potential conflict of interest (see DOD 5500.7–R). Commanders will forward these decisions to the next senior level officer within the commander's chain of command for determination. Commanders will seek guidance regarding specific ethics issues from their servicing ethics counselors.

J–5. Family Readiness Support Assistants

In the Active Army, commanders may authorize units to hire Family Readiness Support Assistants (FRSAs) who provide unit FRSA administrative support services.

a. FRSA required training to be completed through classes at ACS, Family Programs, or online at www.myarmylifetoo.com. Within the first 60 days of assuming duties, the FRSA must complete the following training classes.

(1) Army Family Team Building Levels I and II.

(2) Rear Detachment Commander Training.

(3) FRG Volunteer Leader Training.

(4) Operation READY FRSA Training.

b. Other recommended FRSA training includes:

(1) Civilian Personnel Office, time and attendance and benefits.

(2) Virtual Family Readiness Group System Training.

c. The FRSA deployment assistant will coordinate training through local community resources and provide administrative collaboration between the rear detachment commander and the FRSA leader. The FRSA deployment assistants will not duplicate services or overlap existing resources in the military community.

d. The FRSA deployment assistant works for the unit commander, who will have day-to-day operational direction of the assistant's activities. The duties of the FRSA deployment assistant will not conflict with the duties of the volunteer FRSA leadership. The FRSA deployment assistant will not be involved in FRSA informal fundraising activities, casualty assistance procedures, suicide prevention activities, teaching Family readiness training, Family counseling, or other non-FRSA official administrative support duties.

e. The Army National Guard may hire FRSA assistants to assist the State Family Program Directors at Joint Force Headquarters, and the U.S. Army Reserve may hire mobilization and deployment assistants to assist the Family programs directors at regional readiness commands.

J–6. Budget process

a. Family Readiness Groups operations. These are funded by the unit commander's appropriated funds, excluding BA11/OPTEMPO. Commanders will consider FRG mission activity requirements when planning their yearly budget. FRG budget needs vary widely and are highly dependent on location, the unit's mission and deployment situation, the composition of the FRG membership, and component.

b. Family Readiness Groups budget standard operating procedures. Commanders will approve an SOP that describes the support available for FRG mission activities and the procedures for FRG leaders and volunteers to request

support. FRG leaders must be familiar with the SOP. A sample SOP is included in Operation R.E.A.D.Y training materials.

c. Government purchase card. Commanders will use a Government purchase card to pay for FRG operating expenses, when practicable. For example, commanders may use their Government purchase card to purchase supplies, equipment, room rental, or any other approved item to support official FRG mission activities. The FRG budget SOP will include a requirement that FRG leaders fill out appropriate forms and submit them to the commander for approval. The SOP will also state the procedures for requesting reimbursement for incidental expenses for FRG volunteers.

J–7. Family Readiness Groups informal funds

a. Authorization.

(1) Commanders may authorize their FRG to maintain one informal fund in accordance with AR 600–20. No more than one FRG informal fund per unit may be authorized. Informal funds are private funds generated by FRG members that are used to benefit the FRG membership as a whole. FRG informal funds may not be deposited or mixed with appropriated funds, unit MWR funds, the unit's cup and flower funds, or any individual's personal funds. The expenditure of informal funds will be consistent with Army Values, DOD 5500.7–R, and AR 600–20.

(2) Examples of authorized use of informal funds include FRG newsletters that contain predominantly unofficial information and purely social activities, including, but not limited to, parties; social outings, volunteer recognition (not otherwise funded with APFs), and picnics.

(3) Examples of unauthorized use of FRG informal funds include augmenting the unit's informal funds (the unit's cup and flower funds); purchasing items or services that are authorized be paid for with appropriated funds; purchasing traditional military gifts, such as Soldier farewell gifts that are not related to Family readiness; and funding the unit ball.

b. Fund custodian. The unit commander will sign a letter designating a fund custodian (treasurer) and an alternate. The fund custodian and alternate must not be the unit commander, a deployable Soldier, or the FRG leader. The fund custodian is responsible for informal fund custody, accounting, and documentation.

(1) The FRG informal fund custodian and alternate are personally liable for any loss or misuse of funds.

(2) After designation of the informal fund custodian, the custodian may establish a noninterest bearing bank account under the FRG's name (never the individual's name). The commander will authorize opening the account and prepare a letter naming the fund's custodian and alternate as persons authorized to sign checks drawn on the account. The commander will not be a signatory on the account.

(3) The informal fund custodian will provide informal fund reports to the unit commander monthly and as requested. An annual report on the FRG informal fund activity will be provided to the first colonel (O–6) commander or designee in the unit's chain of command no later than 30 days after the end of the calendar year. These reports will summarize the informal fund's financial status, to include current balance, total income, and an itemized list of expenditures along with an explanation showing how the expenditures are consistent with the purpose of the FRG informal fund as established in the SOP.

(4) Although not required, commanders may consider requiring the FRG informal fund to be bonded in accordance with the procedures in AR 210–22.

c. The Family Readiness Groups informal fund standard operating procedures. All FRG informal funds will have an SOP. This document memorializes the FRG members' determination of the purpose of the FRG informal fund. The SOP may be a one-page document and must include—

(1) The FRG name.

(2) A description of the FRG's informal fund purpose and functions and a summary of its routine activities. For example, "The FRG's informal fund purpose and function are to provide support and recognition to FRG members during the following life events: births, birthday parties, new member welcome parties, departing member farewell parties, holiday parties, and so on."

(3) The following statement must be included in the FRG informal fund SOP: "This FRG informal fund is for the benefit of the FRG members only and is established exclusively for charitable purposes and to provide support to Soldiers and Family members as the Soldiers and Families adapt to Army life. It is not a business and is not being run to generate profits. It is not an instrumentality of the United States Government."

(4) The FRG informal fund SOP must be approved by the unit commander and a majority of the FRG members. It will be signed at a minimum by the FRG leader, the fund custodian (treasurer), and the alternate fund custodian. (A sample informal fund SOP is included in Operation READY training materials.)

d. Fundraising for Family Readiness Groups informal funds. DOD 5500.7–R authorizes official fundraising by organizations composed primarily of DOD or DA employees and their dependents when fundraising among their own members or dependants for the benefit of their own welfare funds. Fundraising will be approved by the appropriate commander after consultation with the DA ethics official or designee.

(1) An Army organization—including, but not limited to, units, installations, and FRG—may officially fundraise from its own community members or dependents and from all persons benefiting from the Army organization. (For example, an installation may benefit from the brigade or unit FRG, thus permitting a brigade or unit FRG to fundraise

throughout the installation.) Fundraising must be for the organization's informal fund, as opposed to a private charity, a particular military member, or a similar cause, and be approved by the commander with cognizance over the organization and coordinated with the commander with cognizance over the location of fundraising if different from the organization area. Commanders will consult with their Staff Judge Advocate or ethics counselor and avoid all conflicts with other authorized fundraising activities.

(2) Commanders may approve requests from FRG informal funds to conduct fundraising events in accordance with the requirements of DOD 5500.7–R as described above and in compliance with AR 600–29.

(3) Informal fundraising that occurs within the Army Reserve will have the approval of the unit commander and the servicing Staff Judge Advocate and/or ethics counselor. To address fundraising issues within the Army Reserve, refer to Army Reserve regulations.

e. Informal fund cap. FRG are not established to raise funds, solicit donations, or manage large sums of money. They are not equipped to handle the stringent accounting requirements that can result from excessive informal funds. FRG informal funds will therefore not exceed an annual gross receipt (income) cap of $10,000 per calendar year from all sources, including fundraising, gifts, and donations. Unit commanders may establish a lower annual income cap.

(1) State and local laws and the requirements of Status of Forces Agreements may make a lower FRG informal fund cap necessary at some locations within or outside the continental United States. Commanders and fund custodians will consult their Staff Judge Advocates to ensure that FRG informal funds comply with all local requirements.

(2) FRG informal funds may only be raised and maintained for specific planned purposes consistent with the purpose of the informal fund. If the purpose of the fundraising event is inconsistent with the FRG informal funds SOP, commanders will not approve the fundraising event.

(3) The FRG informal fund ledger will reflect the costs earmarked for the planned event. For example, if an FRG is planning a holiday party with a planned cost of $3,000, the ledger might reflect the following costs: dinner $2,100; hall rental $250; and band $650.

f. Gifts to Family Readiness Groups informal funds. Unit commanders may accept an unsolicited gift or donation of money or tangible personal property of a value of $1,000 or less for its FRG informal fund after consultation with the unit ethics counselor. Unsolicited gifts or donations to the FRG informal funds are considered income and impact the FRG informal fund annual income cap of $10,000.

J–8. Family Readiness Groups external fundraising

As an official activity of the DA, the FRG may not engage in external fundraising and may not solicit gifts and donations. However, in accordance with AR 1–100 and with the advice of the ethics counselor, commanders and FRG leaders may, in response to an appropriate inquiry, inform potential donors of the needs of the Army in relation to assisting Army Families.

J–9. Unsolicited donations to the active component

a. Appropriate gift acceptance authorities may accept unsolicited gifts and donations made to the Army intended for FRG support; these donations will be added to the garrison's FRG supplemental mission account, pursuant to paragraph 3–2*a* of this regulation and AR 215–1 after consultation with an ethics counselor. The director, MWR (DMWR) will assign these donations intended for FRG use to program code SA, department code "9J," to prevent disbursing donations intended for FRG use into another ACS mission or for any other purpose. These supplemental mission donations do not expire at the end of the fiscal year, and balances automatically roll over into the following fiscal year.

b. Acceptance authority levels for unsolicited gifts and donations to the FRG supplemental mission account will be in accordance with the rules governing gifts to NAFI in AR 215–1.

c. Supplemental mission donations are NAFs that may be used only to supplement the mission activity. They are not MWR NAFs. MWR NAFs may not be expended for FRG support. Commanders may use supplemental mission donations intended for FRG for any purpose that the commander determines clearly supplements an established mission of the FRG so long as appropriated funds are not authorized. However, in accordance with the policies listed in chapter 5 of this regulation, supplemental mission donations may be used for reimbursement of statutory volunteer incidental expenses if appropriated funds are not available. The use must be consistent with this regulation and the provisions governing supplemental mission NAFs in AR 215–1 and DODI 1015.15.

(1) The first priority in using supplemental mission NAFs intended for FRG is to encourage maximum attendance and participation at FRG meetings—for example, by providing food and refreshments. Using supplemental mission NAFs to support a unit ball is an example of an unauthorized expenditure because it fails to supplement an established mission of the FRG.

(2) Commanders may not authorize the use of supplemental mission NAFs for any purpose that cannot withstand the test of public scrutiny or which could be deemed a misuse or waste of funds. Using supplemental mission NAFs to fund a lavish cruise to promote "cohesion" among FRG members is an example of an excessive and inappropriate use of funds.

d. Supplemental mission NAFs are not informal funds. The provisions concerning informal funds contained in this

regulation are inapplicable to supplemental mission NAFs. Supplemental mission NAFs will not be deposited into an FRG informal fund and will not impact the annual FRG informal fund income cap.

e. The DMWR will properly disburse supplemental mission donations intended for FRG support. The unit commander will submit an approved purchase request that includes a brief description of the item(s) requested, total funds required, dates the items are needed, and vendor or source of the items to be purchased to the DMWR for processing. The DMWR will disburse such supplemental mission donations between FRG supported by that garrison's ACS Center, to include recruiting and the Army Reserve Component. Army National Guard units are not included for these supplemental mission accounts.

f. Garrison commanders may accept unsolicited gifts into the supplemental mission program when the donor intends the donation or gift to be used only in support of FRG that are experiencing certain deployment cycle events, such as preparing for deployment, deployment, and redeployment. The DMWR will ensure that the supplemental mission donations are disbursed to FRG whose Soldiers are experiencing the deployment cycle event stated in the donation. This ensures that the garrison fulfills the conditions of the gift which the commander accepted. For example, a donor intends a gift to be used "for the Families of deployed Soldiers." The DMWR ensures only FRG whose units have deployed Soldiers share in the supplemental mission donation.

g. The garrison commander may not accept unsolicited gifts into the supplemental mission program when the donor intends the donation or gift to be used only by a named FRG. For example, a donor intends a gift to be used "for Brigade X's FRG." Garrison commander must decline the gift because it creates disparity between FRG experiencing the same deployment cycle events.

h. Commanders and FRG leaders must be careful to avoid stating or implying that the Army officially endorses any person or private organization that offers a gift. The commander and FRG leadership may not promise donors that donations are tax deductible. Businesses may be encouraged to speak with their tax adviser regarding business tax deductions.

i. Any commanders who are offered donations they may not accept, will consider referring the prospective donor to other Government or private organizations, such as Army Emergency Relief, local tax qualified charities, foundations, and fraternal or service organizations.

j. Commanders will seek guidance from their servicing Judge Advocate and ethics counselor when they receive offers of unsolicited donations for FRG support. For further regulatory instruction regarding gifts offered to the Army or to individuals (see AR 1–100 and AR 1–101).

J–10. Unsolicited donations to a reserve component

The procedures for accepting donations or gifts for an RC may differ, depending upon location and activation status. For RC units attached to an Army garrison or installation, see instructions above regarding the acceptance authority for accepting unsolicited donations intended for FRG support. For guidance regarding gifts intended for an RC not attached to a garrison or installation (see AR 1–100 and AR 1–101). Commanders are also encouraged to seek guidance from their ethics counselors (for specifics, refer to Reserve Command regulation).

J–11. Private organizations

Private organizations (POs) have substantially more authority than FRG to conduct fundraising and to engage in social activities in accordance with AR 210–22, AR 600–29, and DOD 5500.7–R. Individuals may establish POs that share the same Family readiness goals and objectives as FRG. To prevent potential conflicts of interest, if such POs are established, managers or board members of the PO will not also be placed in FRG leadership positions. It is essential that commanders and Government personnel treat such POs in the same manner as all similarly situated POs. Commanders may not direct the establishment or the activities of a PO and must treat POs according to the requirements of AR 210–22, AR 600–29, and DOD 5500.7–R, as applicable. Commanders will seek guidance from their servicing Judge Advocate's office and ethics counselor regarding private organization issues.

J–12. Commercial sponsorship

FRG may not enter into commercial sponsorship agreements. Commercial sponsorship is an agreed upon arrangement under which a business provides assistance, funding, goods, equipment, or services in exchange for public recognition or other promotional opportunities on the installation. In accordance with AR 215–1 and DODI 1015.10, commercial sponsorship is generally only authorized for official MWR programs and events.

J–13. Official information

Official FRG information relates to command and mission-essential information that the commander believes Families need to be better informed. Official information relates to unit mission and readiness. It includes training schedule information, upcoming deployments, unit points of contact, and the chain of concern. Official information is subject to all applicable regulations governing its use and to guidance in AR 25–55 and 5 USC 552(b).

Social media and Army Families

Social media is becoming a valuable tool for keeping Families and Soldiers connected, which is vitally important to unit well-being. Family Readiness Groups (FRGs) are key organizations. FRG social media sites have streamlined the process of finding out what is happening at an installation. They also provide discussion sections where the FRG, Soldiers and Families can post information and photos about installation news and activities. OCPA recommends FRG site be configured as closed groups for maximum safety.

Security and safety

- Do not reveal sensitive or personal information, such as addresses, schedules and event locations.
- Do not post when you are going on vacation or leaving the house
- Ask, "What could a person do with this information? Could it compromise the safety of myself, my Family or my unit?"
- Geotagging reveals your location to other people within your network. Smartphones can embed GPS coordinates into photographs and other data. Turn off the GPS function on smartphones and digital cameras. Always make sure to check that the geotagging is not reset after updating operating software.
- Closely review photos or videos before posting to ensure sensitive or personal information is not released.
- Talk to your Family about OPSEC. Be sure they know what can and cannot be posted.
- Look closely at all privacy settings. Set security options to allow visibility only to individuals you know.
- Platform security and privacy settings change frequently. Routinely check and update settings to be as restrictive as possible.
- Utilize two-step verification when possible to prevent unauthorized access in the event your password is compromised.
- Passwords should be at least 14-characters long and contain at least two: numbers, special characters, upper-case characters, and lower-case characters.
- Change passwords every 60 days.
- Do not share passwords.

For more tips and home computer security visit the CID Cyber Lookout Program.

Duty status-whereabouts unknown (DUSTWUN), missing in action (MIA) wounded in action (WIA) and killed in action (KIA)

Social media is a major part of our daily interactions, so when Soldiers are killed or missing in action, it is hard to turn off the flow of information distributed through social media platforms. While it is difficult to prepare for tragedy, it is important to know that social media can play a role (good or bad) in the handling of DUSTWUN, MIA, WIA or KIA situations.

In a DUSTWUN, MIA, WIA or KIA situation, members of the media may look at unit, Soldier and Family member Facebook profiles to find out more about the Service member. In a captivity situation, captors may also turn to Facebook to pull information for interrogation purposes. It is vitally important that you and your Family set privacy settings as restrictive as possible.

In accordance with DoDI 1300.18, Department of Defense (DoD) Personnel Casualty Matters, Policies, and Procedures, details about Soldiers killed or missing in action cannot be released until 24 hours after the next of kin has been notified and after the information has been released by the DoD. It is important that all friends, Family and fellow Soldiers know that information about individuals killed in action must not be released before the next of kin is notified. Always follow unit and Army protocol when it comes to DUSTWUN, MIA, WIA or KIA situations.

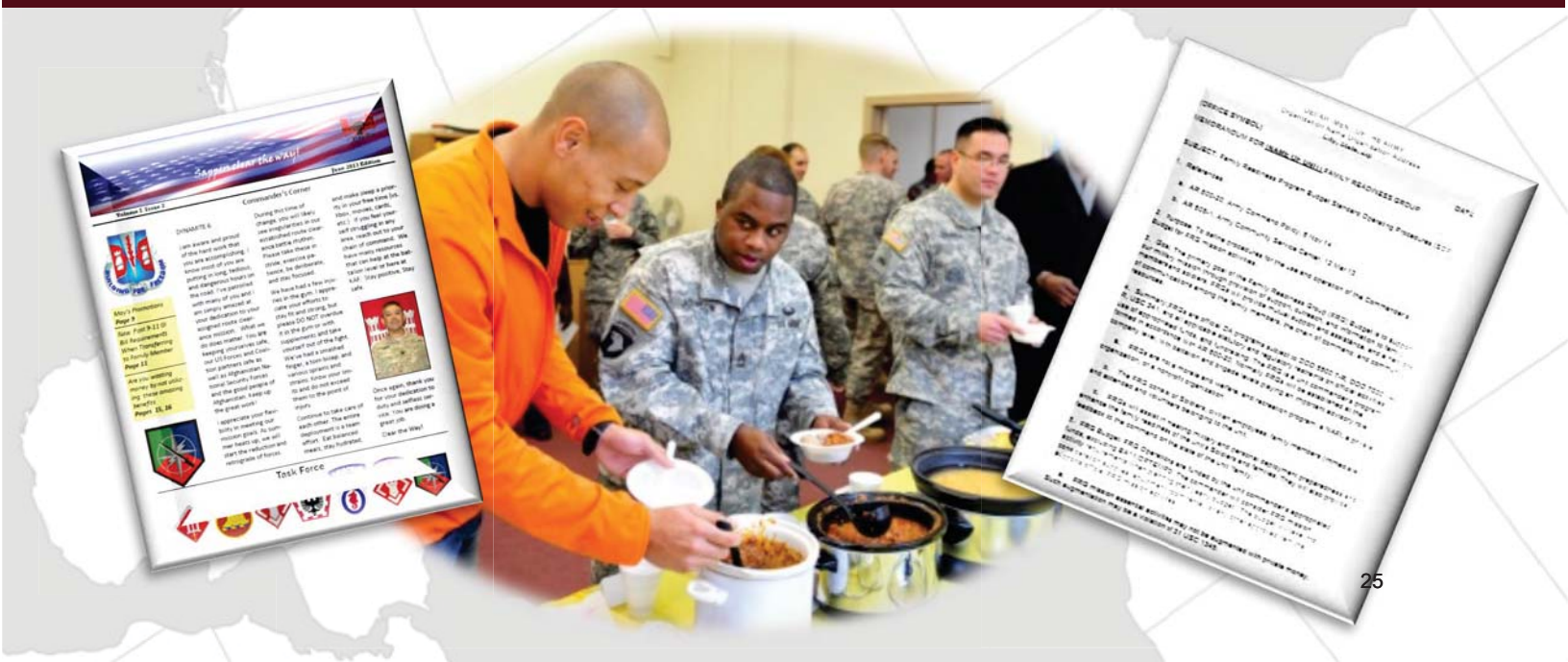
Page Resource Guide

Social Networking Safety Tips	www.cid.army.mil/documents/CCIU/2can/SocialNetworkingSafetyTips.pdf
Home Computer Security	www.cid.army.mil/documents/CCIU/2can/HomeSecurityPractices.pdf
CID Cyber Lookout Program	www.cid.army.mil/cciu2can.html
DoD News Releases	www.defense.gov/releases

REAL: Readiness Essentials for Army Leaders

ADMINISTRATION

Standard Operating Procedures (SOPs)



DEPARTMENT OF THE ARMY
Organization Name Organization Address
City, State, Zip

(OFFICE SYMBOL) DATE

MEMORANDUM FOR **(NAME OF UNIT)** FAMILY READINESS GROUP

SUBJECT: Family Readiness Program Budget Standard Operating Procedures (SOP)

1. References.

a. AR 600-20, Army Command Policy, 6 Nov 14

b. AR 608-1, Army Community Service Center, 12 Mar 13

2. Purpose. To define procedures for the use and operation of the Commander's Budget for FRG mission activities.

3. Goal. The primary goal of the Family Readiness Group (FRG) Budget is to support our military mission through provision of support, outreach, and information to family members and soldiers. FRGs will provide mutual support and assistance, and a network of communications among the family members, the chain of command, and community resources.

4. Summary: FRGs are official DA programs subject to DOD 5500.7-R, DOD 7000.14-R, 31 USC 1341, and all applicable statutory and regulatory restraints on official activities, use of appropriated funds, and fundraising. The FRG is a unit commander's program formed in accordance with AR 600-20. Normally FRGs will be established at the company level, with battalion and brigade levels playing an important advisory role.

a. FRGs are not a morale and welfare, and recreation program: a NAFI; a private organization; or a nonprofit organization.

b. The FRG consist of Soldiers, civilian employees, family members, immediate and extended, and volunteers belonging to the unit.

c. FRGs will assist in meeting military and personal deployment preparedness and enhance the family readiness of the unit's Soldiers and families. They will also provide feedback to the command on the state of the unit "family."

5. FRG Budget: FRG Operations are funded by the unit commander's appropriated funds, excluding BA11/OPTEMPO. The commander will consider FRG mission activity requirements when planning their yearly budget. The budget will take into consideration supplies, equipment, room rental, or any other approved item that supports official FRG mission activities.

a. FRG mission essential activities may not be augmented with private money. Such augmentation will be a violation of 31 USC 1341.

b. FRG appropriated fund resources may not be used to support private organization activities, internal fundraisers, or commercial ventures.

c. Funding for volunteer support.

(1) Appropriated funds may be used to support FRG volunteers, with command pre-approval and funding availability. Appropriated funds for volunteer support may be used for:

i. Training and travel expenses may, at the discretion of the commander, be authorized for official statutory volunteers.

ii. Authorized FRG volunteer travel may include FRG volunteer visits to geographically dispersed members of the FRG in direct support of the FRG mission.

iii. Enrollment, travel, per diem, and other expenses may be funded for training to improve FRG volunteers' effectiveness or enable them to accept positions of increased responsibilities. Funding will depend on command pre-approval and availability of funds.

(2) Travel expenses may not be authorized for the members of the commander's household or other persons that could present a potential conflict of interest (see DOD 5500.7–R). These decisions must be forwarded to the next senior level officer within the commander's chain of command for determination. Seek guidance regarding specific ethics issues from servicing ethics counselors.

d. Awards, recognition, and mementos. Unit commanders will ensure that their FRG volunteers' hours are submitted monthly to the garrison AVCC and that FRG volunteers are recognized at garrison community volunteer recognition ceremonies.

(1) Appropriated funds will not be authorized or available for volunteer awards other than official certificates of recognition or volunteer incentive awards in accordance with AR 672–20.

(2) NAFs will be authorized for garrison volunteer recognition programs, which may include the purchase and presentation of mementos, nonmonetary awards, certificates and identifying insignia consistent with AR 215-1. Nominal expenses for the purchase of food and beverages are authorized but limited to coffee, tea, juice, and/or soft drinks, and fruit, cheese and crackers, donuts, cookies, and/or cake. Banquets, luncheons, or meals are not authorized.

e. FRG leaders and volunteers must fill out a purchase request form and submit it to the commander for approval.

f. Government purchase cards may be used to pay for FRG operating expenses, when practicable.

g. Reimbursements.

(1) Reimbursements for incidental expenses must be approved before the expense is made by any and all volunteers. All receipts must be submitted along with a memorandum detailing the expense, approving authority, date of approval, date expense was incurred and date of reimbursement.

(2) Statutory volunteers assist and support the FRG mission as described in AR 608-1, Appendix J-4 and AR 608-1, Appendix J-3; however, they are not considered statutory volunteers when they are participating in social or fundraising activities and are not entitled to reimbursement for incidental expenses during this period of time.

(3) Incidental reimbursements may be reimbursed using appropriated funds for FRG volunteer, as authorized by AR 608-1, Appendix J and USC 1588. Out-of-pocket expenses such as child care, long-distance telephone calls, mileage, and other expenses incurred while supporting the FRG official mission, in accordance with this SOP are reimbursable.

i. Volunteer incidental expenses may not be authorized for the members of the commander's household or other persons that could present a potential conflict of interest (see DOD 5500.7–R). These decisions must be forwarded to the next senior level officer within the commander's chain of command for determination. Seek guidance regarding specific ethics issues from servicing ethics counselors.

6. Point of Contact is the undersigned at Phone Number.

COMMANDER SIGNATURE
COMMANDER, UNIT

DEPARTMENT OF THE ARMY
Organization Name Organization Address
City, State, Zip

(OFFICE SYMBOL) DATE

MEMORANDUM FOR (**NAME OF UNIT**) FAMILY READINESS GROUP RECORD

SUBJECT: Family Readiness Group Informal Funds Standard Operating Procedure

1. REFERENCES:

a. AR 600-20, Command Policy, 06 NOV 14
b. AR 608-1, Army Community Service, 12 MAR 13
c. AR 600-29, Fundraising within the Department of the Army, 07 JUN 10
d. AR 1-100, Gifts and Donations, 27 JUL 15
e. DOD 5500.7-R, Joint Ethics Regulations, 17 NOV 11

2. PURPOSE: Provide procedures for managing the Family Readiness Group (FRG) Informal Funds.

3. SUMMARY: The FRG Informal Fund is for the benefit of the (UNIT NAME) FRG Members only and is established exclusively to provide support to Soldiers and Family Members as they adapt to Army life. It is not a business and is not being run to generate profits. It is not an instrumentality of the United States Government. The fund is limited to expenses that support the mission of the FRG and is to be used for activities that support the entire group rather than specific individuals.

4. SCOPE: This SOP applies to the (UNIT NAME) Family Readiness Group, which is comprised of all Soldiers, Civilians, Volunteers, and Family Members assigned to the Unit.

Commander/Rear Detachment Commander:

a. will authorize the FRG to maintain one informal fund.

b. will designate a fund custodian and an alternate.

c. will authorize the opening of one FRG informal funds bank account and designate the funds custodian and alternate funds custodian to sign checks drawn on the account.

d. will/will not require the FRG informal fund to be bonded.

5. All fundraising requests must be presented to the commander, with a complete plan on why the funds are needed, and for what purpose. In no event will fundraising be authorized if the informal fund account has reached the annual gross income cap of $10,000 or the account balance is $10,000.

6. FRG informal funds custodian and alternate:

a. will manage the FRG informal fund, and ensure that all deposits and expenditures are accurate, timely, and complies with all Army policies, including AR 608-1, and the Joint Ethics Regulations.

b. may be personally liable for any loss or misuse of FRG informal funds.

c. will ensure a non-interest bearing bank account has been opened under the FRG's name, as approved by the commander.

d. will prepare an informal fund report for the unit commander at the end of each month. The report will summarize the informal fund's financial status, to include current balance, total income, and an itemized list of expenditures along with an explanation showing how the expenditures are consistent with the purpose of the FRG informal fund was established in this SOP.

e. will prepare an informal fund annual report for the first Colonel (06) commander or designee in the units chain of command no late than 30 days after the end of the calendar year. The annual report will summarize the informal fund's financial status at the end of the calendar year, to include current balance, total income, and an itemized list of all expenditures made during the year, along with an explanation showing how the expenditures were consistent with the purpose of the FRG informal fund was established in this SOP.

7. Informal Fund Account Management:

a. Expenditures.

(1) The commander must approve all expenditures of FRG Funds in advance.

(2) The funds custodian will make all purchases; the funds custodian and alternate are the only authrorized perons to sign all checks.

b. Deposits.

(1) The funds custodian or alternate funds custodian will deposit all income.

(2)The funds custodian or alternate will prepare a financial statement monthly and as requested.

8. Use of Funds: The FRG will approve an annual informal fund budget that supports and recognizes FRG members and details what funds will be raised and the how the money will be used.

a. The funds are to be used to provide meals and refreshments at FRG meetings and to fund FRG Family social events. The use of FRG informal funds is to support the entire unit and FRG.

b. All expenditures must be consistent with the provisions listed in this SOP, Army values, and AR 608-1, Appendix J.

c. FRG informal funds may not be depositied or mixed with appropriated funds (APF), Unit MWR funds, Unit informal funds (cup and flower funds), or any individual's personal funds.

d. Estimated costs for future planned events will be earmarked with the ledger.

9. Fundraising Requests: Note, unit commanders should be able to document that they have established the FRG infrastructure as required IAW AR 608-1, Appendix J prior to authorizing their FRG's a fundraising event. Unit Commander certifies prior to approving FRG Informal Fundraising that

a. Volunteer support for the FRG is identified and Volunteers have been registered IAW AR 608-1.

b. Volunteer position descriptions are on file, Volunteers are trained or subject to a training schedule.

c. FRG meetings are regularly scheduled (whether quarterly, semi-annually, or monthly, depending upon unit needs).

d. Fundraising request must be for a specific purpose. Raising funds to purchase meals and refreshments for use at FRG meetings, FRG social events and activities, may be authorized.

e. Fundraisers may take place only in unit area, as idenitifed by command.

f. Fundraising requests must go through commander for approval.

g. Once the commander approves the FRG informal fund request to fundraise, normal rules regarding the processing of all fundraising requests must be followed.

10. FRG Fund Cap:

a. Gross annual receipts (income) for the FRG informal fund cannot exceed $10,000 from all sources, i.e. fundraising, gifts, and donations.

b. Offers of gifts and donations should be referred to the Garrison commander.

11. The point of contact for this SOP is (POC Name, TITLE, EMAIL, PHONE NUMBER).

_____
FRG LEADER NAME
FRG Leader, UNIT

_____
FUNDS CUSTODIAN NAME
FRG Funds Custodian, UNIT

_____
ALTERNATE FUNDS CUSTODIAN NAME
Alternate FRG Funds Custodian, UNIT

UNIT OFFICE SYMBOL DD Month YYYY

MEMORANDUM FOR RECORD

SUBJECT: [UNIT NAME] Standing Operating Procedure (SOP) for Family Readiness Group (FRG) Communication

1. References:

a. DOD 4525.8- M, DoD Official Mail Manual, 26 Dec 01

b. Army Regulation 600-20, Army Command Policy, 18 March 2008, Rapid Action Revision, 27 April 2010.

c. Army Regulation 530-1, Operations Security (OPSEC), 19 April 2007.

d. AR 608-1, Army Community Service Center, 13 Mar 13.

e. Department of the Army Memorandum, Standardizing official U.S. Army external official presence (social media), 1 November 2010.

f. The United State Army Social Media Handbook, Version 3.2, March 2014.

2. Purpose: To outline the overall approach in regards to communication between the command and FRG members on issues relevant to the organization's Family Readiness.

3. Scope: This Standing Operating Procedure (SOP) applies to all personnel within the command to include all members of the command's FRG. This SOP is relevant during all phases of Family Readiness and covers internal and external communications.

4. Definitions:

a. Membership – Soldiers, civilian employees, immediate and extended Family Members.

b. Immediate Family Members – Spouse and children.

c. Extended Family Members – Parents, siblings, and other loved ones designated by the Soldier.

d. External official presences (EOPs). Official public affairs activities conducted on non-DoD sites on the internet (e.g., Unit Facebook page, commander presence on Twitter, etc.). EOPs are established on commercial venues for the purposes of creating a transparent information-sharing environment and gaining feedback from the public.

e. Webinar - Training conducted with visual instruction from a computer with broadband internet conductivity and verbal instructions given through a dial in teleconference.

5. Responsibilities:

a. The Commander will:

(1) Provide supervision and oversight of the unit's communication system(s).

(2) Approve content to be posted on the unit' s vFRG/EOP and in the FRG newsletter, after ensuring it meets operations security guidance provided in reference (b) and (d) of paragraph 1.

(3) Appoint a system administrator(s) to maintain the vFRG/EOP. The following factors should be considered when appointing a system administrator:

(a) Time requirement.

(b) The skills and knowledge level required.

(c) Completion of OPSEC and Information Assurance training and their applicability to content management.

(d) Availability of resources required (i.e. computer with broadband internet conductivity).

(e) Ability to convey command approved information to subscribers.

(4) Ensure the FRG has access to supplies and equipment needed to produce and distribute the FRG newsletter.

(5) Prepare one article, as a minimum, for each FRG newsletter providing a command update to the unit's FRG members.

b. System Administrator(s) will:

(1) Complete the following System Administrator training programs.

(a) vFRG Content Administrator Orientation available at www.armyfrg.org

(b) System Administrator's Webinar Train-the-Trainer Course available at www.armyfrg.org

(c) OPSEC Training available at https://cdsetrain.dticv.mil/opsec/

(d) Information Assurance Training available at https://ia.signal.army.mil/DoDIAA/

(e) Local Public Affairs Social Media training.

(2) Register any EOP through the U.S. Army at www.army.mil/socialmedia

(3) Review and approve/disapprove requests for access to the vFRG/EOP.

(4) Post, review, and release command approved content on the vFRG/EOP.

c. FRG leaders, or designated volunteer, will:

(1) Provide content for command's web system to the vFRG system administrator, such as FRG newsletters, FRG calendar of events and information on new policies, resources for Families, and community events.

(2) Monitor the vFRG/EOP forum(s) and provide answers to the questions submitted.

(3) Market the vFRG/EOP(s) to the unit's Families through e-mail, flyers and newsletters.

(4) Act as a liaison between Family Members and command for questions and concerns regarding the vFRG/EOP.

(5) Recruit a volunteer newsletter editor to publish and distribute the newsletter. Additional volunteers may be selected to assist with development and distribution.

(6) Ensure the volunteer newsletter staff completes the required paperwork to be classified as a statutory volunteer and that volunteer hours are submitted monthly.

(7) Provide the editor with current information and articles of interest to Soldiers and Families, including materials received from FRG meetings.

(8) Ensure the newsletter editor receives a current mailing and e-mail roster for FRG members monthly.

d. The newsletter editor will

(1) Prepare a (monthly/quarterly) newsletter for the unit's FRG members following the policies established in references (a) and (b).

(2) Submit the newsletter to the commander for approval.

(3) Upon command approval, prepare the newsletter for distribution or provide the master copy to the commander's designated representative for distribution.

(4) Provide an electronic copy of the newsletter to the unit's vFRG/EOP system administrator for posting on the unit's vFRG/EOP.

e. OPSEC Officers and Public Affairs Officers (PAO) will:

(1) Conduct routine reviews of the command vFRG/ EOP. At a minimum, these reviews will be conducted on a quarterly basis for adherence to Army guidelines.

(2) Direct the system administrator to immediately remove information deemed to be a possible security risk.

f. Soldiers will:

(1) Authorize immediate and extended Family Members access to the vFRG/EOP.

(2) Review and update the access list on a periodic basis, or as needed.

g. FRG members will:

(1) Agree not to share or release any information on the vFRG/EOP to an unauthorized person. The information on the vFRG/EOP is for authorized users only. Sharing this information with others could create a risk to Soldiers and/or their Families.

(2) Protect logon ID and password and report any compromises to the system administrator.

6. Procedures:

a. Site Development: Only one command site will be developed at the battalion level, or as deemed by local policy.

b. Subscriber Authorization:

(1) The System Administrator will check for new subscribers to the vFRG/EOP on a daily basis.

(2) The System Administrator will validate each subscriber to the vFRG prior to granting vFRG/EOP access approval by authenticating the subscriber through DEERS, AKO or the Soldier and Family Member information sheet.

(3) The System Administrator will notify subscribers via email the status of their request.

(4) The System Administrator will cancel a subscriber's account immediately upon request of the commander/commander's designee, Soldier, or subscriber.

c. vFRG/EOP Content: The vFRG/EOP content will be reviewed and updated on a weekly basis, at a minimum. At the commander's discretion, old content will be deleted and new content posted. Content that is not appropriate for posting includes:

(1) Photos showing results of IED strikes, battle scenes, casualties, destroyed or damaged equipment, and access to military facilities.

(2) Information divulging command locations, mission, and logistical support.

(3) Personal information of Soldiers and their Families that would comprise their security.

(4) Rumor, speculation, or gossip.

d. Newsletter Content.

(1) The newsletter editor will ensure the newsletter content is primarily official, mission related information. Official, mission related information refers to:

(a) Information related to unit, Soldier and Family readiness, such as information on FRG activities in support of field exercises and deployments and FRG meetings

(b) Information on military benefits, entitlements or services and activities that are educational in nature designed to create informed, self-reliant service members and their families, such as articles provided by (*Army Community Service/Reserve Component Family Programs)*, the Chaplains office, American Red Cross, or other military or community agencies.

(c) Information regarding activities for Service Members and Families that promote unit cohesion and help strengthen the ongoing esprit among family members within the unit such as command-sponsored Organizational Day activities and Memorial Day Services.

(2) Unofficial information may be included in the newsletter, provided it does not exceed 20% of the printed space used for official information; it does not increase printing and mailing costs to the Government; and it does not include personal wanted/for sale advertisement. Unofficial information includes information on FRG social events, personal information such as birth announcements or marriages, recipes, or fundraising events.

(3) The newsletter must contain one of the following statements: “This newsletter contains official information only” or “This newsletter contains official and unofficial information.” Newsletters containing official and unofficial information must also include the following statement: “The inclusion of some unofficial information in this FRG newsletter has not increased the cost to the Government, in accordance with DOD 4525.8-M.”

(4) Newsletters containing unofficial information that exceeds 20% of the printed space or increases the printing and mailing costs of the newsletter or includes personal for sale/want ads must be mailed using the FRG informal fund.

(5) Copyright Law.

(a) The newsletter content must comply with current copyright laws. Copyright law protects original material such as books and novels, poetry, recorded music, sheet music, photographs — anything that exists as a “tangible medium.” Printing any portion of an author’s published or unpublished work is a copyright infringement and subject to lawsuit. Permission to quote from any of the above named items requires permission from the author. Simply giving the author credit does not provide protection from copyright infringement.

(b) Some material falls into the category of “public domain,” for example, facts discovered in the course of research. This kind of information may be used as long as it is rewritten in the writer’s own words.

(c) Under the “fair use” rule of copyright law, limited use of someone’s work may be used without getting permission. This includes excerpting from a work to use in a review or criticism, summarizing an article with short quotes in a news report, and limited photocopying for non-profit educational purposes. For more information, check the U.S. Copyright Office at www.copyright.gov.10.

(6) Distributing the Newsletter.

(a) Email should be used to reduce costs to the government, where applicable.

(b) For FRG members that do not have access to email, first class mail is used for postal mail.

7. Copies of this SOP will be maintained by the commander and FRG leader, at a minimum.

8. The unit vFRG point of contact is [NAME], [TITLE] at [PHONE] or [EMAIL].

JOHN A. DOE
Rank, Branch
Commanding

REAL: Readiness Essentials for Army Leaders

ADMINISTRATION

Family Readiness Group (FRG) Positions

Definition of Key Family Readiness Roles

The following are key roles for Family Readiness that may be useful as a reference tool. Definitions are obtained from Army Regulation, Operations Orders, and other official Army guidance. Each position is key to achieving the Family Readiness mission.

Unit Commander:

The Unit Commander is overall responsible for determining how the FRG will function and ensuring the FRG is operating effectively. This is done by appointing a Family Readiness Liaison and approving volunteers. The Commander will provide support to FRG volunteers, regularly communicate to gauge progress, provide help when needed, and supervise their efforts toward the established Family readiness goals. Unit Commanders approve informal funds custodians to open a bank account. The Commander reviews and approves fundraisers after consulting with legal and ensures proper approval if outside of unit area. The Commander relays vital information is relayed and encourages all Soldiers, Families, and extended Families to participate in FRG activities.

First Sergeants and Command Sergeant Majors:

The First Sergeant (1SG) and Command Sergeant Major (CSM) play a vital role by knowing and supporting command Family readiness policies and goals. The 1SG and CSM assists Commander and FRG leaders with drafting and implementing family readiness plan. When new Soldiers and Families arrive the 1SG and CSM will provide information to the FRG Leader. The 1SG and CSM will encourage active participation and work with FRG leadership and Commanders to establish and enforce behavioral norms for soldiers at family readiness functions. 1SG's and CSM's confers with FRG leaders on Family readiness issues and assists them with resolution.

Senior Family Readiness Liaison (SFRL):

The SFRL is an additional duty designated in writing by the brigade and battalion commander to support the unit's steering committee regarding Soldier and Family Readiness. The SFRL provides assistance to subordinate unit FRL's and facilitates the free flow of information regarding committees. The SFRL serves as a point of contact to ensure subordinate units receive the necessary support from the brigade and battalion and provides advice to the brigade/battalion command teams regarding Soldier and Family readiness related issues. The SFRL does not supervise unit FRLs in the performance of this additional duty assignment.

Unit Family Readiness Liaison:

The unit FRL is an additional duty designated in writing by the company level commander as his/her FRG representative. The unit FRL ensures the free flow of information regarding Soldier and Family Readiness to and from the unit FRG, company leadership, SFRL, steering committees, and brigade and battalion command teams. The unit FRL assists the commander and FRG leader in maintaining a sufficient pool of volunteers dedicated to support the needs of the unit's Family Readiness Program. The FRL may act on behalf of the commander on Family Readiness issues.

Family Readiness Support Assistant:

Family Readiness Support Assistants (FRSA) are paid staff that work for the unit commander, dedicated to supporting the command's Family Readiness mission. Not all units will have FRSAs. By FY17 FORSCOM is expected to have completely drawn down their FRSA program; however no other command has made the same determination. The FRSA is in a support role to the Family Readiness team and helps in coordinating resources, information, meetings, trainings, and volunteers. Further, the FRSA assists the FRGL with FRG membership rosters, welcoming new Families, and assisting the Commander in identifying Family Readiness needs. FRSAs are not permitted the following duties: Any duty that conflicts with a volunteer role, informal fundraising activities, casualty assistance procedures, suicide prevention activities, teaching Family Readiness training, Family counseling or other non-FRSA official administrative support duties. The FRSA may not act on behalf of the Commander.

Other Family Readiness Group Key Roles

Other than the unit Commander, FRL, and FRSA the remainder of the FRG key roles are all volunteer in nature. As volunteers, those in key roles rely on their leadership to keep them informed, obtain resource, and provide guidance and leadership.

Family Readiness Advisors

Family Readiness Advisors are individuals who have had experience leading FRGs. These are typically Battalion and Brigade level volunteer positions and will often be composed of both an Enlisted and Officer Spouse. Advisors provide guidance to both FRG Leaders and Commanders with regard to running the Family Readiness program and help to provide consistency across company FRG activities and policies. Advisors are a part of the steering committees for the Battalion and the Brigade; helping to set the agenda, identify topics of interest, and issues that might need to be addressed.

Family Readiness Group Leader/Co-Leader

The FRG Leader (FRGL) and co-leader work as part of the FRG leadership team, as volunteers, to coordinate all FRG efforts. The role and responsibility of the FRG leader is established by the commander IAW AR 608-1, Appendix J. The roles and responsibilities are typically generic, but may vary with locality and mission of the unit. FRGLs act on behalf of command to provide Families and Soldiers with pertinent unit information, provide resources and referrals, and coordinate meetings and events for the FRG membership. FRGLs are the primary contact for Soldiers and Families regarding Family related issues and provide information on the climate of Family Readiness program to the command. FRGLs can be instrumental in identifying at risk Families, current issues and challenges and enhancing the connection between the unit and its Families.

Informal Funds Custodian

The FRG informal Funds Custodian is the command designated representative accountable for monitoring, managing, and accounting for FRG receipt and distribution of any and all FRG monies. Duties include: ensuring the informal funds SOP is current and adhered to; accounting for all money received into and disbursed from the FRG account; providing a monthly report to the company commander and an annual report to the Battalion and Brigade commanders.

Key Contact Coordinator and Key Contacts

Key Contacts are the grassroots means of FRG communication channels to the Families. Key Contacts are trained to respond to Families inquiries and refer/resource their immediate needs. Social Media, e-Army Messaging, E-Mail and other technological means of communications often provide a faster, more efficient and effective means of communicating mass messages regarding unit activities, events and information. However, Key Contacts provide the human connection that many military Families feel more comfortable. Key Contacts provide the most direct method of maintaining contact with Families who may choose not to engage current technology as a means of staying informed. A Key Contact Coordinator assists the FRGL with assigning key contacts from the member rosters, ensures Key Contacts are trained in resourcing, referring and crisis call management. Key Contacts function in both routine and critical mode. During routine mission/Garrison time, calls are more often received by the Key Contact than are made out to Families. During times of deployment Key Contacts are activated as the command determines necessary. FRG members may need to be contacted about a situation that any other method of communication would be inappropriate. Instances may include providing information about a deployment, dispelling rumors and gossip, unit status updates, or gathering specific information on behalf of the command. Key contacts are also a great resource to help welcome new families into the unit.

Command Team

Family Readiness Group (FRG)

Getting Started Checklist

As a new command team member, FRG operations are your responsibility. The following recommendations may help get you started.

1. **Review DoDIs, ARs, SOPs, local policies and procedures**

- □ DoDI 1342.22, Military Family Readiness
- □ DoD 5500.7-R,The Joint Ethics Regulation
- □ AR 25-1, Army Information Technology
- □ AR 1-100, The Army Gift Program
- □ AR 600-20, Army Command Policy
- □ AR 608-1, Army Community Service
  - □ Chapter 4-6: FRG
  - □ Chapter 5: Volunteers
  - □ Appendix I: Volunteer Recognition
  - □ Appendix J, Section 5: FRG Operations
  - □ Appendix J, Section 7: FRG Informal Funds
- □ Chief National Guard Bureau Instruction 1800.02, National Guard Family Program
- □ USAR 608-1, Army Reserve Family Programs
- □ AR 672-20, Incentive Awards
- □ DA Memorandum, Standardizing Official U.S. Army External Official Presences (Social Media)
- □ Brigade and Battalion FRG Policies
- □ Existing Unit SOPs for FRGs

2. Update and Publish unit FRG SOPs

- □ FRG Operations (command discretion)
- □ FRG APF Budget (Required)
- □ FRG Informal Fund Management (Required)
- □ FRG Communication (Newsletter) (Required)

3. Review/create Family Readiness Plan: Family Readiness Plan establishes the command vision, expectations and requirements for the FRG.

4. Volunteer Positions

- □ Determine which volunteer positions are needed and are currently filled
- □ Review position descriptions; update as needed
- □ Identify the Family Readiness Advisor(s)
- □ Interview, select, and provide written appointment orders for key volunteers
  - □ FRG Leader/co-leader
  - □ Key Contacts
  - □ Informal Fund Custodian and Alternate; if the decision has been made to engage in Fundraising activities (AR mandated written Appointment Letters required)
- □ Meet with key volunteers to discuss expectations and provide guidance
- □ Establish volunteer recognition plan
- □ Encourage volunteers to attend training
  - □ FRG Foundations
  - □ FRG role specific training
  - □ VMIS
- □ Ensure volunteers have signed a Volunteer Agreement Form (DD 2793)
- □ Ensure volunteers have registered in VMIS/JSS

5. Non-volunteer Position

- □ Identify the Family Readiness Liaison (FRL) May be at BDE, BN, or unit level
- □ Meet with the FRL/FRSA to discuss expectations and provide guidance
- □ Identify and introduce yourself to the FRSA

6. FRG Membership

- □ Ensure FRG Leaders have updated FRG Member Information Sheets
- □ Ensure Key Contacts have updated FRG Member Rosters
- □ Assess current climate and needs of FRG membership
- □ Encourage attendance to FRG meetings and events

7. Communication Network

- □ Establish preferred methods of contact for FRG Members (phone, text, email, etc.)
- □ Establish a contact schedule (within one week of arrival to the unit, monthly, bi-monthly, etc.)

□ Provide standardized scripts to Key Contacts covering specific types of contacts (chronic calls, rumor and gossip calls, deployment information, etc.)

□ Identify definition of "serious incident" situations and appropriate reporting and referral procedures

□ Determine communication plan to include use and approval of:

- □ Newsletters
- □ Social Media
- □ E-Mail
- □ Meetings
- □ Key Contacts

8. Informal Fund

□ If FRG informal fund is established have an audit to review financial statements and ledgers to include reported income, expenses, financial balance.

□ If FRG informal fund is not established, determine if FRG is going to fundraise; if so authorize the establishment of one FRG informal fund

□ Designate, in writing, a Fund Custodian ***and*** Alternate; these individuals must not be the commander, the FRG leader, or a deployable Soldier

□ Authorize, in writing, opening a FRG non-interest bank account and authorize the Fund Custodian and Alternate to draw on the account; they are the only individuals authorized to write checks on the account. (The commander, nor the FRG leader, will be a signatory on the account.)

9. Identify community resources that can act as referral agencies

□ Ensure key volunteers remain current information on military and community resources

10. Meetings

□ Establish FRG Member meeting schedule

- □ Determine meeting schedule
- □ Determine meeting topics/speakers
- □ Ensure sign-in
- □ Ensure minutes are recorded and copies are maintained at unit

□ Attend BN Steering Committee Meeting

Family Readiness Liaison (FRL)
Position Description

Purpose	To provide stability and a vibrant unit Family Readiness program that links the command team at the brigade and below levels with unit volunteers; creating a unity of effort in supporting soldiers, civilians, and family members. The FRL serves as the commander's representative to ensure the free flow of information and support between the unit leadership, its volunteer base, unit personnel and family members.
Responsibilities	• **Official command sponsored individual who provides liaison between unit members, their Families and the command while promoting a culture of mutual support and communication.** FRL's are military personnel who assist unit Family members in organizing and sustaining the unit's Family Readiness Group (FRG) and Family Readiness Program. • **Prepare and maintain FRG Communication rosters**. This includes telephone trees, and email distribution lists, and the eARMY Family Messaging System and the FRG Deployment Information Database. Obtain Personnel Accountability Report (AAA-162) from S-1 and compare with FRG rosters, telephone trees, and email distribution lists to ensure departing and arriving Families are added or deleted accordingly. Ensure privacy and confidentiality of all Soldier and Family member data / information. • **Inprocess new Soldiers and civilian employees to assist the FRG.** Timely obtain contact information on newly assigned Soldiers and civilians in order to welcome their Family Members to the FRG. May make initial telephone and email contact to verify Family member contact information. • **Provide clerical support for the Family readiness program.** This includes typing, updating, and editing Family Readiness Standing Operating Procedures (SOPs), Family Readiness Group Informal Fund SOP, CARE Team SOPs, FRG volunteer job descriptions, volunteer appointment orders, FRG informal fund annual report, award nominations, memorandums, newsletters, calendars, etc. • **Maintain copies of FRG informal fund records (e.g., Fund Custodian notebook) and FRG continuity books.** • **Coordinate Family readiness training for commanders, volunteers, and Family members**. This includes briefings, trainings, guest speakers, locations / venues, and childcare to support the Family Readiness program during FRG meetings; predeployment, redeployment / reunion, post deployment briefings; etc. • **Serve as Organizational Point of Contact (OPOC) for FRG volunteers in the Volunteer Management Information System (VMIS)**. Prepare and maintain volunteer files on all FRG volunteers to include and original, signed job description; Department of Defense Form 2793, Volunteer Service Record; Department of the Army Form 4162, Volunteer Agreement; copies of all training certificates; and copies of awards presented by the unit or installation. Ensure all FRG volunteers are registered in VMIS. Accept volunteer applications in VMIS following commander's approval of volunteer. Ensure volunteers submit FRG volunteer hours NLT the 10th of each month. Approve FRG volunteer hours submitted in VMIS NLT the 15th of every month. Close out volunteers FRG position in VMIS and provide hard copy of volunteer file to the volunteer when the volunteer separates from volunteering with the FRG. • **Serve as administrator or assistant administrator for unit and / or FRG Facebook pages or Web sites.** Upload unit, FRG, community information, and photos to the Facebook pages or Web sites. • **Assist commander and FRG with Command Inspection Program**. Ensure all suggested materials, documents, rosters, forms, etc. that are inspection items are current and up to date. • **Attend battalion/squadron and brigade/regiment steering committee**

	meetings, staff meetings, and FRG Meetings upon request of the commander. May take notes for the commander at such meetings. • **Communication**. Gather and consolidate any Family member issues identified by FRG leaders and/or telephone tree/key callers and elevate up the chain of command. Obtain feedback and information from the FRG and provide an opportunity for ongoing open communication between the FRG and commander. • **Coordinate supplies and logistical support for FRG from the unit to include commander-approved use of government property (office supplies, printer, copier, projector, etc.).** • **Refer Family members with concerns to the applicable community and/or military resource**
Prohibited Duties	• Engage in FRG fundraising, or handling FRG informal fund in any manner. • Conduct FRG informal fund audits. • Participate in casualty notification, assistance, or response; provide direct support to affected Families, or become personally involved with CARE Teams (CARE Team coordination, facilitation of training for volunteers, and volunteer roster maintenance is permissible). • Duplicate duties of an FRG volunteer. • Duplicate services provided by existing resources in the military community (e.g., providing or conducting training currently provided by Army Community Service [ACS], Chaplain, Army Substance Abuse Program, etc.). • Engage in planning of social functions, create social rosters, or create social invitations. • Maintain personal calendars for commanders, spouses, or volunteers.
Qualifications	• Sergeant or above. • 12 months retainability. • Understand how to develop teams and function as an effective leader and team member. • Know how to communicate effectively with a civilian volunteer staff both orally and in writing. • Hold no other additional duties. • Understand the required unit of effort between the brigade, battalion, and company level units regarding Soldier and Family Readiness.
Orientation and Training	• **Required**: FRL Training, VMIS Training, FRG Foundations, Rear Detachment Commander Training, Casualty Response (CARE) Team Training, OPSEC Training, Information Assurance (IA) Training. • **Recommended**: All Levels AFTB, Social Media, FRG Leader, Informal Fund Custodian, Key Contact, Resilience Training, Suicide Prevention Training
Time Commitment	• Up to 40 hours per week depending on activity level of the FRG and the unit's phase in the Deployment Cycle; commander must permit FRL sufficient time in the duty day to maintain MOS skills and requirements. FRLs will serve a minimum of one year in this position.

I understand the responsibilities and qualifications of this volunteer position and agree to fulfill them to the best of my ability.

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SIGNATURE **DATE**

Family Readiness Liaison (FRL)
Family Readiness Support Assistant (FRSA)

Family Readiness Group (FRG)
Getting Started Checklist

As the FRL/FRSA support operations your responsibility. The following recommendations may help get you started.

1. **Review DoDIs, ARs, SOPs, local policies and procedures**

- □ DoDI 1342.22, Military Family Readiness
- □ DoD 5500.7-R,The Joint Ethics Regulation
- □ AR 1-100, The Army Gift Program
- □ AR 25-1, Army Information Technology
- □ AR 600-20, Army Command Policy
- □ AR 608-1, Army Community Service
  - ▫ Chapter 4-6: FRG
  - ▫ Chapter 5: Volunteers
  - ▫ Appendix J, Section 5: FRG Operations
  - ▫ Appendix J, Section 7: FRG Informal Funds
- □ DA Memorandum, Standardizing Official U.S. Army External Official Presences (Social Media)
- □ Chief National Guard Bureau Instruction 1800.02, National Guard Family Program
- □ USAR 608-1, Army Reserve Family Programs
- □ Brigade and Battalion FRG Policies
- □ Existing Unit SOPs for FRGs

2. Review and update FRG SOPs

- □ APF Budget
- □ FRG Informal Fund Management
- □ Communication (Newsletter)
- □ FRG Operations

3. Review Family Readiness Plan: Family Readiness Plan establishes the command vision, expectations and requirements for the FRG.

4. FRL/FRSA Positions

- □ Maintain a copy of Appointment Letter (FRL); signed by current commander
- □ Review and maintain a copy of position description (FRSA); update as needed
- □ Maintain a copy of Performance Support Forms: NCOER (DA Form 2166-8-1); OER Support Form (DA Form 67-10-1A); DA 7223 or DA 7222
- □ Training completion certificates

5. Required Training

- □ FRG Foundations
- □ FRL/FRSA Training
- □ FRG Informal Fund Custodian Training
- □ VMIS/JSS Training
- □ OPOC Training
- □ OPSEC Training (https://cdsetrain.dticv.mil/opsec/)
- □ Information Assurance (IA) Training (https://ia.signal.army.mil/DoDIAA/)

6. Recommended Training

- □ FRG Commander Training
- □ FRG Leader Training
- □ AFTB Training: Levels K, G, and L
- □ Resilience Training
- □ Communication/Social Media Training
- □ Personal Security Training
- □ Suicide Prevention Training

7. Records Management

- □ SOPs
  - □ APF Budget (Required)
  - □ FRG informal fund (Required)
  - □ FRG Communication (Newsletter) (Required)
  - □ FRG Operations
- □ Volunteers
  - □ Appointments letters
  - □ Position descriptions

- □ Volunteer Agreement Forms (DD 2793)
- □ Training completion certificates
- □ VMIS registration documentation

□ Informal fund

- □ SOP
- □ Command Authorization Letter
- □ EIN documentation
- □ Monthly/annual reports

□ Fundraising Event Documentation

- □ Request forms (command & installation)
- □ Legal & Ethics Officer reviews
- □ Food handles certificates
- □ Local requirements

□ Communication

- □ Family Readiness Team roster
- □ FRG member roster
- □ Resources: global & local

8. Meetings

□ FRG Member meeting schedule (with agendas, sign-in rosters, topics, speakers, minutes, etc.)

□ FRG Steering Committee Meeting schedules with minutes

□ Command meetings

Family Readiness Group (FRG) Leader
Position Description

Purpose	To maintain the FRG and manage the FRG's Volunteers as part of the unit's Family Readiness Plan.
Responsibilities	• **Oversee general operation of the FRG and its activities.** Although the other FRG volunteers are responsible for specific functions, the FRG Leader is responsible for overseeing the group. Monitor timelines and inquire about the progress being made with planning and executing the group's goals. Conduct volunteer or steering committee meetings as needed to help ensure communication and coordination in accomplishing FRG activities. • **Facilitate meetings.** Facilitates the meetings and ensures that discussions stay on track. Encourages all the attendees to participate. All members should be encouraged to express themselves. • **Act as spokesperson for the FRG.** This includes having an awareness of how the group feels on a particular issue. As problems and issues arise, inform the Commander and/or Family Readiness Liaison (FRL). Keep them informed of what the FRG is planning and the results of what has been done. • **Assist in providing unit orientation and conduct informal interviews for new volunteers.**
Qualifications	• Leadership skills and a willingness to develop a working knowledge of Army Family Programs, the Unit's Family Readiness Plan and interest in the Unit's FRG.
Supervision	**Commander – FRL/RDC/RDO** • The unit Commander supervises the FRG Leader. The appointed FRL will normally act as the Commander's representative for coordinating routine actions and unit support. • The FRG Leader supervises the FRG key volunteers as depicted in the FRG organizational chart.
Orientation and Training	• **Required**: Volunteer Orientation, VMIS Training, FRG Foundations, FRG Leader Training. • **Recommended**: All Levels AFTB, Social Media, OPSEC Training, IA Training, Informal Fund Custodian, Key Contact, Resilience Training, Suicide Prevention Training
Time Commitment	• Approximately 2 days per month and attendance at required training.

I understand the responsibilities and qualifications of this volunteer position and agree to fulfill them to the best of my ability.

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SIGNATURE **DATE**

Leader/Co-leader

Family Readiness Group (FRG)

Getting Started Checklist

As new FRG Leader the following recommendations may help you get started.

1. **Review of DoDIs, ARs, SOPs, local policies and procedures**

    - □ DoDI 1342.22, Military Family Readiness
    - □ DoD 5500.7-R,The Joint Ethics Regulation
    - □ AR 25-1, Army Information Technology
    - □ AR 1-100, The Army Gift Program
    - □ AR 600-20, Army Command Policy
    - □ AR 608-1, Army Community Service
        - □ Chapter 4-6: FRG
        - □ Chapter 5: Volunteers
        - □ Appendix I: Volunteer Recognition
        - □ Appendix J, Section 5: FRG Operations
        - □ Appendix J, Section 7: FRG Informal Funds
    - □ Chief National Guard Bureau Instruction 1800.02, National Guard Family Program
    - □ USAR 608-1, Army Reserve Family Programs
    - □ AR 672-20, Incentive Awards
    - □ DA Memorandum, Standardizing Official U.S. Army External Official Presences (Social Media)
    - □ Brigade and Battalion FRG Policies
    - □ Existing Unit SOPs for FRGs
        - □ FRG APF Budget (REQUIRED)
        - □ FRG Informal Fund Management (REQUIRED)
        - □ FRG Communication (Newsletter) (REQUIRED)
        - □ FRG Operations (command discretion)

2. **Review Family Readiness Plan**: Family Readiness Plan establishes the command vision, expectations and requirements for the FRG.

3. **FRG leader/Co-leader Positions**

- □ Review and maintain a copy of position description; update as needed
- □ Maintain a copy of signed Volunteer Agreement Form (DD 2793)
- □ Be currently registered in VMIS/JSS

4. **Required Training**

- □ FRG Foundations
- □ FRG Leader Training
- □ VMIS Training

5. **Recommended Training**

- □ FRG Informal Fund Training
- □ FRG Key Contact Training
- □ Communication/Social Media Training
- □ AFTB Training: Levels K, G, and L
- □ Resilience Training
- □ Suicide Prevention Training
- □ Personal Security Training
- □ OPSEC Training (https://cdsetrain.dticv.mil/opsec/)
- □ Information Assurance (IA) Training (https://ia.signal.army.mil/DoDIAA/)

6. **Meetings**

- □ FRG Member meetings
- □ Command meetings
  - □ Review the Family Readiness Plan (command vision, expectations, FRG requirements)
  - □ Discuss commander expectations of the FRG leader position
    - □ Discuss roles, responsibilities and expectations of other key volunteer selection and supervision (recruit, select, write nominations for awards, etc.)
    - □ Discuss roles and responsibilities of FRL/FRSA and Family Readiness Advisor (coordination for regular meetings, scheduling speakers, use as primary resource, use a part of the chain of command, etc.)

- □ Discuss roles and responsibilities in communication between command and FRG members (ratio of key contacts to FRG members, write command scripts, determine issues to be forwarded to command, etc.)
- □ Discuss roles and responsibilities fundraising (plan events, coordinate paperwork vice FRL, etc.)
- □ Attendance at FRG Steering Committee Meetings

□ Discuss communication with the commander (open-door policy, office hours, phone, text, email, etc.)

□ Discuss communication with FRG members

- □ Most efficient manner to obtain and maintain FRG Member Information Sheets
- □ Most efficient manner to obtain and maintain FRG Member Roster
- □ Standard messages (monthly meeting notifications, event messages, welcome messages, etc.)
- □ Special circumstances messages (chronic calls, rumors & gossip calls, deployment information, etc.)

□ Ensure key volunteers remain current on military and community resources

7. Key Contacts

□ Determine if there is an existing FRG Member Roster; if not work with command to establish one

□ With the commander review and update FRG Member Rosters and Key Contact assignments

□ Meet with command and key contacts to discuss roles, training, and other requirements

□ Ensure key contacts remain current on military and community resource information

□ Review/establish communication plan for relaying information to volunteers and FRG members

8. Informal Funds Management

□ Identify if a FRG informal funds account exists for the unit, if so ensure the account is properly established

□ Ensure a Fund Custodian AND Alternate have been appointed, in writing, by the command

□ Meet with commander, the Fund Custodian/Alternate to discuss roles, training, and other requirements

9. FRG Membership

□ Introduce yourself to FRG membership along with volunteers

□ Assist with command climate assessment (as requested)

FRG Key Contact

Position Description

Purpose	To establish a network to telephonically or electronically convey information, interest and support to Family members of the unit's Family Readiness Group (FRG).
Responsibilities	• **Organize the Telephone Tree/E-mail Roster(s).** Use the unit roster, information provided to you and the FRG Survey to develop the unit's FRG Telephone/Email Tree. Recruit Telephone/Email Callers/Contacts and assign no more than 10 people to each contact. • **Maintain contact with Family members.** Ensure that each designated point-of-contact (POC) is contacted at least twice a year or at least monthly during periods of mobilization.
Qualifications	• Willingness to develop a working knowledge of Unit's Family Readiness Plan and interest or experience in the FRG program. • Ability to communicate and listen effectively.
Supervision	**Commander–FRL/RDO–FRG Leader** • The FRG Leader supervises the Telephone Tree/E-mail Chain Chairperson. • The Telephone Tree/E-mail Chain Chairperson supervises the Telephone/Email Callers/Contacts.
Orientation and Training	• **Required**: Volunteer Orientation, VMIS Training, FRG Foundations, FRG Key Contact Training. • **Recommended**: All Levels AFTB, Social Media, OPSEC Training, IA Training, Resilience Training, Suicide Prevention Training
Time Commitment	• Approximately 1 day per month and attendance at recommended training.

I understand the responsibilities and qualifications of this volunteer position and agree to fulfill them to the best of my ability.

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PRINT NAME

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SIGNATURE **DATE**

Key Contact

Family Readiness Group (FRG)

Getting Started Checklist

As a FRG Key Contact acting as a conduit between the command and FRG members for the transfer of accurate, timely information is your responsibility. The following recommendations may help get you started.

1. **Review DoDIs, ARs, SOPs, local policies and procedures**

    - □ DoDI 1342.22, Military Family Readiness
    - □ DoD 5500.7-R,The Joint Ethics Regulation
    - □ AR 25-1, Army Information Technology
    - □ AR 600-20, Army Command Policy
    - □ AR 608-1, Army Community Service
        - □ Chapter 4-6: FRG
        - □ Chapter 5: Volunteers
        - □ Appendix J, Section 5: FRG Operations
    - □ DA Memorandum, Standardizing Official U.S. Army External Official Presences (Social Media)
    - □ Chief National Guard Bureau Instruction 1800.02, National Guard Family Program
    - □ USAR 608-1, Army Reserve Family Programs
    - □ Brigade and Battalion FRG Policies
    - □ Existing Unit SOPs for FRGs

2. **Review and update FRG SOPs**

    - □ FRG Communication (Newsletter)

3. **Review Family Readiness Plan**: Family Readiness Plan establishes the command vision, expectations and requirements for the FRG.

4. **Volunteer Positions**

    - □ Review and maintain a copy of position description; update as needed
    - □ Maintain a copy of signed Volunteer Agreement Form (DD 2793)
    - □ Be currently registered in VMIS/JSS

5. Required Training

- ☐ FRG Foundations
- ☐ FRG Key Contact Training
- ☐ VMIS Training

6. Recommended Training

- ☐ AFTB Training: K-7 Military & Civilian Resources; K-10 Resiliency; G-1 Communication; G-3 Problem Solving; G-6; Team Dynamics; G-8 Crisis & Grief;G-10 Time Management; G-12 Leadership; L-1 thru L-8 Leadership Skills
- ☐ Resilience Training
- ☐ Suicide Prevention Training
- ☐ Communication/Social Media
- ☐ Personal Security Training
- ☐ OPSEC Training (https://cdsetrain.dticv.mil/opsec)
- ☐ Information Assurance (IA) Training (https://ia.signal.army.mil/Dodiaa/)

7. Records

- ☐ FRG Member Contact Roster
- ☐ Contact Log(s)
- ☐ Resources: global & local

8. Meetings

- ☐ FRG Member meeting
- ☐ FRG key contact meeting
- ☐ Command meeting

FRG Informal Funds Custodian

Position Description

Purpose	To act as the fiscal record-keeper and financial advisor to the Family Readiness Group (FRG). Serves as a custodian for the FRG Informal Fund.
Responsibilities	• **Maintain budget, funds and expenditure records.** Open a bank account in the name of the FRG with the unit's mailing address, using an Employer Identification Number (EIN) obtained by completing Form SS-4 (Application for Employer Identification Number) and submitting to the Internal Revenue Service (IRS). Responsible for all of the deposits and writing of checks. A working budget should be prepared. • **Maintain records of donated money, services and assets** (e.g. equipment). Keep accurate records of donations of money and valued services or property donated to the FRG. Records should be kept showing who gave it, what it was, its value, date it was donated and the donor's address and phone number. These records should be maintained for a 3-year period. • **Report on finances.** Be prepared to report to the FRG at each meeting on the current financial status of the group. This should be a short financial statement reporting income, expenses and the financial balance. The financial records will be made available at FRG meetings. A summary can also be placed on the Unit's Family bulletin board. • **Provide the Commander with an annual financial statement with a copy furnished to the servicing Family Programs Office/Center.**
Qualifications	• Willingness to develop a working knowledge of unit's Family Readiness Plan. • Ability to manage funds.
Supervision	**Commander – FRL/RDO – FRG Leader** • The FRG Leader supervises the Treasurer. • The Treasurer has no supervisory responsibilities unless additional FRG members volunteer to assist.
Orientation and Training	• **Required**: Volunteer Orientation, VMIS Training, FRG Foundations, Informal Fund Custodian, • **Recommended**: All Levels AFTB, Resilience Training, Fundraising
Time Commitment	• Approximately 1 day per month.

I understand the responsibilities and qualifications of this volunteer position and agree to fulfill them to the best of my ability.

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SIGNATURE **DATE**

Informal Fund Custodian/Alternate

Family Readiness Group (FRG)

Getting Started Checklist

As the FRG informal fund custodian/alternate, fund custody, accountability and documentation are your responsibility. The following recommendations may help get you started.

1. **Review DoDIs, ARs, SOPs, local policies and procedures**

   - □ DoDI 1342.22, Military Family Readiness
   - □ DoD 5500.7-R,The Joint Ethics Regulation
   - □ AR 1-100, The Army Gift Program
   - □ AR 600-20, Army Command Policy
   - □ AR 608-1, Army Community Service
     - ▫ Chapter 4-6: FRG
     - ▫ Chapter 5: Volunteers
     - ▫ Appendix J, Section 5: FRG Operations
     - ▫ Appendix J, Section 7: FRG Informal Funds
   - □ Chief National Guard Bureau Instruction 1800.02, National Guard Family Program
   - □ USAR 608-1, Army Reserve Family Programs
   - □ Brigade and Battalion FRG Policies
   - □ Existing Unit SOPs for FRGs

2. **Review and update FRG SOPs**

   - □ FRG Operations
   - □ FRG Informal Fund Management

3. **Review Family Readiness Plan**: Family Readiness Plan establishes the command vision, expectations and requirements for the FRG.

4. **Volunteer Positions**

   - □ Maintain a copy of Appointment Orders; signed by current commander
   - □ Review and maintain a copy of position description; update as needed
   - □ Maintain a copy of signed Volunteer Agreement Form (DD 2793)
   - □ Be currently registered in VMIS/JSS

5. Required Training

□ FRG Foundations

□ FRG Informal Fund Custodian Training

□ VMIS Training

6. Recommended Training

□ AFTB Training: K-10 Resiliency; G-2 Conflict Management; G-6; Team Dynamics; G-10 Time Management; G-12 Leadership; L-1 thru L-8 Leadership Skills

□ Resilience Training

7. Reports

□ Monthly informal fund report to unit commander (AR mandated)

□ Annual (NLT 30 Jan) informal fund report to the first 0-6 in the chain of command, or designee (AR mandated)

□ Audits (command discretion)

8. Informal Fund Account Documentation

□ Informal fund SOP

□ Command Authorization Letter

□ EIN documentation

□ Monthly account statements

□ Informal fund ledger

□ Monthly/annual reports

9. Fundraising Event Documentation

□ Request forms (command & installation)

□ Legal & Ethics Officer review

□ Event AAR

□ Food Handlers Certificates

□ Local requirements (i.e. DFMWR)

10. Meetings

□ FRG Member meeting (monthly report)

□ FRG key volunteer meeting

□ Command meeting

FRG Secretary

Position Description

Purpose	To provide administrative support to the Family Readiness Group (FRG) and to maintain historical records of the FRG.
Responsibilities	• **Record minutes of FRG meetings.** Take notes of the activities at the meetings, to include decisions or votes. Maintain and file meeting minutes with the record of FRG activities. Publish a summary of highlights or need-to-know information in the FRG Newsletter. Placing this information on a unit bulletin board can help in publicizing the FRG program and services. • **Maintain records of FRG activities.** Keep a simple notebook with short descriptions of what the FRG did, when it was done, how many attended and any special information about each activity. This could be a scrapbook (e.g. with pictures and articles) as long as the important information is recorded. • **Publish agenda and activities for FRG meetings.**
Qualifications	• Willingness to develop a working knowledge of unit's Family Readiness Plan and interest or experience in the FRG program. • Ability to communicate both orally and in writing.
Supervision	**Commander – FRL/RDO – FRG Leader** • The FRG Leader supervises the Secretary. • The Secretary has no supervisory responsibilities unless additional FRG members volunteer to assist.
Orientation and Training	• **Required:** Volunteer Orientation, VMIS Training, FRG Foundations
Time Commitment	• Approximately 1 day per month and attendance at required training.

I understand the responsibilities and qualifications of this volunteer position and agree to fulfill them to the best of my ability.

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SIGNATURE **DATE**

Newsletter Chairperson

Position Description

Purpose	To provide the Unit Family members with written information on programs and services of interest to Soldiers and their Families.
Responsibilities	• **Collect news for Family Readiness Group (FRG) Newsletter.** Gather items of interest to use in the FRG Newsletter. Request input from the FRG volunteers and the unit leadership. Request copies of newsletter from higher headquarters. • **Create and publish the FRG Newsletter on a regular schedule.** Publish at least quarterly during peacetime and monthly during deployments and other military separations. FRG Newsletters may be printed using the unit copier or commercial resources. The unit may use metered postage to mail FRG Newsletters if the newsletter meets regulatory requirements, containing only official information. Coordinate with the Unit's Family Readiness Liaison on the unit's logistical support, assistance with other staff elements for article submission (e.g., Commander or Chaplain), and approval of the newsletter before being printed.
Qualifications	• Willingness to develop a working knowledge of the Unit's Family Readiness Plan and interest or experience in the FRG Program. • Ability to write, edit and publish information. Typing, computer skills and knowledge of the use of duplicating equipment are essential.
Supervision	**Commander – FRL/RDO – FRG Leader** • The FRG Leader supervises the Newsletter Chairperson. The unit Commander, Rear Detachment Commander (RDO) or Family Readiness Liaison (FRL) must approve all newsletters prior to publishing. • The Newsletter Chairperson has no supervisory responsibilities unless additional FRG members volunteer to assist.
Orientation and Training	• **Required**: Volunteer Orientation, VMIS Training, FRG Foundations, • **Recommended**: AFTB Level K & G, Social Media, OPSEC Training, IA Training
Time Commitment	• Approximately 1 to 2 days per month and attendance at a Family Program Academy or equivalent training.

I understand the responsibilities and qualifications of this volunteer position, and agree to fulfill them to the best of my ability.

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PRINT NAME

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SIGNATURE **DATE**

Publicity Chairperson
Position Description

Purpose	To publicize activities of the Family Readiness Group (FRG) and Unit Family members (including contributions to the FRG by the civilian community) in both military and community media.
Responsibilities	• **Coordinate with other FRG volunteers** (e.g., the FRG Leader, Special Events Coordinator, FRG Newsletter Coordinator) to establish the annual events that will need publicizing within and outside of the FRG. • **Write articles for the FRG Newsletter, create fliers and develop posters to market FRG events to Unit Soldiers and Family members.** • **Coordinate with the Unit Public Affairs (PAO) to accomplish outside-of-Unit news releases and obtain coverage of designated FRG events.** • **Provide advance notice of upcoming activities to the PAO.** Provide input to PAO by writing articles or news releases to get advance publicity for special events. Ask PAO to get local newspaper, radio and TV stations to run stories so the public will be aware that the Army Reserve is an active member of the community. • **Keep the Family Program Office/Center aware of FRG activities and events.** Send copies of all media coverage (written summaries of any TV or radio coverage and local newspaper articles) to servicing Family Program Office/Center. Submit articles for the Family Program Office/Center newsletter and web site (if developed) on FRG events.
Qualifications	• Willingness to develop a working knowledge of the unit's Family Readiness Plan, and interest or experience in the FRG Program. • Knowledge of the interest in public relations or marketing. Must have good personal and writing skills.
Supervision	**Commander – FRL/RDO – FRG Leader** • The FRG Leader supervises the Publicity Chairperson. The unit Family Readiness Liaison (FRL) will provide help in coordinating routine actions and unit support. All articles (intended for release outside of the unit) will be cleared through PAO. • The Publicity Chairperson has no supervisory responsibilities unless additional FRG members volunteer to assist.
Orientation and Training	• **Required**: Volunteer Orientation, VMIS Training, FRG Foundations • **Recommended**: AFTB K &G, Social Media, OPSEC Training, IA Training, Resilience Training
Time Commitment	• Approximately 2 - 3 days per month and attendance at recommended training.

I understand the responsibilities and qualifications of this volunteer position and agree to fulfill them to the best of my ability.

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SIGNATURE **DATE**

Special Events Coordinator
Position Description

Purpose	To plan Family Readiness Group (FRG) special events that both complements the unit's mission and supports the goals and objectives of the FRG.
Responsibilities	• **Solicit ideas for FRG-sponsored special events.** Surveys, person-to-person solicitation of FRG members or any creative way to increase participation and interest can be used (e.g., a contest of ideas for event or activity in the FRG Newsletter). • **Plan FRG special events for the year.** • **Coordinate and publicize activities of the FRG with other FRG volunteers** (e.g., coordinate with the Publicity Chairperson on advertising the events). • **As required, the Special Events Coordinator organizes and coordinates additional committees** (from other FRG members) for each special event. For example, an event can be broken down into smaller segments as program, equipment, publicity and cleanup. • **Ensure individuals and organizations contributing time, money or services receive acknowledgement, a letter of appreciation or other recognition, as appropriate.**
Qualifications	• Willingness to develop a working knowledge of the Unit's Family Readiness Plan and interest or experience in the FRG program. • Ability to work with other people and to plan and implement FRG events.
Supervision	**Commander – FRL/RDO – FRG Leader** • The FRG Leader supervises the Special Events Coordinator. • The Special Events Coordinator has no supervisory responsibilities unless additional FRG members volunteer to assist or committees are developed for events.
Orientation and Training	• **Required**: Volunteer Orientation, VMIS Training, FRG Foundations, • **Recommended**: All Levels AFTB, Resilience Training
Time Commitment	• Approximately 2 – 3 days per month.

I understand the responsibilities and qualifications of this volunteer position and agree to fulfill them to the best of my ability.

_____

PRINT NAME

_____ _____

SIGNATURE **DATE**

Family Sponsorship Coordinator
Position Description

Purpose	To organize and maintain a communication link between the Family Readiness Group (FRG) and new Soldiers and Families of the Unit.
Responsibilities	• **Prepare Welcome Packets to alleviate the stresses associated with relocation and joining a new "Family."** Gather materials about the Unit history and mission, local area, services available and benefits of belonging to the Army Reserve. Emphasize the availability and importance of the Unit FRG. • **Coordinate with the Family Readiness Liaison and Unit Administrator to obtain the names and phone numbers of New Soldiers and Family and make contact.** Welcome each new Family with a phone call. Invite Family members participate in a New Family Orientation, join the FRG and find out how the FRG can best serve their needs. • **Manage Unit's Family Sponsorship Program**. • **Notify the FRG Leader of any particular Family problems or needs that are identified.** Assist the FRG Leader in finding resources to resolve the issue or potential problem. • **Add new Family members (including newly married spouses) to the FRG Telephone Tree/E-mail Chain and FRG Newsletter mailing list**. Make periodic contact with the Unit Administrator and FRL to keep list up to date.
Qualifications	• Willingness to develop a working knowledge of the Unit's Family Readiness Plan and interest or experience in the FRG Program.
Supervision	**Commander – FRL/RDO – FRG Leader** • The FRG Leader supervises the Sponsorship Chairperson. The FRL will help in coordinating routine actions and unit support. • The Sponsorship Chairperson has no supervisory responsibilities unless additional FRG members volunteer to assist.
Orientation and Training	• **Required**: Volunteer Orientation, VMIS Training, FRG Foundations, FRG Leader Training. • **Recommended**: AFTB Levels K& G, Resilience Training
Time Commitment	• Approximately 2 days per month.

I understand the responsibilities and qualifications of this volunteer position and agree to fulfill them to the best of my ability.

_____

PRINT NAME

_____ _____

SIGNATURE **DATE**

ENGAGING • EMPOWERING • CONNECTING

REAL: Readiness Essentials for Army Leaders

ADMINISTRATION

Volunteer Management

Identifying Volunteer Roles, Recruitment, and Selection

Position Descriptions

Position descriptions are the key to an effective matching of volunteer skills with program needs, as well as providing the cornerstone for the supervision and evaluation processes that are an essential element in program management. A position description is a brief synopsis of what will be required of a volunteer. A well-crafted volunteer position statement is an invaluable tool for both the volunteer and the coordinator: allowing the volunteer to decide if they have enough time, possess the necessary qualifications, or the desire for this particular position prior to accepting the job.

A carefully designed position description may motivate a volunteer to accept a position that could eventually lead to paid employment. A position description that clearly outlines the volunteer's responsibility ties reduces the risk of unrealistic expectations, especially those that can lead to dissatisfaction or burnout. It can also provide the documentation that can be referenced in the event of a misunderstanding.

Army volunteer position descriptions must follow guidance in AR 608-1. The Army Reserve must follow guidance in USARC Regulation 608-1. Many organizations/units incorporate additional sections.

Position Title: The title reflects what the volunteer does.

Purpose: A short statement that reflects the outcome of the service to be performed. This helps meet the volunteer's need for a sense of achievement and accomplishment by identifying how their work fits into the overall goals of the program. Volunteers are more likely to be successful if they understand how what they are asked to do contributes to the mission.

Duties/Responsibilities: A detailed, bulleted list of the "what" and "how" of the job. Use a "task-specific" job description that lists the major tasks and specific duties involved in each area of responsibility. Make specific mention of any additional requirements such as whether or not the use of motor vehicle is required or prohibited.

Qualifications: All things necessary for the effective performance of duties, including the physical and human qualities desired. Be careful not to over-qualify the position, especially regarding educational requirements but do not waive qualifications once they are established.

Supervisor: Titles of first line and second line Supervisors. The first line supervisor is the person to whom the volunteer should go if questions arise about the specific work to be performed. The second line supervisor is the person from whom the volunteer should obtain guidance in the absence of the first line supervisor.

Training: Pre-service: Training such as orientation required prior to service. On the job: What type? Who provides? Ongoing: What is required, recommended? Include the type and specific content of the training and the approximate hours required for the training.

Time Commitment: An estimate of specific days and hours for an ongoing position or an estimate of the total time required to complete the job. Length of service (for example, 6 months, one year).

Signing and Dating the Description: The commander and the volunteer should jointly review the position description. Any mutually agreed upon adjustment to the position description can be noted and initialed before signature. Once the commander is in agreement with the expectations of the organization and the volunteer, it is good management practice for both of them to sign and date the document. The position description becomes a part of the volunteer record and is critical for feedback and evaluation as well as protecting both the Army and the volunteer.

Feedback is essential for both the volunteer and the supervisor to perform their respective duties well. Since the job description serves as a clear statement of a volunteer's duties, it should be used in volunteer/supervisor feedback sessions. If the volunteer was recruited and trained to perform a specifically stated function, then this statement can be used both in evaluating how things are going and where changes may need to be made.

Benefits: It is good practice to provide benefits for the volunteer. Be specific. List skill-building opportunities, how skills and performance will be documented for their resume, what kinds of the personal satisfaction they may expect to receive from the job, and how the job benefits the organization and the Army.

Regulatory Limitations
Regulatory limitations for volunteers to be considered when writing position descriptions and assigning duties.

- Volunteers must be supervised by a paid employee (Civil Service or NAF), a military member or another volunteer who is so supervised
- A contractor may not supervise volunteers
- Volunteers may not perform the work of a paid employee
- Volunteers may not perform the work included in a contractor's Statement of Work (SOW)
- Volunteers may not hold policy making positions

Recruiting Volunteers

Recruiting is a process that involves a sequence of steps or actions that lead to volunteer participation in your organization. A recruitment plan may be formulated based on ongoing volunteer needs of the organization. The plan can also consider special events that occur seasonally and require volunteers for a short period. When developing your plan, consider the competing priorities in the lives of potential volunteers–family, salaried jobs, recreational opportunities, and volunteer positions.

Types of Recruitment (adapted with permission from McCurley and Lynch, 1996).

1. **"Warm Body" recruitment**: This type of recruitment is used when large numbers of volunteers for short-term simple jobs and no special skills are needed—or skills can be learned quickly. Primary methods for "warm body" recruitment are:
   - Distribution of recruitment brochure or poster
   - Use of public service announcement on television, radio or newspaper
   - Advertisements
   - Speaking to community groups
   - Asking current volunteers to ask others to join

2. **Targeted recruitment**: Targeted recruitment is when you need volunteers with specific knowledge, skills, interests, and commitment. Questions to ask when considering a targeted recruiting campaign include:
   - What specifically needs to be done?
   - Who would want to do it?
   - Where would you find them?
   - How can you reach them?
   - What will motivate them – what are the incentives?
   - What will you say to them?
   - Who can best succeed at recruiting this specific population?

Targeting recruiting efforts can promote diversity within the Volunteer Corps and help serve the diverse population in today's Army. In this context, diversity may describe a person's race or ethnic background, economic status, religious preference, family composition, age, or educational attainment. Diverse volunteers can reach underserved audiences and can add creative ideas to existing programs.

Recruiting diverse volunteers can be accomplished through conventional methods.

- Personally extend invitations
- Present information as an invitation rather than an announcement
- Present information as an invitation rather than an announcement
- Use bilingual print information where it might be useful
- Hold meetings in the locations where the potential volunteers will be comfortable
- Consider the daily schedule of the potential volunteer
- Explain how the volunteer's work will benefit the community

3. **Concentric Circles:** This method of recruitment is designed to keep a continuous roster of volunteers available and utilizes people who are already involved in the program. Working outwards, this method usually involves face to face contact, with recruiters explaining their positive experiences in volunteer service.

4. **Ambient Recruitment*:*** Ambient recruitment involves establishing a "culture of volunteering" and builds an environment in which volunteerism is regarded as an expectation for everyone.
   Three steps are required to create an ambient recruitment campaign:
   - Support an official philosophy concerning volunteerism
   - Promote early emphasis encouragement/indoctrination about the importance of volunteering in the community
   - Provide logistical support and recognition to volunteers

Selecting and Assigning Volunteers

Selecting: Ensuring a Good Fit When selecting a volunteer for a position it is important to make sure there is a right "fit" between the volunteer, the role they are to play and FRG. Steps to ensuring the best fit include consideration of the following factors:

- To what extent is the volunteer interested in this position?
- To what extent is the volunteer qualified for this position?
- What are other skills or assets the volunteer has that would serve in a different position?
- To what extent is the volunteer suited for the work environment associated with this position?

Goodness of fit includes:
— Matters of style: relaxed vs. fast-paced
— Personality: introverted vs. extraverted
— Behavior: timeliness, responsibility
— Philosophy: beliefs about client population, military service, military families

Assigning Volunteers

Assigning means placing an individual in the most suitable volunteer position based on FRG standards, position descriptions and information learned.

Determining the correct assignment for a volunteer requires a careful matching of job qualifications and personalities that will result in job satisfaction for both the volunteer and the program staff. It is often desirable to provide a probationary period for the volunteer, at the conclusion of which the assignment will be reviewed and revised, if needed.

FACTORS THAT MOTIVATE VOLUNTEERS TO SERVE

Every volunteer has their own unique reason or motivation to offer their time, talents or resources to an organization. The key to effective volunteer motivation is to discover why that individual has the desire to volunteer. Listed below are the motivational factors for volunteering:

1. **Achievement**
   Volunteers will experience a strong sense of achievement when their individual talents and skills are matched with the volunteer assignment. (Butler, Duffy & Miller, 2002)

2. **Affiliation-Companionship and a Sense of Belonging**
   Individuals have the need to fit in or be affiliated with a group or club, volunteering with an organization will meet that need. (Spencer, 1999)

3. **Power/Control**
   Individuals have the need to feel in control of their lives. Many times the workplace does not allow this need for control to be filled; individuals simply follow directions from employers. Volunteer roles which allow individual creativity and control can be a strong motivator for many individuals. (McCurley & Lynch, 2000)

4. **Recognition**
   Recognition is a need for many volunteers. Recognition can be in many forms; it might be presenting an award in a public forum or a simple heart felt thank you from a child. Volunteers have different recognition needs, the task is to discover the type of recognition which meets the needs of each individual volunteer. (Taggart, 1999)

5. **Personal Growth**
   Volunteers need to feel that they are learning and growing from their volunteer experience. Educational opportunities that will enable volunteers to excel in their role need be made available. (Etling, 1995)

6. **Family Involvement**
   Involve the children and the adult's involvement will follow. Individuals with families seek out opportunities to volunteer which will increase family time together. The key to success of this factor is to keep volunteers in roles which they can serve along side their family members. (Butler, Duffy & Miller, 2002)

7. **Community Service**
   Volunteers have the desire to give back to their community or help those in need. (Muegge & Ross, 1996)

8. **Bringing About a Social Change**
   Volunteers possess a desire to bring about change in a community or an organization. (Butler, Duffy & Miller, 2002)

PRIVACY ACT STATEMENT

AUTHORITY: 10 U.S.C. Section 1588

PRINCIPAL PURPOSE(S): To enable eligible individuals to indicate their interest in providing volunteer service and support to (UNIT NAME) Units and Family Readiness Programs. This information is needed to assess eligibility, qualifications, and overall suitability

ROUTINE USES: None. This information will not be disclosed outside the Department of Defense.

DISCLOSURE: Providing this information is voluntary. However, failure to provide all requested information will eliminate candidate from consideration for a volunteer position with the applicable family readiness entity.

Position Volunteering for: *place a number in the box in the order for the position you are interested in volunteering for. Ex if FRG Lead is your top choice put a 1 in FRG, if Key Contact is your second choice put 2 in the Secretary box and a 3 in the Funds Custodian box.*

☐ FRG Lead ☐ Funds Custodian ☐ Alt. Funds Custodian

☐ Key Contact ☐ Fundraising Committee ☐ Newsletter Editor

☐ Occasional Volunteer

Personal Information:

Last Name: _____ First Name: _____

Home Phone: _____ Emergency Contact Name: _____

Cell Phone: _____ Phone Number: _____

Email Address: _____

Mailing Address:

Soldier's Name: _____

Soldier's Company: _____

Check One:

☐ Spouse ☐ Parent ☐ Child (over 18) ☐ Extended Family ☐ Friend/significant other

Personal and/or Family Readiness training: List training received

Work/other volunteer experience: (Include organization, duties and length of service. Attach additional sheets, if necessary.

General Information:

Are you available to attend monthly meetings? ☐ Yes ☐ No

Are you available during office hours? ☐ Yes ☐ No

If yes, how many hours are you available _____ hours per week

Additional information or comments you would like to include:

Administrative Information (Completed by Command representative)

Date Volunteer Interest Form received _____

Date interview scheduled with Commander: _____

Selected for

☐ FRG Leader ☐ Funds Custodian ☐ Alt. Funds Custodian

☐ Key Contact ☐ Fundraising Committee ☐ Newsletter Editor

☐ Occasional Volunteer

Appointed in writing via letter dated: _____ DD Form 2793 dated and filed: _____

Command or representative completing Administration Information:

_____

Signature Date

_____

Title

TYPES OF INTERVIEW QUESTIONS

Open-ended: Used for the purpose of stimulating the person to talk which should expand into further information learned. Usually open-ended questions begin with the words: What, where, when, or how.
An example would be "Describe how you succeed in working under pressure".

Closed: Used to restrict the person's response and is usually answered in a yes/no or a single word response. They typically do not elicit explanation or opinion. Usually closed questions begin with the words: Is, do, has, will, or can.
Examples would be "Can you work under pressure?" "Is your name John Smith"?

Past-performance questions: Used to identify a person's thinking or reasoning behind their actions. Will help predict future performance. Can also be used as a probe for clarification.
Examples would be "Give me an example of a time when…""What did you do next"?

Negative balance questions: Used to identify a person's perception of an event and any problem solving strategy they may have utilized to improve a situation.
An example would be "Please give an example of something that turned out differently than you had planned and why that happened."

Leading questions: Used by the interviewer to focus the answer to a specific topic or issue by providing the answer within the question.
Examples would be "What skills do you bring to this position"? " Did your leave your last volunteer job because of the conflict with another volunteer"?

Scenarios: Describes a situation which the person may encounter in the position. Interviewer learns how the interviewee would react in a similar situation by testing their problem solving abilities.
An example would be "What would you do if you arrived at the job and you found yourself without a supervisor."?

Question layering: Using a series of behavioral and non -behavioral questions, often overlapping, designed to gather information around a single theme to check for consistency and depth.
An example would be to ask a total of three questions about their organizational skills interspersed with another skill that may build upon the first skill " How would you design a training for new volunteers? How would involve the volunteers in evaluating that training? How would you use the information from the volunteers as a recruitment tool?

New Volunteer Checklist and Orientation Checklist
Active Duty

Volunteer's name:_____ Unit FRG: _____

☐Discuss a brief history of the organization, mission statement and benefits

☐Go over unit staff and volunteers

☐Review chain of command - Supervision and protocol in working with commanders

☐Discuss Army Community Service

☐ Discuss key volunteer functions and position descriptions and expectations

☐Discuss Standard Operating Procedures (SOP's) regarding Family Readiness

☐Discuss the programs, services and key events of the program

☐Discuss confidentiality requirements and privacy act

☐Review Volunteer Rights

☐Discuss VMIS and Volunteer record keeping on http://www.myarmyonesource.com/

☐Discuss award policies

☐Review child care and other expense reimbursements policy and procedures

☐Discuss business casual dress attire

☐Discuss training expectations and requirements

☐Review telephone etiquette

☐Discuss use of government owned equipment

I have reviewed the above information and documents with

I have a better understanding of my role as a Volunteer as well as resources available with the unit.

_____

Signature

New Volunteer Checklist and Orientation Checklist
National Guard

Volunteer's name:_____ Unit FRG: _____

☐Discuss a brief history of the organization, mission statement and benefits

☐Cover organization chart of State Family Program Office (SFPO)

☐Go over unit staff and volunteers - each FRSA will need to complete this info

☐Review chain of command - Supervision and protocol in working with commanders

☐Discuss Family Assistance Centers and locations

☐ Discuss key volunteer functions and position descriptions and expectations

☐Discuss funding sources

☐Discuss the programs, services and key events of the program

☐Discuss confidentiality requirements and privacy act

☐Review Volunteer Rights

☐Review Orientation Handbook

☐Discuss JSS and Volunteer record keeping on www.jointservicessupport.org

☐Discuss award policies

☐Review child care and other expense reimbursements policy and procedures

☐Discuss business casual dress attire

☐Discuss training expectations and requirements

☐Review telephone etiquette

☐Discuss use of government owned equipment

I have reviewed the above information and documents with

_____ and I have a better understanding of my role as a Volunteer as well as resources available with the Army National Guard.

_____

Signature

VOLUNTEER AGREEMENT FOR

☐ APPROPRIATED FUND ACTIVITIES ☐ NONAPPROPRIATED FUND INSTRUMENTALITIES

PART I - GENERAL INFORMATION

1. TYPED NAME OF VOLUNTEER *(Last, First, Middle Initial)*		2. YEAR OF BIRTH
3. INSTALLATION	4. ORGANIZATION/UNIT WHERE SERVICE OCCURS	
5. PROGRAM WHERE SERVICE OCCURS	6. ANTICIPATED DAYS OF WEEK	7. ANTICIPATED HOURS

8. DESCRIPTION OF VOLUNTEER SERVICES

PART II - VOLUNTEER IN APPROPRIATED FUND ACTIVITIES

9. CERTIFICATION

I expressly agree that my services are being provided as a volunteer and that I will not be an employee of the United States Government or any instrumentality thereof, except for certain purposes relating to compensation for injuries occurring during the performance of approved volunteer services, tort claims, the Privacy Act, criminal conflicts of interest, and defense of certain suits arising out of legal malpractice. I expressly agree that I am neither entitled to nor expect any present or future salary, wages, or other benefits for these voluntary services. I agree to be bound by the laws and regulations applicable to voluntary service providers and agree to participate in any training required by the installation or unit in order for me to perform the voluntary services that I am offering. I agree to follow all rules and procedures of the installation or unit that apply to the voluntary services I will be providing.

a. SIGNATURE OF VOLUNTEER		b. DATE SIGNED *(YYYYMMDD)*
10.a. TYPED NAME OF ACCEPTING OFFICIAL *(Last, First, Middle Initial)*	b. SIGNATURE	c. DATE SIGNED *(YYYYMMDD)*

PART III - VOLUNTEER IN NONAPPROPRIATED FUND INSTRUMENTALITIES

11. CERTIFICATION

I expressly agree that my services are being provided as a volunteer and that I will not be an employee of the United States Government or any instrumentality thereof, except for certain purposes relating to compensation for injuries occurring during the performance of approved volunteer services and liability for tort claims as specified in 10 U.S.C. Section 1588(d)(2). I expressly agree that I am neither entitled to nor expect any present or future salary, wages, or other benefits for these voluntary services. I agree to be bound by the laws and regulations applicable to voluntary service providers, and agree to participate in any training required by the installation or unit in order for me to perform the voluntary services that I am offering. I agree to follow all rules and procedures of the installation or unit that apply to the voluntary services that I am offering.

a. SIGNATURE OF VOLUNTEER		b. DATE SIGNED *(YYYYMMDD)*
12.a. TYPED NAME OF ACCEPTING OFFICIAL *(Last, First, Middle Initial)*	b. SIGNATURE	c. DATE SIGNED *(YYYYMMDD)*

PART IV - TO BE COMPLETED AT END OF VOLUNTEER'S SERVICE BY VOLUNTEER SUPERVISOR

13. AMOUNT OF VOLUNTEER TIME DONATED				14. SIGNATURE	15. TERMINATION DATE *(YYYYMMDD)*
a. YEARS *(2,087 hours=1 year)*	b. WEEKS	c. DAYS	d. HOURS		
16.a. TYPED NAME OF SUPERVISOR *(Last, First, Middle Initial)*				b. SIGNATURE	c. DATE SIGNED *(YYYYMMDD)*

PARENTAL PERMISSION

For use of this form, see AR 608-1; the proponent agency is OACSIM

I, _____ ☐ parent ☐ guardian, give my permission for

_____ *(name of child)*, to volunteer at

_____ *(name of agency/activity)* on

_____ *(date or days of week) from* _____ *(time).*

I understand that these hours and services are being performed as a volunteer and that the above named volunteer is not, solely because of these services, an employee of the United States Government or any instrumentality thereof *(except for certain purposes relating to tort claims and workman's compensation coverage about incidents occurring during the performance of approved volunteer service).* The above named volunteer shall receive no present or future salary, wages, or related benefits as payment for these services. Tax deductions cannot be claimed for any expense reimbursed.

TYPED/PRINTED NAME OF PARENT OR GUARDIAN	
SIGNATURE OF PARENT/GUARDIAN	DATE *(YYYYMMDD)*

ARMY VOLUNTEER CORPS

BILL OF RIGHTS & RESPONSIBILITIES

LOYALTY

- The right to be valued as an equal partner within the organization
- The right to feel that efforts have a purpose and contribute to the organization's goals
- The responsibility to learn and follow organizational policies and procedures

DUTY

- The right to receive meaningful assignments that match personal goals, abilities, knowledge, and experience
- The right to receive orientation, training, a job description, guidance, feedback, and the resources necessary to carry out assignments
- The responsibility to maintain professional standards and to perform assigned tasks to the best of one's abilities
- The responsibility to honor commitments

RESPECT

- The right to be treated with respect
- The right to be heard and to help plan assignments and projects
- The responsibility to respect others and the diversity of opinion
- The responsibility to be open to change

SELFLESS SERVICE

- The right to participate in a volunteer program that enhances and extends the goals of the organization
- The responsibility to pursue excellence
- The responsibility to work with compassion, caring, and commitment

HONOR

- The right to work in a climate that values volunteerism and volunteer service
- The right to formal and informal expressions of appreciation and recognition
- The responsibility to embrace the values of the organization and the Army Volunteer Corps
- The responsibility to ensure that actions reflect the highest ethical standards

INTEGRITY

- The right to be treated with fairness and equity
- The right to honest and open communication
- The responsibility to safeguard confidential information and protect privacy
- The responsibility to act fairly and impartially

PERSONAL COURAGE

- The right to challenging and meaningful assignments
- The right to opportunities that promote personal and professional growth
- The responsibility to do what is right, not what is merely convenient
- The responsibility to accept personal and professional challenges by developing new skills, taking advantage of training opportunities, and accepting leadership roles

Army Code of Conduct for
Family Readiness Group Volunteers

Introduction

The Army is dedicated to providing services and training to military families. The Family Readiness Group has traditionally demanded and received the highest ethical performance from its volunteers. In an effort to maintain the high standard of conduct expected and deserved by military families and to enable the Family Readiness Group to continue to offer services required, the Family Readiness Group operates under the following Code of Conduct, applicable to all volunteers.

Volunteer Code of Conduct

I, _____

a. **Will conduct myself in a professional manner at all times.**
b. **Will refrain from using inappropriate language.**
c. **Will not use the Army, Family Readiness Group name, emblem, endorsement, services, or property of the Family Readiness Group unless authorized.**
d. **Will not publicly utilize any Army affiliation in connection with the promotion of partisan politics, religious matters, or positions on any issue.**
e. **Will not disclose any confidential Family Readiness Group information.**
f. **Will consider information as privileged and not for public knowledge.**
g. **Will not operate or act in any manner that is contrary to the best interests of the Army.**
h. **Will not enter into any financial agreements.**
i. **Will not make false statements against the Army or any United State Armed Services.**

Volunteer Signature: _____ Date: _____

Volunteer Printed Name: _____ Date: _____

Witness Signature: _____ Date: _____

Witness Name: _____ Date: _____

NAME OF UNIT

Family Readiness Group (FRG)

Volunteer Code of Ethics

As an ***NAME OF FRG POSITION,*** I am subject to the same Code of Ethics that binds all professionals in positions of trust. I accept these responsibilities and agree to respect matters of confidentiality pertaining to the FRG.

As a volunteer in communication with families, I understand that a good working relationship between the volunteers and families improve quality of life, family readiness, and morale.

I understand that accepting these responsibilities charges me with the responsibility of assisting families during emergencies, crises or concerns, and that the information entrusted with me will only be shared on a "need to know basis".

I understand that I am not expected nor will I attempt to solve problems. I am expected to assist families in becoming self-reliant by offering possible avenues to solutions and making referrals, as appropriate.

I understand that my point of contact is to be notified of calls or situations that cannot be routinely resolved and any concerns with the health, welfare or safety of families. Additionally, the Command and the Company FRG Leader is to be alerted if a threat of harm to self or others is discovered or disclosed.

I understand an intentional breach of confidentiality by me will violate this Volunteer Code of Ethics and may terminate my volunteer assignment as a ***NAME OF FRG POSITION.***

By signing below, I acknowledge and agree to abide by this Code of Ethics and confidentiality agreement.

_____ _____

Volunteer Signature Date

_____

NAME OF UNIT

_____ _____

Signature of Unit Representative Date

VOLUNTEER SERVICE RECORD

For use of this form, see AR 608-1; the proponent agency is OACSIM.

PRIVACY ACT STATEMENT

AUTHORITY:	5 USC Section 301, Department Regulations; 10 USC Section 3013, Secretary of the Army; and Army Regulation 608-1, Army Community Service Center.
PRINCIPAL PURPOSE:	To record essential background information on volunteers to assist in determining qualifications and task assignments. To maintain record of positions held, hours volunteered, training and awards received.
ROUTINE USES:	None. The "Blanket Routine Uses" set forth at the beginning of the Army's Complications of System of Records Notices apply to this system.
DISCLOSURE:	Voluntary. However, failure to provide the requested information may exclude you from participating in the Army Community Service Volunteer Program.

INSTRUCTIONS: Upon resignation, retirement or transfer, the original of this record will be furnished for the personal file of the volunteer and a duplicate will be maintained at the organization for at least three years. In case of transfer, a duplicate record will be furnished to the gaining organization upon request of the volunteer.

1. NAME OF VOLUNTEER *(Last, First, MI)*

2. HOME ADDRESS *(Street, City, State and ZIP Code)*

3. EMAIL ADDRESS

4. TELEPHONE NUMBERS
   a. HOME
   b. WORK
   c. FAX

5. SEX ☐ MALE ☐ FEMALE

6. DATE OF BIRTH *(YYYYMMDD)*

7a. SPONSOR NAME

7b. SPONSOR UNIT ADDRESS

8. Mark all the demographic data that applies to the volunteer. Family members of service members should indicate the branch of service and status of the sponsor.

☐ SERVICE MEMBER	☐ ARMY	☐ AIR FORCE	☐ NAVY	☐ MARINE
☐ CIVILIAN EMPLOYEE *(APF and NAF)*	☐ OFFICER	☐ ENLISTED		
☐ ADULT FAMILY MEMBER	☐ ACTIVE DUTY	☐ RETIRED		
☐ YOUTH FAMILY MEMBER *(Under age 18 and unmarried)*	☐ RESERVE	☐ GUARD		
☐ CIVILIAN *(Not connected with the military)*	☐ DECEASED			

9. CHILDREN AT HOME
☐ NONE ☐ PRESCHOOL ☐ IN SCHOOL

10. INITIAL COMMITMENT
☐ ONE DAY EVENT ☐ ONE MONTH EVENT ☐ THREE MONTHS
☐ SIX MONTHS ☐ NINE MONTHS ☐ OTHER

11. EDUCATION
☐ HIGH SCHOOL ☐ COLLEGE ☐ ADVANCED DEGREE

12. WORK EXPERIENCE

13. VOLUNTEER EXPERIENCE

14. SPECIAL SKILLS, INTEREST, HOBBIES

15. POSITIONS HELD

START DATE *(YYYYMMDD)*	TYPE OF POSITION	END DATE *(YYYYMMDD)*

16. AWARDS AND SPECIAL RECOGNITION

DATE *(YYYYMMDD)*	TYPE OF AWARD/SPECIAL RECOGNITION	PRESENTED AT

17. TRAINING

DATE *(YYYYMMDD)*	TYPE OF TRAINING	HOURS COMPLETED

18. VOLUNTEER ANNUAL HOUR RECORD

YEAR													
HOURS													

19a. SIGNATURE	19b. DATE *(YYYYMMDD)*

VOLUNTEER DAILY TIME RECORD

For use of this form, see AR 608-1; the proponent agency is ACSIM.

INSTRUCTIONS

Upon resignation, retirement or transfer, the original of this record will be furnished for the personal file of the volunteer and a duplicate will be maintained at the organization for at least three years. In case of transfer, a duplicate record will be furnished to the gaining organization upon request of the volunteer. Upon completion of the calendar year, the annual total will be recorded on DA Form 4162.

NAME

YEAR

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	TOTAL
JAN																																
FEB																																
MAR																																
APR																																
MAY																																
JUN																																
JUL																																
AUG																																
SEP																																
OCT																																
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TOTAL:

DA FORM 4713, MAR 2013 THIS FORM SUPERSEDES THE PREVIOUS EDITION DATED, JUL 2003 AND REPLACES DA FORM 7493, AUG 2003, WHICH ARE OBSOLETE. APD LC v1.00

Sample Appointment Memo

NAME OF COMMAND
UNIT ADDRESS
CITY, STATE, ZIP/COUNTRY

OFFICE SYMBOL
DAY MONTH YEAR

MEMORANDUM FOR RECORD
SUBJECT: Appointment of the Unit Family Readiness Group (FRG) Position

1. This memorandum confirms the appointment of ***Name of Volunteer, Address, City, State, Zip Code*** as the Unit Family Readiness Group (FRG) ***Position Name*** of ***Unit Name*** Family Readiness Group (FRG).

2. Purpose: To designate duties as the ***Position*** of the unit FRG in accordance with the Army Regulation (AR) 608-1, Appendix J.

3. This appointment is contingent upon the volunteer having read and signed the enclosures below indicating an understanding of the designated duties and responsibilities.

4. Period: Position is for ***# months or year*** as determined by the undersigned.

5. The unit point of contact for the FRG is ***Liaison Name***, Family Readiness Liaison.

Commander Name
Rank, Branch, Command Name
Commanding

4 Enclosures
1. Job Description
2. Code of Conduct
3. Confidentiality Statement
4. DD Form 2793

CC:
Name of Appointed Volunteer
Family Readiness Liaison Officer
Family Readiness Support Assistant (if applicable)

How to Build a Volunteer Portfolio

Having a portfolio is highlighting your skills and achievements, which will prove to be beneficial in many ways. It allows you to elaborate on yourself. Highlights your skills and abilities. Those relevant to volunteering or professional job. You can pull what you need from it when it is needed.

What is a Portfolio?

- A file to show your achievements
- Document the scope and quality of experience and training
- A show and tell resume, a sophisticated scrapbook
- **<u>This file should grow with you!</u>**

Two Main Purposes:

To keep track of what you have done
When you did it
Skills learned or developed

Your achievements
A single place to keep
Samples of work
Awards
Professional abilities Documents

Step 1 – Self Assessment

- Reflect and look at your skills, abilities and experiences.
- How would I like to be remembered?
- What am I passionate about?
- Think "Story" tell about yourself, your LIFE.

Step 2 - Decide What to Include

- Find evidence of involvement to include
- Gather together all of your information
- Two projects when I made a difference
- Examples:
    - Volunteer positions descriptions
    - Samples of volunteer accomplishments
    - Reports / databases
    - Brochures/ Newsletters/Newspaper Articles
    - Training Certificates
    - Letters/ Emails of Recommendation
    - Thank you letters/ Cards
    - Pictures of public recognition, awards, commendations
    - Record of speaking engagements / Topic & Audience

Step 3 – Design and Arrange

- Choose an organizational method that best illustrates your accomplishments.
- Make it visually appealing
    - Digital/Electronic/ Online
    - Binder
- Design a cover sheet
- Use copies, not originals
- Include a summary statement for each example
- Use consistent font, size and style
- Use sheet protectors / pocket pages
- Use index tabs or title pages
- Omit page numbers

Step 4 – Review

- Update regularly
- Know your portfolio inside and out
- Be able to find items quickly
- Valuable tool for volunteer & professional experience

HOW-TO GUIDE FOR VOLUNTEERS

Volunteer Management Information System (VMIS)

1. Register (for 1st time users)

Go to www.myarmyonesource.com

- Click on the Register button in the top right hand corner of the homepage. On the next screen, click Join Now.
- Complete site registration form.
- Click Continue.
- Verify your information is correct and click Register. Screen will show "Registration Complete" and "Thank you for registering. You have been pre-approved and logged into the site."
- Click Continue.

2. Access the VMIS Site

- On the homepage, click on Volunteer Tools tab in the upper right hand corner.
- Click on the Opportunity Locator, then your state to view Volunteer Opportunities, or click "Switch to OCONUS" and click your country if you are over-seas.
- Use the drop down menu to select your Community.
- Use the drop down menu to select the Organization in which you would like to volunteer.
- Click on Search.
- Select the position you are interested in, then click on Apply at the bottom of the page.

3. Apply for a position

- Once you select to apply for a position, the position description will open on the screen.
- Scroll to the bottom and click Submit.
- Screen will say Volunteer Application Sent.
- Screen will then say What would you like to do next?
- Follow instruction base on your desired steps.

An email will be sent to your Organizational Point of Contact (OPOC). The OPOC must approve your application in VMIS before you can begin logging volunteer hours.

4. Log in Your Hours

- Log on to www.myarmyonesource.com
- Click on the Volunteer Tools tab in the upper right hand corner.
- Click on the Volunteer Activity tab.
- Click on the Hours button next to your position listed.
- To enter for the current month, select Day, and Add for Open Dates.
- When you are finished entering hours, be sure to scroll to the bottom and click Save.

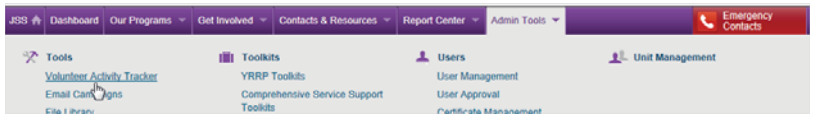
Tracking Your Volunteer Activity Hours

Joint Services Support

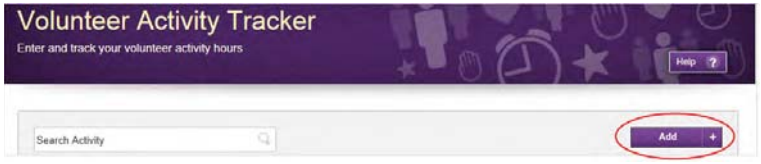
1 PROVIDE ACTIVITY DETAILS:

Identify the type, location and program associated with your activity.

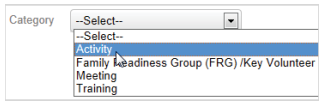
1. Hover over *Admin Tools*, and click *Volunteer Activity Tracker* in the drop-down menu.



Click *Add* to display the *New Activity* page.

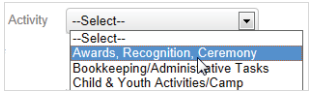


2. Select the type of activity for which you want to enter hours in the *Category* drop-down list.

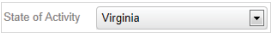


3. Indicate the level of your activity by selecting either *State* or *National* in the *Location* drop-down.

4. Select the activity in the *Activity* drop-down. The activities displayed in this drop-down depend on your *Category* selection.

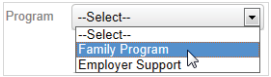


5. If you selected *State* as your *Location*, select the state in which the activity took place.



6. Specify whether the activity was *Gratuitous* or *Statutory* in the *Status* drop-down.

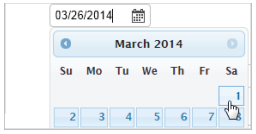
7. Select the program associated with the activity.



2 ADD YOUR HOURS:

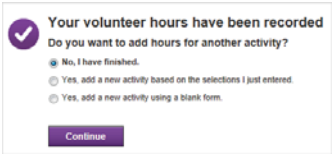
Provide the date, and enter your activity, travel and preparation hours.

1. Select the date on which the activity took place using the *Calendar* drop-down.



2. Select the number of hours and minutes spent on the activity using the following fields and drop-downs:
   - *Activity*: The number of hours and minutes spent on the activity itself.
   - *Travel / Mileage*: The number of hours and minutes spent traveling to and from the activity in the drop-downs. Type the number of miles you traveled in the *Mileage* box.
   - *Preparation*: The number of hours and minutes spent preparing for the activity in the drop-downs accompanying *Preparation*.

3. Provide explanatory comments if you wish in the box provided, then click *Submit*.
4. In response to the confirmation message that appears, click one of the following:



   - *No, I have finished*.
     To save your hours and return to the main *Volunteer Activity Tracker* page.
   - *Yes, add a new activity using the selections I just entered*.
     Save your hours but continue to add hours for another activity using the same activity details. The *New Activity* page re-appears, prompted with the data you just entered. Modify this data as appropriate, and click *Submit* again.
   - *Yes, add a new activity using blank form*.
     Save your hours but continue to add hours for another activity, starting from a blank form. The *New Activity* page re-appears with its original defaults, and blank selections. Complete the form, and click *Submit* again.

3 VIEW PREVIOUSLY ENTERED HOURS:

View a summary or individual activity hours.

1. On the *Volunteer Activity Tracker* page, view a summary of your total activity hours entered to date, your entered hours this year, and this month.

2. View details of hours entered for individual activities using the table provided at the bottom of the page.

For each activity, view all activity details entered. Scroll to the right to view the hours and mileage entered for each activity.

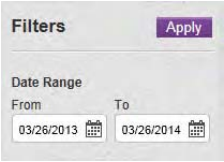
3. Export your activity hours to an Excel spreadsheet by clicking .

4 FIND AN ACTIVITY:

Find hours entered previously for a specific activity.

1. Find hours associated with a particular activity using one of the following:
   - The *Search* box: Type a keyword string to search for your activity. JSS searches activity categories and names for this text string.

   - The *Filter Bar*: Refine the list of activities by displaying only those that fall within a particular date range.



     Click *Apply* to apply date filter settings to the activities list.

   - The *Sort* feature: Sort the list of activities alphabetically by category, activity name, location, state, status or program.

   The list of activities is re-displayed according to your search and/or sort criteria.

2. To edit previously entered activity hours, click to the left of the activity.

   You can edit any of the previously entered activity details or hours. Alternatively, you can delete the activity record, with its associated hours, altogether.

NOTE:
- Enter Presidential Service Award hours by clicking the link provided at the top of the *New Activity* page.

FRG Volunteer Roster

Name	Position	Phone #	Email	Date Trained	Certificate on file	DD2793 on file	Confidentiality Form on file	Signed PD on file

Mobilizing Volunteers

Mobilizing a Volunteer Team involves three sequential phases engaging, motivating and supervising volunteers. Engaging volunteers by capturing their interest and getting them involved in their job needs to occur at the earliest possible opportunity so that volunteers retain their interest in volunteerism and in their assigned project. Early engagement can also accelerate the establishment of positive, cooperative working relationships between volunteers and paid staff.

Motivating volunteers requires skills, planning and a balancing act in order to meet the needs of various types of volunteers. Motivation is an ongoing activity, and an essential aspect of getting the work done both initially and for the long term, when volunteer interest can diminish. Supervision, the third dimension, provides a solid basis for risk management, program evaluation, and portfolio building for the volunteer.

Engaging Volunteers

Positive working partnerships between paid and volunteer staff provide the basis for successfully engaging volunteers. Establishing these partnerships involves developing cordial and professional relationships between all staff as well as providing volunteers the information and tools needed to experience early success at their jobs. Including volunteer staff in agency meetings, whenever appropriate, and by including them in agency social activities may facilitate this positive partnership.

To effectively engage volunteers in a program or activity it is also necessary to provide the tools and information that will allow them to "get off to a good start" in their positions. These tools should support their understanding of what they are tasked to do and provide a framework within which they can learn to perform their jobs quickly and easily. Essential tools include, but are not limited to:

- Well-written position descriptions
- Schedule of work assignments
- Schedule of program events
- Schedule of training opportunities
- Chain-of-Command chart

Additional tools, used daily, include but are not limited to:

- ***Job Aids:*** checklists, step-by-step lists, decision tables, flowcharts
- ***Fact Sheets:*** rules, information sheets, program descriptions
- ***Checklists:*** equipment and supply lists
- ***Eligibility guidelines/information:*** handouts that include the criteria an individual must meet to in order to participate in a group
- ***Enrollment Forms:*** including contact information
- **Cultural awareness/language information**: specific to different ethnic and cultural groups, including alternate language versions wherever possible.

Motivating Volunteers

Organizations invest a substantial amount of time, educational and monetary resources in volunteer programs and volunteer development. Volunteer managers need to understand the motives that bring people to volunteer service, what makes them perform their best, what makes them stay and what makes them leave. Volunteer supervision, retention, efficiency, and productivity hinges on this knowledge.

Researchers David C. McClelland and John W. Atkinson identify three distinct motives that affect people's work-related behavior. Factors that motivate are:

- The need for achievement
- The need for power
- The need for affiliation

Achievement Motivated People

Achievement motivated people seek success in situations that require excellent or improved performance, and will do their best when their individual talents and skills are well matched with the

volunteer assignment. They want to do their personal best, like to take responsibility for finding solutions to problems, are innovative, and want concrete feedback. They often work well alone and desire latitude in "how they do the job".

The negative aspect of achievement can be observed when people must do things their way, take credit for others' good works, are inflexible in their approach, or block new ideas or change. When achievement is used positively, there is a sharing of credit, shared information, responsibility and authority.

To supervise an achiever:

- Give assignments that require problem-solving skills
- Allow and encourage creative solutions, and
- Provide regular and concrete feedback

Power Motivated People

Power motivated people need to feel in control of their lives, and want to influence or have an impact on others. They are concerned about their reputation, have strong feelings about status and prestige, and like to change other people's behavior. They like to teach, motivate, create and challenge.

Power has both a positive face and negative face. Negative power, also known as personal power, is about personal gain, exerting personal dominance, and a tendency to treat people like pawns. It is often seen in the tendency to hoard information, a strong desire for a prestigious office or supplies, or special privileges. Positive power, also called socialized power, uses power to benefit the group, charismatically inspires people to action, and creates confidence in others.

To supervise a power person and maximize their contribution place them in a position where they can associate with leadership and can exert their influence to accomplish the agency goals.

Affiliation Motivated People

Affiliation motivated people are motivated by their connection to others. Affiliators enjoy companionship, a sense of belonging, mutual friendship, warm and friendly relationships, and helping people. They are often concerned about being liked and are sensitive to the needs of others.

A negative aspect of affiliation can be seen when a person pays too much attention to socialization, confuses or fails to respect personal and professional boundaries, or sacrifices goals and outcomes to keep other people happy. The positive dimension of affiliation emerges when people build teams to accomplish goals, are sensitive to people's feelings and are able to articulate their goals in "people terms".

To supervise an affiliator, ensure that their job involves a lot of personal interaction. Demonstrate a personal interest in them, especially while giving them feedback, either positive or negative.

Additional Factors

In addition to the three primary motivational categories, additional factors can often be identified. These factors also suggest ways to market to specific populations; for example, family groups or individuals wishing to learn job skills.

- ***Recognition:*** A volunteer may maintain a high level of motivation through simple forms of recognition for their volunteer service. This might include the honor of presenting an award in a public forum or receiving a simple heart felt thank you from a child.
- ***Personal Growth:*** Volunteer motivation may be enhanced by the knowledge that they are learning and growing from their volunteer experience. Educational opportunities that will enable volunteers to excel in their role need to be made available.
- ***Family Involvement:*** Involve the children and the adult's involvement will follow. Individuals with families seek out opportunities to volunteer that will increase family time together. Family involvement also includes projects in which husband and wife can work on together. For these purposes the definition of family may also include a group of friends.
- ***Community Service:*** Volunteers may be motivated by the desire to give back to their community or help those in need.
- ***Bringing About a Social Change:*** Volunteers may be motivated by a desire to bring about change in a community or an organization.

People rarely have single motivations. Most have a dominant motivational preference, but they usually exhibit characteristics of two or more. A volunteer's motivational preference may change over time or when their life situations change. A strong achiever who experiences the death of a close family member may exhibit a strong need for affiliation for a period of time, or a spouse who is interested in entering the work force may want to test their interest as a volunteer prior to committing to a job in a specific field. Astute supervisors will notice signs that a volunteer's motivations are shifting, and will adjust their supervisory strategies to meet the volunteer's changing needs.

Linking Motivation, Supervision and Recognition

Understanding a volunteer's motivations can be used in many other ways besides supervision. Individuals are more often motivated by feelings and sensitivities than by facts and logic. Volunteers are also motivated by their own individual goals, values and desires Smith,1998). Motivating is also key in recognizing and retaining volunteers. For example:

Recognition by Motivational Types *(McCurley & Lynch, 2000)*

Recognition for a power-motivated person:

- Recognition, nomination and presentation needs to be made by the leadership of the organization
- Promotions or "moving up the ladder" are the most effective means of recognition
- Providing recognition publicly, in the newspaper, or at a community function not just at a recognition event

Recognition for an affiliation-motivated person:

- Recognition received at a group event in front of peers is most meaningful
- Recognition should have a personal touch and be given by the organization
- Volunteer should take part in the recognition to insure bonding with the organization. Bonding with the organization

Recognition for an achievement-motivated person:

- Recognition suggested by peers is very effective
- Effective recognition should be linked to a specific task or accomplishment
- Recognition can be substantiated by records or facts
- Offer the opportunity for additional training or taking on more difficult tasks

Sustaining Volunteer Motivation

- Volunteers need to know the organization's staff is approachable and available to assist with volunteer needs. Staff needs to keep volunteers informed. (Muegge & Lynch, 1996)
- Provide volunteers with clear and concise position descriptions, including required time commitments (Corney, 2001)
- Require an annual review, and discuss the volunteer's satisfaction or dissatisfaction in their current role.
  - — Does the volunteer feel they are still effective in their current assignment?
  - — Does the volunteer aspire for a more challenging assignment?
  - — Is the volunteer effective in their current role, from the organization's viewpoint?
  - — Do they have interests or talents that could enhance the organizational effectiveness, if they were given a different assignment?
- Volunteers need to feel appreciated and respected for their contributions. Provide recognition suitable to the needs of the volunteer. (Spencer, 1999)
- Organizations need to provide volunteers opportunities for growth and advancement by providing appropriate training. (Muegge & Lynch, 1996)
- Involve volunteer input in the organization's establishment of goals, decision making and other administrative issues whenever possible.
- Resolve conflicts when they arise.
  - — Establish ground rules for conflict resolution
  - — Deal with feelings: volunteer and paid staff

— Define the conflict: listen to all sides
— Explore alternatives: look at consequences of possible solutions
— Select a solution: everyone wins, whenever possible
— Evaluate how the solution is working

- Organizations need to show genuine interest in volunteers. Create a sense of teamwork through having fun together and socializing. Be sincere and honest with volunteers.
- Be aware of the signs of burnout and protect the volunteer

Lack of Motivation

Factors that lead to a lack of motivation in volunteers include:

- Placement in volunteer roles that are not clearly defined
- Position descriptions that do not clearly outline volunteer responsibilities
- Restricted opportunity for volunteers to demonstrate initiative or creativity
- Assignment of mundane tasks exclusively makes volunteers feel that their work is not as valued and does not make a difference
- Volunteer expectations that are higher than the reality of the volunteer assignment
- Tension exists between volunteers and paid staff
- Volunteers are not experiencing personal growth

Volunteers should be provided relevant feedback and encouragement that is matched to their motivational needs. Recognition programs need to include various forms of recognition that will be valued by different motivational types.

Review Checklist: Program Staff

Does supervisory staff understand the different motivations of volunteers in their program?

Are volunteer jobs or tasks assigned in a way that helps meet the motivational needs of volunteers?

Does the recognition program reward volunteer staff in a meaningful way?

Supervising Volunteers

Volunteer supervisors are responsible for their volunteers' progress and productivity. Army program volunteer managers or supervisors typically have a strong knowledge of their program area and volunteer job responsibilities, and provide a sense of security for volunteers. It is their responsibility to provide on the job training, answer questions, and collaborate in solving problems.

Levels of Supervision Required

Army volunteers have two levels of supervision.

- ***First line supervisor:*** The first line supervisor is the person directly supervising the volunteer's work. This may be a government employee, a military member, another volunteer so supervised. A contractor may not supervise a volunteer. A volunteer's job related issues should be addressed with the volunteer's first line supervisor.
- ***Second line supervisor:*** The second line supervisor is the individual the volunteer goes to when there is a question and the first line supervisor is not present. This individual is sometimes responsible for record keeping, awards, and training.

The level of supervision given by the supervisor depends on the complexity of the tasks, the skill level of the volunteer, and the skill level of the supervisor. Most people require a higher level of supervision and

direction while learning a job. As the volunteer and supervisor become more confident in the volunteer's skill and ability to perform the job, the supervisor may allow the volunteer to exercise more control over the work. The volunteer should view the supervisor as someone who can assist with problems, provide guidance in unusual situations, and help the volunteer become more knowledgeable.

Review Checklist: Program Staff

- Are volunteers invited to regular staff meetings and trainings?
- Do volunteers have regular meetings with their supervisor?

Working with Problem Volunteers

Working with "problem volunteers" can be a challenge. When problems arise as the result of interpersonal conflict or misunderstanding, and are temporary in nature, it is good practice to intervene quickly to resolve them, rather than alienate either staff or volunteer. These conciliatory actions model positive behaviors that, once learned, will spill over into other environments in a positive manner.

Skills that will assist this effort include:

- ***Communication skills:*** Does the volunteer understand the problem and what is expected?
- ***Personal and social skills:*** Does the volunteer have empathy with others, and sufficient motivation to seek a solution to the problem?
- ***Corrective action planning:*** Is the volunteer able and willing to make an effort to solve the problem?

Review Checklist: Program Staff

- Are volunteer performance standards clearly stated?
- Are volunteer prohibitions clearly stated?
- Are procedures in place for resolving conflicts between volunteers and paid staff?
- Does volunteer and paid staff receive training in conflict resolution techniques and processes before problems occur?

PERFORMANCE REVIEW PROCESS WITH VOLUNTEERS

Many would see performance reviews for Volunteers as being too much or too formal. Others are scared off because they feel they don't have the skills or background to implement them or even introduce them to other Volunteers.

Another way to look at this as to see performance reviews as a reflection of the importance of the Volunteers who play key roles in our Family Readiness Program. It is an effective way of expressing appreciation, identifying issues and needs and holding both the Volunteers and the organization to account.

Increasing numbers of Volunteers are looking to develop and enhance their skills through Volunteer work and welcome opportunities to receive constructive feedback and opportunities to reflect and develop further.

Initiating a Volunteer performance review process should be done sensitively and gradually taking into account any concerns Volunteers may have. Developing a self- assessment tool can be a good first step.

What is a Performance Review?

A performance review is a regular opportunity (usually 6 monthly or annually) to review how a Volunteer is tracking against a set of agreed outcomes. A good Volunteer Performance Review includes the following components:

- A written role description
- A mutually agreed set of outcomes for a particular role
- An implementation plan

The best performance reviews involve no surprises. Nothing the Volunteer hears in the review should be new to them if the person they are reporting to has done their job and given them regular feedback in the proceeding period.

How does it work? The process can be formal or informal but it is important to schedule a time for it and then stick to it.

Before the session:

- Have the volunteer fill out a self-assessment of how they think they've done against the objectives that were set
- Review the Volunteers role description, outcomes/goals
- Do your own evaluation on how you think the Volunteer has performed against the outcomes that were agreed.

During the session:

- Together, review the role description
- Share positive feedback and appreciation
- Invite the Volunteer to share their self-assessment and assessment of the support they have received in their role
- Offer your assessment of the volunteers performance
- Discuss the barriers to the volunteers current or continued success
- Discuss future plans for the volunteers – what else they'd like to do, what development they might need etc.

After the session:

- Write a summary report for the volunteers file which both you and the volunteer sign off on
- Follow-up on actions and agreements

Volunteer (Peer to Peer) Performance Appraisal Form

Volunteer being evaluated	
Title	
Volunteer completing the form	
Title	
Date	
Period evaluated	

Rating Definitions

4	Excellent	Performance is consistently well above expectations
3	Above Average	Performance is above acceptable level
2	Average	Performance is acceptable
1	Below Average	Performance is below acceptable expectations
NA	Not Applicable	

Ratings on Individual Success Factors

Using the above Rating Definitions, indicate the appropriate numerical rating and enter comment under each factor which follows. If the factor does not apply, enter NA in the rating column.

Work Accomplishment:

___ Accomplishing primary tasks in job description

___ Completing responsibilities as outlined in job description

___ Achieving results in a timely fashion

Communication:

___ Keeping peers and others informed

___ Keeping commanders informed

___ Responding in a timely manner

___ Effectively working with/leading team

Planning & Organizing:

____ Developing plans

____ Developing a budget

____ Establishing priorities

____ Delegating to team members

____ Completing and following---up on assigned tasks

Leadership

____ Empowering others to make solid decisions and acting for the common good of the group

____Motivating others to work in harmony for common goals and objectives

____ Recruiting individuals with necessary skills and experiences for the team

STRENGTHS, IMPROVEMENT NEEDED & ACTION PLAN

Describe the person's most significant strengths:

Describe the person's development needs:

Award Level	Award Name	Approval Level	Process time	Reference
Organization/Unit	Certificate of Appreciation/Coin/Other Token	Org Dir/Unit CDR, O-3 or above	Org/Unit Discretion	N/A
Installation	Volunteer of the Month	Org Dir/O-5 Commander/CSM or above	10th of the following month	N/A
Installation	Volunteer of the Quarter	Org Dir/O-5 Commander/CSM or above		N/A
Installation	Individual Volunteer of Excellence	Org Dir/O-5 Commander/CSM or above		N/A
Installation	Retiree Volunteer of Excellence	Org Dir/O-5 Commander/CSM or above		N/A
Installation	Youth Volunteer of Excellence	Org Dir/O-5 Commander/CSM or above		N/A
Installation	FRG Volunteer of Excellence	Org Dir/O-5 Commander/CSM or above		N/A
Installation	Volunteer Organization of Excellence	Org Dir/O-5 Commander/CSM or above		N/A
FORSCOM	Commander's Award for Volunteer Service	FORSCOM Commander	45 days	FORSCOM Regulation 672-1
FORSCOM	Dr. Mary E. Walker Award	Installation CSM	Locally set in conjunction with SGT Audie Murphy Board	FORSCOM Regulation 215-5
Department of the Army	Certficate of Appreciation	Local Commander	30 days	AR 672-20, Chapter 9
Department of the Army	Civilian Award for Humanitarian Service	Commanders, MACOM, and above	60 days	AR 672-20, Chapter 9
Department of the Army	Certificate of Appreciation for Patriotic Civilian Service	Commander, 0-5 and above	60 days	AR 672-20, Chapter 9
Department of the Army	Commander's Award for Public Service	Commanders, O-6 and above Commanders with courts-martial authority	60 days	AR 672-20, Chapter 9
Department of the Army	Outstanding Civilian Service Award	Installation Commander	60 days	AR 672-20, Chapter 9
Department of the Army	Secretary of the Army Public Service Award	Secretary of the Army/AIAB	60 days	AR 672-20, Chapter 9

Award Level	Award Name	Approval Level	Process time	Reference
Department of the Army	Decoration for Distinguished Civilian Service	Secretary of the Army	90 days	AR 672-20, Chapter 9
Department of the Army (Military)	Military Outstanding Volunteer Service Medal	Commanders, O-5 and above	30 days	AR 600-8-22
Department of Defense	Secretary of Defense Award for Outstanding Public Service	DOD/AIAB	90 days	DA Pam 672-20, Chapter 5
Department of Defense	DoD Medal for Distinguished Public Service	DOD/AIAB	90 days	DA Pam 672-20, Chapter 5
Presidential	Presidential Medal of Freedom	DOD/AIAB	90 days	DA Pam 672-20, Chapter 5
Presidential	Presidential Citizens Medal	DOD/AIAB	90 days	DA Pam 672-20, Chapter 5
Aviation Branch	Anne Morrow Lindbergh	Commanders, O-6 and above	60 days	US Army Aviation Center, Fort Rucker, AL
Field Artillery Branch	Molly Pitcher Award	FA Commander, O-6 and above	30 days	United States Field Artillery Association
Armor Branch	Order of St. Joan D'Arc	Armor Commander, O-6 and above	30 days	United States Armor Association
Infantry Branch	Shield of Sparta	NIF Committee	30 days	National Infantry Association
Military Related	Emma Marie Baird Award for Outstanding Volunteer Service (ACS)	Commander, Community and Family Support Center	1-Sep	www.goacs.org
Military Related	Zachary and Elizabeth Fisher Distinguished Civilian Humanitarian Award	DoD Recommendation Committee	30-May	AR 672-16
Other	Very Important Patriot Award	Submission to NMFA through ACS	1-May	www.nmfa.org
Other	Newman's Own Award for Excellent Military Community Service			www.militarycity.com/award
Other	Daily Points of Light Award			www.pointsoflight.org
Other	President's Volunteer Service Award			Points of Light Foundation www.pointsoflight.org
Other	AUSA Family of the Year Award			www.ausa.org

Army Reserve Volunteer Recognitions and Incentives from USAR 608-1

5-12. Formal awards

The following paragraphs identify appropriate formal awards for volunteers and other members of Army Reserve Family Programs. Commanders or designated representatives will present higher-level awards to deserving volunteers. In some cases, volunteers have performed exceptional service and earn special recognition. Contact the servicing Army Reserve Family Programs Office for specific guidance.

5-13. Army Reserve Family Programs Volunteer Recognition

This program was established to achieve standardization of award presentations throughout the Army Reserve. Awards are to be presented based on hours of volunteer service in the Army Reserve Family Programs. Volunteer service hours are a compilation of working and travel hours for purposes of recognition. The commander is responsible for initiating these awards. Submit nominations for awards listed in paragraphs d, f, and g below on DA Form 1256, Incentive Award Nomination and Approval. A sample of this form is at figure 5-2. Criteria and corresponding awards are as follows:

a. **Signed volunteer agreement (DD Form 2793), current Volunteer Service Record (DA Form 4162) and Parental Permission (DA Form 5671), if applicable**: Army Reserve Family Programs Logo Pin.

b. **100 service hours**: Name Badge.

c. **300 service hours**: Leather Day Planner Organizer.

d. **500 service hours**: "Certificate of Appreciation for Patriotic Civilian Service**."** This award consists of a lapel button and citation certificate. This award recognizes patriotic civilian service that contributes to the unit mission or the welfare of Army personnel. Any commander, lieutenant colonel and above, may approve this award. This award recognizes patriotic service that contributes to the mission of the unit or to the welfare of Army personnel.

e. **1000 service hours**: Leather briefcase.

f. **1500 service hours**: "Commander's Award for Public Service." This award consists of a bronze medal, lapel button and a citation certificate. This award is given to recognize service or achievements that contribute significantly to the accomplishments of the Army Reserve mission. Any commander, colonel and above, may approve this award. Volunteer service should span a 2-year period.

g. **3000 service hours**: "Outstanding Civilian Service Award." This award consists of a bronze medal, lapel button and citation certificate. Commanders, in the rank of major general or above, have approval authority for this award. This award is for outstanding volunteer service over a 3 to 5-year period that makes a substantial contribution or is of great significance to the Army Reserve.

h. **3500 service hours**: Army Reserve Family Programs Logo Watch.

i. **5000 service hours:** Lunch with the Chief, Army Reserve (CAR).

5-14. Army Reserve Annual Family Programs Awards

a. Nominations are solicited from all Army Reserve units and must be submitted on USAR Form 108-R (Army Reserve Family Programs Annual Award Nomination). Nominations may be submitted by anyone who has knowledge of such service. General guidance is published by USARC requesting nominations, customarily at the end of each calendar year, for submission in January to be boarded and selected for recognition at the spring Senior Leader Conference. Criteria for nominations include:

(1) **Volunteer of the Year. T**his annual volunteer award was established in 1991 by the Chief, Army Reserve as a means of identifying and recognizing the Family Readiness Volunteer of the Year. The nominee must demonstrate a consistent outstanding level of service to the Army Reserve Family Readiness Program. The volunteer must have accumulated at least 50 hours of volunteer service (as documented on DA Form 4162) in the last 12-month period. Volunteer service must be sustained, direct and be documented by letters or certificates signed by commanders and/or community leaders. The volunteer's service must be significant in nature and show direct and tangible results.

(2) **Unit Commander of the Year.** The unit must have a viable, active and sanctioned Family Readiness Group that routinely publishes the FRG newsletter. The unit must have a completed Family Readiness Plan. The commander must have conducted at least one Family activity within the last 12-month period in addition to mandatory briefings. The nominee must meet the responsibilities indicated in the Unit commander's FRG Checklist (fig 2-4). The nominee must also meet or exceed the responsibilities shown in paragraph 2-12.

(3) **Family Readiness Liaison (FRL) of the Year. T**hey must meet or exceed the responsibilities shown in paragraph 2-13. A copy of the sanctioning memorandum appointing this individual as the FRL is required.

(4) **Family Programs Staff Member of the Year. T**hey must be a full-time Army Reserve Family Programs staff member who has held that position for at least 180 days prior to the nomination and met or exceeded all the program requirements outlined in chapter 2.

b. Each command will conduct a review board to select up to two nominees for each category.

c. The Army Reserve award board will make the final selection recommendations and submit them to the Chief, Army Reserve for approval for selection of five volunteers and one individual in each category for commander, FRL and Staff member of the year. Complete USAR Form 108-R for a volunteer nomination.

d. The Army Reserve Command Family Programs Directorate will publish guidance and suspense dates for nominating these individuals each calendar year.

5-15. Zachary and Elizabeth Fisher Distinguished Civilian Humanitarian Award

DOD established this award in 1996 in honor of Zachary and Elizabeth Fisher. The Fishers have contributed extensively to the support and welfare of members of the Armed Services.

a. This award honors and recognizes a private sector individual or organization that has demonstrated exceptional patriotism and humanitarian concern for members of the U.S. Armed Forces or their Families. To be eligible, individuals or organizations cannot be employed by DOD or its components during the service period of the award.

b. Nomination packets must include a summary and proposed citation for the humanitarian act or service rendered and how it significantly enhanced the wellness of military members or their Families. Submit nominations through the chain of command to the Assistant Secretary of the Army for Manpower and Reserve Affairs. See AR 672-16.

5-16. President's Volunteer Service Award

a. The President's Volunteer Service award was created to recognize the millions of Americans who have made a sustained commitment to volunteer service. The award is given to individuals, Families and groups that have demonstrated outstanding volunteer service and civic participation over the course of a 12-month period. Award recipients are eligible to receive the award once every 12 months and receive an official President's Volunteer Service Award pin, a personalized Certificate of Achievement, a note of congratulations from the President of the United States, and a letter from the President's Council on Service and Civic Participation.

b. Application and further information is available at www.presidentialserviceawards.gov.

Additional Ways to Recognize Volunteers

- Write a news article which is published in the local newspaper, highlighting their contribution or impact upon the program.
- Write a news article which is published in the unit's newsletter.
- Send cards for personal achievements (birthday, anniversary, new arrival, promotion, graduation, etc.)
- Have an "at-home tea party." (Send volunteers a tea bag in a card and ask them to enjoy a cup of tea in the quiet of their own home.)
- Send a thank-you note or tell the volunteer “Thank You”
- Spontaneously say "thank-you" during a chance or planned meeting or gathering.
- Share the success or impact of one volunteer with others at a meeting or gathering.
- Invite a volunteer out to lunch.
- Establish a Volunteer Honor Roll.
- Run a photograph and news story in the local newspaper.
- Write letters of reference to prospective employers.
- Surprise a volunteer with a birthday cake.
- Praise in public; especially in front of family and friends.
- Stage a potluck dinner in a volunteer‘s honor.
- Have reserved seating at any event.

Appreciation

Volunteers like to be appreciated for what they do for the FRG. Some are interested in doing things that are beneficial for people they care about. But even those who profess not to be driven by recognition need to be praised for their efforts. In addition to the FRG leader’s positive attitude, kindness, and helpful leadership, there isn’t much else to motivate volunteers. Recognition is so easy to give, too. So, give it often. It’s good leadership, and it’s the right thing to do.

Important times to recognize FRG volunteers include:

- Completion of a special project or event
- Birthdays
- National Volunteer Week, held every April
- When the military mission is complete and troops return
- Before a volunteer transfers or resigns

GRATUITOUS SERVICE AGREEMENT

I desire to volunteer my services to (name of organization or unit and so on).

I expressly agree that my services will be performed without pay and that I will not, solely because of these services, be considered an employee of the U.S. Government or any instrumentality thereof. I expressly agree that I will neither expect nor demand present or future salary, wage, or related benefits as payment for gratuitous service. I agree to participate in whatever training may be required in order to perform the gratuitous work for which I am providing.

(Signature)
(typed or printed name and signature of individual providing gratuitous service and date)

(Signature)
(Typed or printed name and signature of accepting official and date)

GRATUITOUS SERVICE PARENTAL PERMISSION AGREEMENT

I, (PARENTS NAME), parent, give my permission for my daughter, (CHILD'S NAME), to provide gratuitous service at (NAME OF ORGANIZATION) during (TIME AND DATE OF VOLUNTEER SERVICE)

I understand that the service will be performed without pay and that she/he will not, solely because of these services, be considered an employee of the U.S. Government or any instrumentality thereof. I expressly agree that I will neither expect nor demand present or future salary, wage, or related benefits as payment for gratuitous service. I agree to participate in whatever training may be required in order to perform the gratuitous work for which I am providing.

(Signature of Parent/Guardian)
(typed or printed name and signature of individual providing gratuitous service and date)

(Signature)
(Typed or printed name and signature of accepting official and date)

CLAIM FOR REIMBURSEMENT FOR EXPENDITURES ON OFFICIAL BUSINESS

1. DEPARTMENT OR ESTABLISHMENT, BUREAU, DIVISION OR OFFICE

2. VOUCHER NUMBER

3. SCHEDULE NUMBER

Read the Privacy Act Statement on the back of this form.

5. PAID BY

4. CLAIMANT

a. NAME *(Last, first, middle initial)*

b. SOCIAL SECURITY NO.

c. MAILING ADDRESS *(Include ZIP Code)*

d. OFFICE TELEPHONE NUMBER

6. EXPENDITURES *(If fare claimed in col. (g) exceeds charge for one person, show in col. (h) the number of additional persons which accompanied the claimant.)*

Show appropriate code in col. (b):
A - Local travel
B - Telephone or telegraph, or
C - Other expenses *(itemized)*
D - Funeral Honors Detail
E - Specialty Care

(Explain expenditures in specific detail.)

DATE (a)	CODE (b)	(c) FROM	(d) TO	MILEAGE RATE ¢ / NO. OF MILES (e)	AMOUNT CLAIMED: MILEAGE (f)	FARE OR TOLL (g)	ADD PER-SONS (h)	TIPS AND MISCEL-LANEOUS (i)
If additional space is required continue on the back.			**SUBTOTALS CARRIED FORWARD FROM THE BACK**					
			TOTALS					

7. AMOUNT CLAIMED *(Total of cols. (f), (g) and (i).)* ▶ $

8. This claim is approved. Long distance telephone calls, if shown, are certified as necessary in the interest of the Government. *(Note: If long distance calls are included, the approving official must have been authorized in writing, by the head of the department or agency to so certify (31 U.S.C. 680a).)*

Sign Original Only

APPROVING OFFICIAL SIGN HERE ▶

DATE

9. This claim is certified correct and proper for payment.

Sign Original Only

AUTHORIZED CERTIFYING OFFICER SIGN HERE ▶

DATE

10. I certify that this claim is true and correct to the best of my knowledge and belief and that payment or credit has not been received by me.

Sign Original Only

CLAIMANT SIGN HERE ▶

DATE

11. CASH PAYMENT RECEIPT

a. PAYEE *(Signature)*

b. DATE RECEIVED

c. AMOUNT $

12. PAYMENT MADE BY CHECK NO.

ACCOUNTING CLASSIFICATION

6. **EXPENDITURES** - *Continued*

DATE 19 ____ *(a)*	CODE *(b)*	*Show appropriate code in col. (b):* **A** - Local travel **B** - Telephone or telegraph, or **C** - Other expenses *(itemized)* *(Explain expenditures in specific detail.)* *(c)* FROM	**D** - Funeral Honors Detail **E** - Specialty Care *(d)* TO	MILEAGE RATE ¢ NO. OF MILES *(e)*	**AMOUNT CLAIMED** MILEAGE *(f)*	FARE OR TOLL *(g)*	ADD PER-SONS *(h)*	TIPS AND MISCEL-LANEOUS *(i)*
Total each column and enter on the front, subtotal line. ▶								

In compliance with the Privacy Act of 1974, the following information is provided: Solicitation of the information on this form is authorized by 5 U.S.C. Chapter 57 as implemented by the Federal Travel Regulations (FPMR 101-7), E.O. 11609 of July 22 1971, E.O. 11012 of March 27, 1962, E.O. 9397 of November 22, 1943, and 26 U.S.C. 6011(b) and 6109. The primary purpose of the requested information is to determine payment or reimbursement to eligible individuals for allowable travel and/or other expenses incurred under appropriate administrative authorization and to record and maintain costs of such reimbursements to the Goverment. The information will be used by Federal agency officers and employees who have a need for the information in the performance of their official duties. The information may be disclosed to appropriate Federal, State, local, or foreign agencies, when relevant to civil, criminal, or regulatory investigations or prosecutions, or when pursuant to a requirement by this agency in connection with the hiring or firing of an employee, the issuance of a security clearance, or investigations of the performance of official duty while in Government service. Your Social Security Account Number (SSN) is solicited under the authority of the Internal Revenue Code (26 U.S.C. 6011(b) and 6109) and E.O. 9397, November 22, 1943, for use as a taxpayer and/or employee identification number; disclosure is MANDATORY on vouchers claiming payment or reimbursement which is, or may be, taxable income. Disclosure of your SSN and other requested information is voluntary in all other instances; however, failure to provide the information (other than SSN) required to support the claim may result in delay or loss of reimbursement.

Volunteer Telephone Reimbursement Form

[For use of this form see USAR Reg 608-1; the proponent agency is the USAR Family Programs Directorate.]

PRIVACY ACT ADVISORY STATEMENT

AUTHORITY: Title 10, U.S. Code Annotated, Section 3013.
PURPOSE: For Family Readiness volunteers to submit a claim for reimbursement for program-related expenses.
ROUTINE USES: To transmit and provide background for receipts submitted to substantiate a claim for reimbursement.
PROVIDING THE INFORMATION: Providing the information requested is voluntary; however, withholding the information will detain or prevent reimbursement.

Name *(First, MI, Last):* _____ **Unit:** _____

Address _____

City: _____ **State:** _____ **Zip:** _____

Daytime Phone Number : _____

Copy of Telephone Bill must be attached for reimbursement Use page 2 of this form to justify calls over 10 minutes. To calculate reimbursement, include total bill and tax portion.

Date (MM/DD/YYYY)	Person Contacted	Purpose of Call (the specific)	Phone Number	Cost
			REIMBURSEMENT REQUESTED:	

Total reimbursement requested from page 2 of form: _____

TOTAL REIMBURSEMENT REQUESTED: _____

I verify that this request for expenses is expressly connected with my volunteer duties to the USAR Family Readiness Program and are not related to fundraising activities. I understand that by requesting reimbursement, I cannot later request a tax benefit for the same expenditures.

_____ _____

Volunteer's Signature and Date *(MM/DD/YYYY)* ***Verifying Individual and Date*** *(MM/DD/YYYY)*

[Send completed forms to your Servicing Command Family Programs Office.]

Prepared by Family Programs Office Approving Official

Check Number: _____

Date Issued: *(MM/DD/YYYY)* _____

Amount: _____ **Approved by:** _____

(Name, Title)

Volunteer Telephone Reimbursement Form *(continuation)*

Name *(First, MI, Last):* _____ **Unit:** _____

Calls over 10 minutes:

Date *(MM/DD/YYYY)*	Person Contacted	Purpose of Call (the specific)	Phone Number	Cost
			REIMBURSEMENT REQUESTED:	

Justification for calls in excess of 10 minutes:

Volunteer Newsletter Reimbursement Form

[For use of this form see USAR Reg 608-1; the proponent agency is the USAR Family Programs Directorate.]

PRIVACY ACT ADVISORY STATEMENT

AUTHORITY: Title 10, U.S. Code Annotated, Section 3013.
PURPOSE: For Family Readiness volunteers to submit a claim for reimbursement for program-related expenses.
ROUTINE USES: To transmit and provide background for receipts submitted to substantiate a claim for reimbursement.
PROVIDING THE INFORMATION: Providing the information requested is voluntary; however, withholding the information will detain or prevent reimbursement.

Name *(First, MI, Last):* _____ **Unit:** _____

Address _____

City: _____ **State:** _____ **Zip:** _____

Daytime Phone Number : _____

Copy of receipts for printing, postage, etc., must be attached with a copy of the FRG Newsletter for reimbursement

*****

If unit supplies and/or equipment were not used, please complete page 2.

Supplies Purchased	Quantity	Cost per Item	Total
TOTAL REIMBURSEMENT REQUESTED:			

I verify that this request for expenses is expressly connected with my volunteer duties to the USAR Family Readiness Program and are not related to fundraising activities. I understand that by requesting reimbursement, I cannot later request a tax benefit for the same expenditures.

_____ _____

Volunteer's Signature and Date *(MM/DD/YYYY)* ***Verifying Individual and Date*** *(MM/DD/YYYY)*

[Send completed forms to your Servicing Command Family Programs Office.]

Prepared by Family Programs Office Approving Official

Check Number: _____

Date Issued: *(MM/DD/YYYY)* _____

Amount: _____

Approved by: _____

(Name, Title)

Volunteer Newsletter Reimbursement Form *(continuation)*

Name *(First, MI, Last):* _____ **Unit:** _____

If unit supplies and/or equipment were not used, please explain and identify costs incurred providing receipts as appropriate.

I acknowledge that above information is accurate and the volunteer is eligible for FS-NAF reimbursement of related expenses.

_____

Unit Representative (Commander, FRL, UA)

Volunteer Child/Elder Care Reimbursement Form

[For use of this form see USAR Reg 608-1; the proponent agency is the USAR Family Programs Directorate.]

PRIVACY ACT ADVISORY STATEMENT

AUTHORITY: Title 10, U.S. Code Annotated, Section 3013.
PURPOSE: For Family Readiness volunteers to submit a claim for reimbursement for program-related expenses.
ROUTINE USES: To transmit and provide background for receipts submitted to substantiate a claim for reimbursement.
PROVIDING THE INFORMATION: Providing the information requested is voluntary; however, withholding the information will detain or prevent reimbursement.

Name *(First, MI, Last):* _____ **Unit:** _____

Address _____

City: _____ **State:** _____ **Zip:** _____

Daytime Phone Number : _____

Receipts for child/elder care must be attached for reimbursement

Date: _____ *(MM/DD/YYYY)* **Family program/activity supported (be specific):** _____

Child Care Provider: _____
_____

Address: _____
_____

Number of children: _____
Time In: _____
Time Out: _____
Total Hours: _____
Hourly Rate: _____
TOTAL COST: _____

Date: _____ *(MM/DD/YYYY)* **Family program/activity supported (be specific):** _____

Child Care Provider: _____
_____

Address: _____
_____

Number of children: _____
Time In: _____
Time Out: _____
Total Hours: _____
Hourly Rate: _____
TOTAL COST: _____

Use back of form to continue listing expenses, if necessary

Total reimbursement requested from page 2 of form: _____

TOTAL REIMBURSEMENT REQUESTED: _____

I verify that this request for expenses is expressly connected with my volunteer duties to the USAR Family Readiness Program and are not related to fundraising activities. I understand that by requesting reimbursement, I cannot later request a tax benefit for the same expenditures.

_____ _____

Volunteer's Signature and Date *(MM/DD/YYYY)* ***Verifying Individual and Date*** *(MM/DD/YYYY)*

[Send completed forms to your Servicing Command Family Programs Office.]

Prepared by Family Programs Office Approving Official

Check Number: _____
Date Issued: *(MM/DD/YYYY)* _____
Amount: _____ **Approved by:** _____
(Name, Title)

Volunteer Child/Elder Care Reimbursement Form *(continuation)*

Name *(First, MI, Last):* _____ **Unit:** _____

Date: _____ *(MM/DD/YYYY)* **Family program/activity supported (be specific):** _____

Child Care Provider: _____

_____

Address: _____

_____

Number of children: _____
Time In: _____
Time Out: _____
Total Hours: _____
Hourly Rate: _____
TOTAL COST: _____

Date: _____ *(MM/DD/YYYY)* **Family program/activity supported (be specific):** _____

Child Care Provider: _____

_____

Address: _____

_____

Number of children: _____
Time In: _____
Time Out: _____
Total Hours: _____
Hourly Rate: _____
TOTAL COST: _____

Date: _____ *(MM/DD/YYYY)* **Family program/activity supported (be specific):** _____

Child Care Provider: _____

_____

Address: _____

_____

Number of children: _____
Time In: _____
Time Out: _____
Total Hours: _____
Hourly Rate: _____
TOTAL COST: _____

Date: _____ *(MM/DD/YYYY)* **Family program/activity supported (be specific):** _____

Child Care Provider: _____

_____

Address: _____

_____

Number of children: _____
Time In: _____
Time Out: _____
Total Hours: _____
Hourly Rate: _____
TOTAL COST: _____

Date: _____ *(MM/DD/YYYY)* **Family program/activity supported (be specific):** _____

Child Care Provider: _____

_____

Address: _____

_____

Number of children: _____
Time In: _____
Time Out: _____
Total Hours: _____
Hourly Rate: _____
TOTAL COST: _____

Date: _____ *(MM/DD/YYYY)* **Family program/activity supported (be specific):** _____

Child Care Provider: _____

_____

Address: _____

_____

Number of children: _____
Time In: _____
Time Out: _____
Total Hours: _____
Hourly Rate: _____
TOTAL COST: _____

Volunteer Transportation Reimbursement Form

[For use of this form see USAR Reg 608-1; the proponent agency is the USAR Family Programs Directorate.]

PRIVACY ACT ADVISORY STATEMENT

AUTHORITY: Title 10, U.S. Code Annotated, Section 3013.
PURPOSE: For Family Readiness volunteers to submit a claim for reimbursement for program-related expenses.
ROUTINE USES: To transmit and provide background for receipts submitted to substantiate a claim for reimbursement.
PROVIDING THE INFORMATION: Providing the information requested is voluntary; however, withholding the information will detain or prevent reimbursement.

Name *(First, MI, Last):* _____ **Unit:** _____

Address _____

City: _____ **State:** _____ **Zip:** _____

Daytime Phone Number : _____

Receipts for public transportation must be attached for reimbursement

Date: _____ *(MM/DD/YYYY)* **Purpose of trip:** _____

Destination: _____

	COST
☐ Public Transportation	_____
☐ Personal auto [Round Trip Mileage: _____ x Rate: _____]	_____
☐ Tolls	_____
☐ Parking	_____
☐ Other (specify) _____	_____
TOTAL	_____

Date: _____ *(MM/DD/YYYY)* **Purpose of trip:** _____

Destination: _____

	COST
☐ Public Transportation	_____
☐ Personal auto [Round Trip Mileage: _____ x Rate: _____]	_____
☐ Tolls	_____
☐ Parking	_____
☐ Other (specify) _____	_____
TOTAL	_____

Use back of form to continue listing expenses, if necessary

Total reimbursement requested from page 2 of form: _____

TOTAL REIMBURSEMENT REQUESTED: _____

I verify that this request for expenses is expressly connected with my volunteer duties to the USAR Family Readiness Program and are not related to fundraising activities. I understand that by requesting reimbursement, I cannot later request a tax benefit for the same expenditures.

_____ _____

Volunteer's Signature and Date *(MM/DD/YYYY)* ***Verifying Individual and Date*** *(MM/DD/YYYY)*

[Send completed forms to your Servicing Command Family Programs Office.]

Prepared by Family Programs Office Approving Official

Check Number: _____

Date Issued: _____ *(MM/DD/YYYY)*

Amount: _____ **Approved by:** _____ *(Name, Title)*

Volunteer Transportation Reimbursement Form *(continuation)*

Name *(First, MI, Last):* _____ **Unit:** _____

Date: _____ (MM/DD/YYYY) **Purpose of trip:** _____

Destination: _____

	COST
☐ Public Transportation	_____
☐ Personal auto [Round Trip Mileage: _____ x Rate: _____]	_____
☐ Tolls	_____
☐ Parking	_____
☐ Other (specify) _____	_____
TOTAL	_____

Date: _____ (MM/DD/YYYY) **Purpose of trip:** _____

Destination: _____

	COST
☐ Public Transportation	_____
☐ Personal auto [Round Trip Mileage: _____ x Rate: _____]	_____
☐ Tolls	_____
☐ Parking	_____
☐ Other (specify) _____	_____
TOTAL	_____

Date: _____ (MM/DD/YYYY) **Purpose of trip:** _____

Destination: _____

	COST
☐ Public Transportation	_____
☐ Personal auto [Round Trip Mileage: _____ x Rate: _____]	_____
☐ Tolls	_____
☐ Parking	_____
☐ Other (specify) _____	_____
TOTAL	_____

Date: _____ (MM/DD/YYYY) **Purpose of trip:** _____

Destination: _____

	COST
☐ Public Transportation	_____
☐ Personal auto [Round Trip Mileage: _____ x Rate: _____]	_____
☐ Tolls	_____
☐ Parking	_____
☐ Other (specify) _____	_____
TOTAL	_____

Date: _____ (MM/DD/YYYY) **Purpose of trip:** _____

Destination: _____

	COST
☐ Public Transportation	_____
☐ Personal auto [Round Trip Mileage: _____ x Rate: _____]	_____
☐ Tolls	_____
☐ Parking	_____
☐ Other (specify) _____	_____
TOTAL	_____

Volunteer Miscellaneous Reimbursement Form

[For use of this form see USAR Reg 608-1; the proponent agency is the USAR Family Programs Directorate.]

PRIVACY ACT ADVISORY STATEMENT

AUTHORITY: Title 10, U.S. Code Annotated, Section 3013.
PURPOSE: For Family Readiness volunteers to submit a claim for reimbursement for program-related expenses.
ROUTINE USES: To transmit and provide background for receipts submitted to substantiate a claim for reimbursement.
PROVIDING THE INFORMATION: Providing the information requested is voluntary; however, withholding the information will detain or prevent reimbursement.

Name *(First, MI, Last):* _____ **Unit:** _____

Address _____

City: _____ **State:** _____ **Zip:** _____

Daytime Phone Number : _____

Receipts for expenses must be attached for reimbursement
[Prior approval from the Servicing Command Family Programs Office is required.]

Family Program Activity Supported (be specific)	Event Date (MM/DD/YYYY)	Expenditure Description	Cost

TOTAL REIMBURSEMENT REQUESTED: _____

This request for expenses is expressly connected with my volunteer duties to the USAR Family Readiness Program and are not related to fundraising activities. I understand that by requesting reimbursement, I cannot later request a tax benefit for the same expenditure.

_____ _____

Volunteer's Signature and Date *(MM/DD/YYYY)* ***Verifying Individual and Date*** *(MM/DD/YYYY)*

[Send completed forms to your Servicing Command Family Programs Office.]

Prepared by Family Programs Office Approving Official

Check Number: _____
Date Issued: *(MM/DD/YYYY)* _____
Amount: _____

Approved by: _____
(Name, Title)

USAR Form 113-R, 15 May 10 Replaces USARC Form 113-R, which is obsolete and will not be used.

REAL: Readiness Essentials for Army Leaders

ADMINISTRATION

Command Team/ Family Readiness Liaison (FRL)

DEPARTMENT OF THE ARMY
Unit
Installation, State, Zip Code

UNIT SYMBOL Date

MEMORANDUM FOR All Military Personnel, DoD Civilian Employees, and individuals involved with the Family Readiness Group (FRG) within the (Unit)

SUBJECT: Family Readiness Plan

1. References.

a. DoDI 1342.22, Military Family Readiness, 3 Jul 12

b. AR 1-100, The Army Gift Program, 27 Jul 15

c. AR 600-20, Army Command Policy, 6 Nov 14

d. AR 600-29, Fundraising Within the Department of the Army, 7 Jun 10

e. AR 608-1, Army Community Service Center, Appendix J, 13 Mar 13

f. DoD 5500.7-R Joint Ethics Regulation, 29 Nov 07

2. Purpose. Provide guidance about policy, responsibility, authority, and procedures for implementing and sustaining a Family Readiness Plan.

3. Applicability. The provisions of this plan are applicable to assigned and task organized units within the (Unit) and will be available to all individuals involved with FRGs.

4. Background. The Army Command Policy (ref c) tasks unit commanders, at all levels, to provide an environment that encourages an effective Family program. Additionally, commanders will, at a minimum, maintain a unit FRG that encourages self-sufficiency among its members by providing information, referral assistance and mutual support.

This mission can be accomplished by utilizing the agencies and resources available within the Family Readiness System (FRS)(ref a). These include, but are not limited to:

a. Command Team (Commanders, CSMs/1SGs)
b. Family Readiness Support Assistant (FRSA)
c. Family Readiness Liaison (FRL)
d. Key FRG Volunteers
e. Unit Soldiers and Family members

f. Army Community Service (ACS)
g. Directorate of Family and Morale, Welfare, and Recreation (DFMWR)
h. Military Family Life Counselors (MFLC)
i. Chaplain
j. American Red Cross
k. Human Services (Legal, ID, Housing)
l. Military One Source/Army One Source
m. Other agencies/resources as deemed appropriate

The mission of the FRS is to help Service members and their Families manage the challenges of daily living experienced in the unique context of military service. Family readiness services shall emphasize personal growth, positive development, and improved individual and Family functioning. Except where otherwise required by law, DoD regulation or command authority, accessing Family readiness services is voluntary. The FRS performs the critical roles of:

a. Assisting commanders in preventing, identifying, and addressing Family readiness-related challenges in order to maintain unit cohesion and operational readiness. Family readiness service providers serve as consultants to commanders in this effort.

b. Providing a network of high-quality integrated services and support that mitigate the challenges of daily living and those associated with the military lifestyle.

5. Responsibilities. Brigade (BDE) and Battalion (BN) commanders will have overall responsibility for the Family Readiness Plan. They will:

a. Identify goals, establish guidelines, and provides supervision for the overall Family Readiness Plan (i.e., facilitate a sense of community; enhance feeling of belonging and self-reliance; reduce social isolation; educate and inform Families and Soldiers on unit mission/operations).

b. Identify the military and/or civilian personnel, volunteers, agencies and resources to be utilized in the implementation of the Family Readiness Plan.

c. Publish the Family Readiness Plan and make it readily available to all Soldiers, Family members, DoD Civilians, and all individuals involved with FRGs.

d. Identify and ensure Command Teams, military personnel, and key FRG volunteers are trained on Family Readiness and in compliance with references in paragraph 1.

e. Chair regularly scheduled Brigade and/or Battalion FRG Steering Committee Meetings, providing guidance and supervision, discussing updates in policies and procedures or any non-OPSEC mission activities.

The unit (company) commander will have overall responsibility for *implementing* the Family Readiness Plan. They will:

a. Identify/recruit volunteers to fill various essential FRG positions.

b. Determine if fund raising by FRGs is viable. If so, appoint a Fund Custodian AND Alternate. If not, publish memorandum stating that FRGs will not fund raise.

c. Appoint, in writing, the FRG Leader and any co-leaders, Fund Custodian and Alternate, Key Contacts, and, if appointed at the Company level, the Family Readiness Liaison.

d. IAW AR 608-1, develop an APF SOP, a FRG Newsletter (Communications) SOP, and a FRG Informal Fund SOP.

e. IAW AR 608-1, establish and monitor a monthly FRG Informal Fund report process; establish and monitor an annual FRG Informal Fund report process.

f. Ensure FRG key volunteers are trained and in compliance with the SOP and the Family Readiness Checklists.

g. Meet with FRG leadership regularly and ensure FRSA/FRL, FR Advisors, and FRG Leaders have a strong working relationship.

h. Attend Brigade and Battalion FRG Steering Committee Meetings, reporting back to FRG membership updates in policies and procedures or any non-OPSEC mission activities.

i. Plan, publicize, and put FRG Meetings on the Brigade/Battalion/Company and Chaplain Training Schedules (calendars) at least two months in advance to provide time for Soldiers and Family members to plan support, childcare, etc.

j. Provide Soldiers and Family members an opportunity to build an ongoing FRG; to build a foundation for a (Unit) level FRG Soldiers and Family members must be asked to participate.

k. Provide time for appropriate unit level recognition of volunteers for their service.

l. Provide information, assistance, and referrals to Soldiers and Family members.

7. An FRG is a command-sponsored organization of Soldiers, civilian employees, Family members (immediate and extended) and volunteers belonging to a unit. FRG will provide mutual support and assistance, and a network of communications among the Family members, the chain of command, and community resources. FRG will assist unit

commanders in meeting military and personal deployment preparedness and enhance the Family readiness of the unit's Soldiers and Families. They will also provide feedback to the command on the state of the unit "Family." The FRG mission is to:

a. Act as an extension of the unit in providing official, accurate command information.

b. Provide mutual support between the command and the FRG membership.

c. Advocate more efficient use of available community resources.

d. Help Families solve problems at the lowest level.

8. POC is (Name, phone, e-mail).

(Print name here)
Rank, Branch
Commanding

Letter Head

Unit Office Symbol Date
MEMORANDUM FOR

SUBJECT: Family Readiness Group Registration

1. Request registration of _____Unit_____. This FRG has my approval to exist and operate as a Family Readiness Group on _____.

2. The activities of the organization and its fund will be conducted IAW the provisions of AR 600-20, Chapter 5-10, The Total Army Family Action Plan; AR 608-1 Appendix J, Army Family Readiness Group Operations; and the Joint Ethics Regulation.

3. The purpose of the organization is to help family members meet the challenges of military life by providing a communication link for information and referral, by planning special events and programs, and generating small amounts of funds to support these activities.

4. The officers are:

Leader_____Phone_____
Address_____
E-mail_____

Co-Leader_____Phone_____
Address_____
E-mail_____

Secretary_____Phone_____
Address_____
E-mail_____

Treasurer_____Phone_____
Address_____
E-mail_____

5. Unit Point of Contact_____Phone_____
E-mail _____

Commanders Signature Block

OFFICE SYMBOL **1 January 2020**

MEMORANDUM FOR RECORD

SUBJECT: Approval of Unit Family Readiness Group

1. This is to give approval for the Unit Family Readiness Group to operate and function as a part of my staff to provide readiness to the Soldiers and our Families.

2. Liaison Rank & Name, will serve as my representative to provide assistance to the unit Family Readiness Group (FRG).

3. The point of contact for this memorandum is Liaison Rank & Name, Family Readiness Liaison: email address and contact number.

COMMANDER NAME
RANK, BRANCH,
Commanding

CF:
Lead Volunteer Name
Unit Family Readiness Liaison Officer/NCO
Senior Family Readiness Support Assistant (w/encls)
MACOM Family Readiness Support Assistant (w/encls)
Unit Family Readiness Binder

DEPARTMENT OF THE ARMY
(Unit Name & Address)

(Office Symbol) DATE

MEMORANDUM FOR RECORD

SUBJECT: Approval of the Family Readiness Group Organization

Approval is hereby given to the (UNIT NAME) Family Readiness Group to operate and function as a part of my staff to provide support to the Soldiers and Families of the (UNIT NAME).

(NAME) will serve as the Family Readiness Liaison Officer for the unit and will be my representative to provide assistance and coordination to the Family Readiness Group.

(NAME) will serve as the Leader of the Family Readiness Group.

Should the need arise, my door is always open to the Family Readiness Group Chairperson and I assure you the unit will provide all the support it can.

_____
(Rank, MP, USAR)
Commanding

DISTRIBUTION:
Unit FRLO
Unit Administrator
FRG Continuity Folder
(Command) Family Programs Office
Unit Mobilization File

DEPARTMENT OF THE ARMY
(Unit Name & Address)

(Office Symbol) DATE

MEMORANDUM FOR RECORD

SUBJECT: Acknowledgement of Family Readiness Group (Insert Key Leader position or positions) (Unit), Family Readiness Group

I acknowledge that_____has agreed to serve as the Family Readiness Group (Position Title) for a period of 1 year unless sooner revoked or suspended.

I acknowledge that _____has agreed to serve as the Family Readiness Group (Position Title) for a period of 1 year unless sooner revoked or suspended.

This individual has received a copy of this acknowledgement letter with attached job description and has signed a DD2793 (Volunteer Agreement for Appropriated and Non---Appropriated Funds).

Activities will be conducted in accordance to USAR Regulation 608---1.

I appreciate your willingness to improve the morale and enhance the readiness and well---being of our Soldiers and their Families.

_____
(Rank, MP, USAR)
Commanding

DISTRIBUTION:
Unit FRLO
Unit Administrator
FRG Continuity Folder
Unit Family Programs Office
Unit Mobilization File

OFFICE SYMBOL DATE

MEMORANDUM FOR RECORD

SUBJECT: Appointment Orders-Family Readiness Liaison

1. Effective Date, (Name), is appointed as the Family Readiness Liaison (FRL) for (UNIT).

2. Period: Until officially relieved or released from appointment.

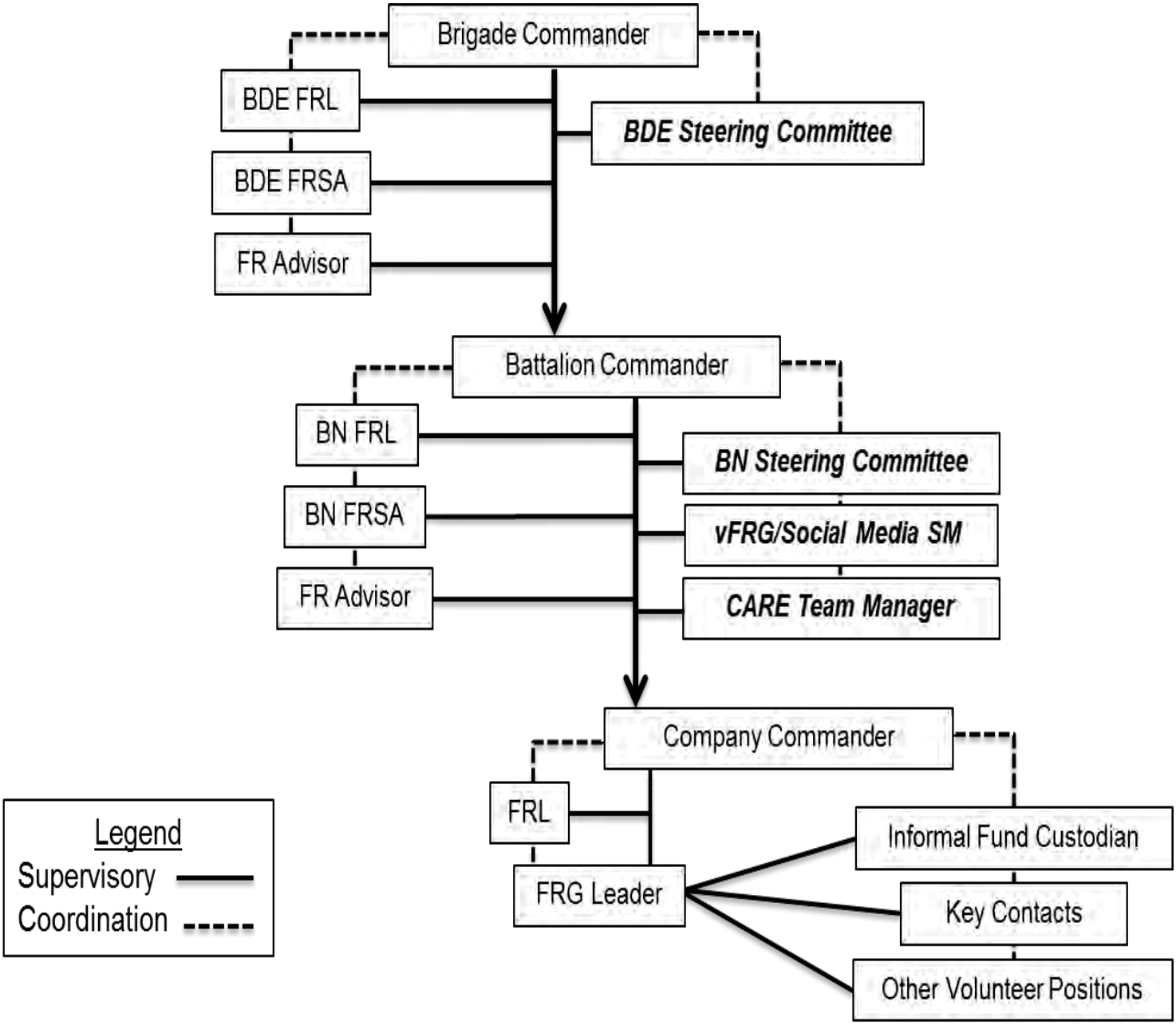
3. Special Instructions: Appointee will attend FRL Training.

4. The POC is CPT Warrior at (Phone Number).

IM A. WINNER
CPT, CM
Commanding

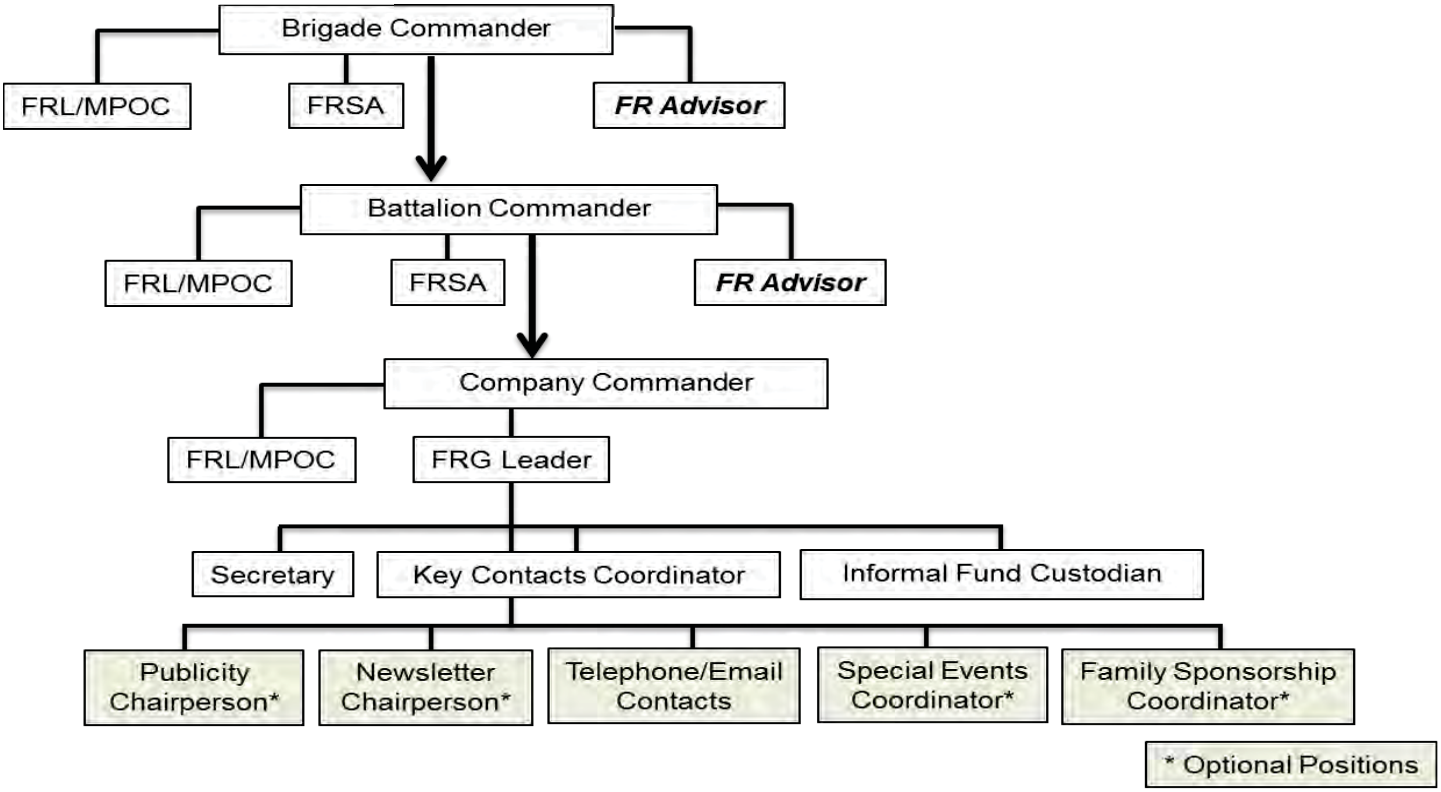
Family Readiness Group

Sample Structure

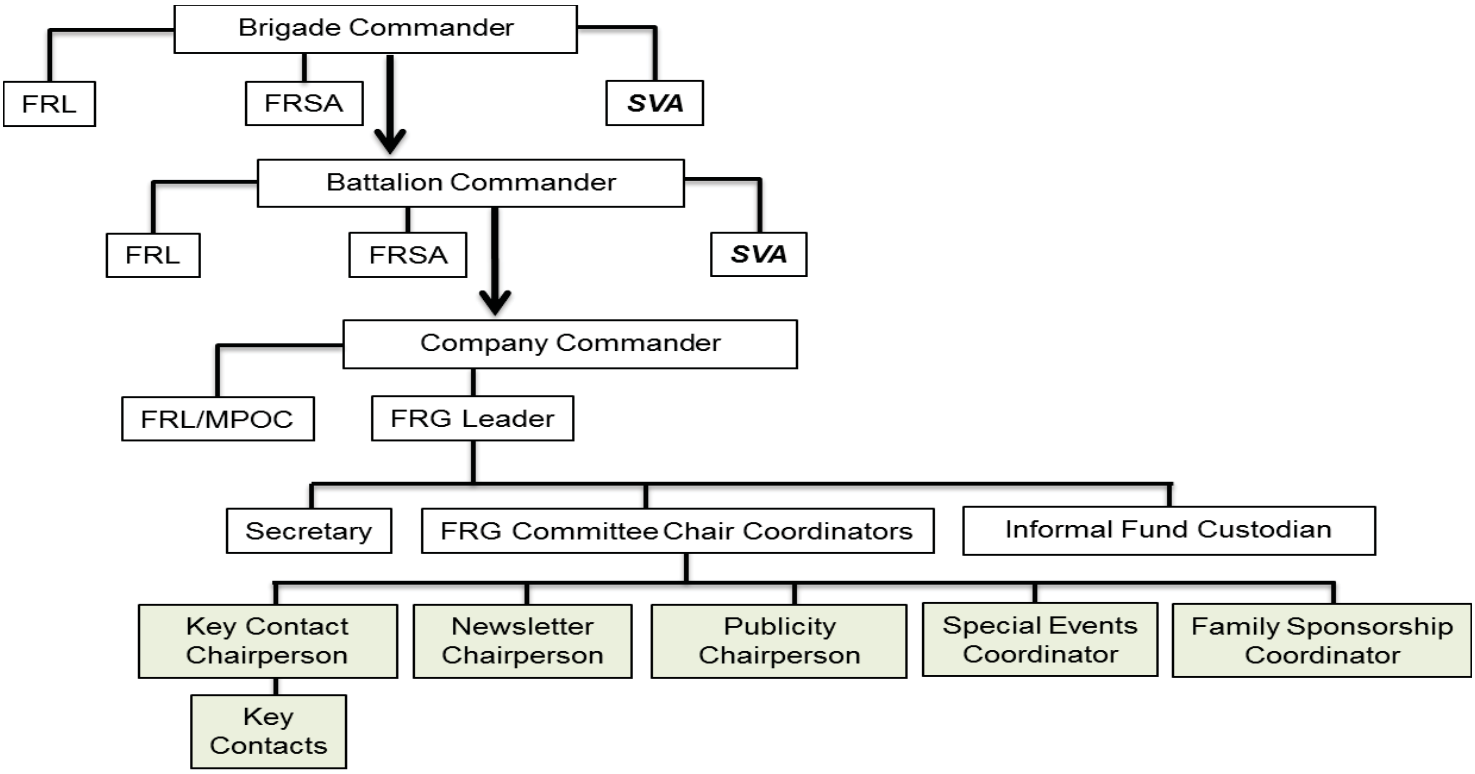


Family Readiness Group

ARNG Sample Structure



USAR Sample Structure



Request a Site

Go to **http://www.armyfrg.org** and click on the "Create an FRG" button located at the top of the page on the right. You must be the Commander or the Commander's delegate to request a site.

Commander Confirms

The Commander receives an email requesting confirmation. They must click on the URL in the email to either confirm or reject. The Commander has 60 days to confirm or the application will be automatically canceled due to lack of progress.

IMCOM G9 Family and MWR Programs Approves

The application goes to IMCOM for policy review. This may take up to 7 business days.

FRG Administrator Registers and Uploads Content

When IMCOM approves the request, the FRG Administrator receives an email invitation with instructions on how to register for the site and start uploading content. The FRG Administrator has 60 days to upload content or the application will be automatically canceled due to lack of progress.

Download Center	FAQ	Links	News	Photo Gallery
Newsletters, forms, fliers, presentations	Deployment and contact info, scheduling, etc.	External sites such as DFAS, TRICARE, MyPay	Announcements and news of interest	Awards ceremonies, unit on maneuvers, FRG gatherings

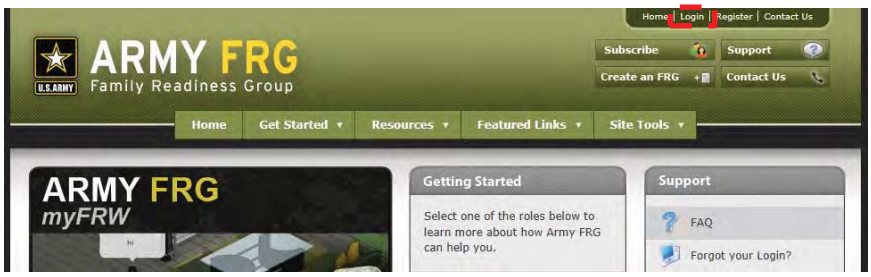
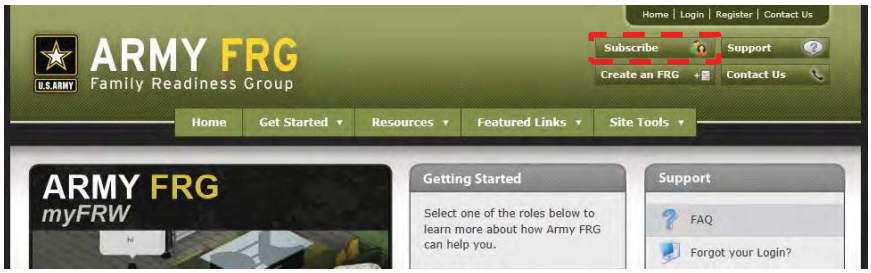
FRG Administrator Submits Site

After all five content areas have at least two items, the FRG Administrator submits the site for construction. Construction can take 1–3 business days.

Site Is Released

After the site is built, a notice is sent to the FRG Administrator and Commander. The site is now live on the system. The FRG Administrator will want to upload the Soldier Database so users can begin subscribing.

Subscribing as a Sponsor (Service Members or DA Civilians)

Go to the Army FRG site	
Open your web browser and type in the Army FRG address.	**www.armyfrg.org**
Log in if you have an account	
If you already have an account on Army FRG, you should log in first.	
Start the subscription process	
Click on the **Subscribe** button in the top right portion of the screen.	

Indicate your Unit Sponsor

Access to your Unit's FRG site is restricted to the members of the FRG. You will need to identify yourself as the Sponsor.

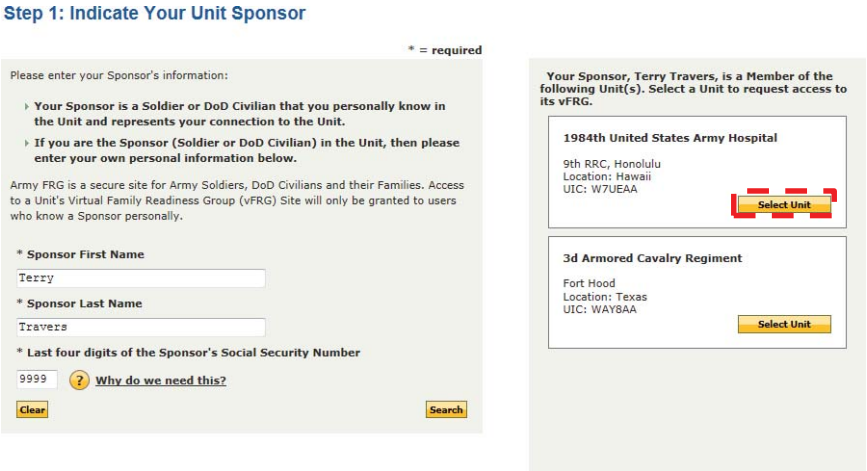
Enter your name and the last four digits of your SSN. Then, click **Search**.

Please note, you must match the name and last four exactly. Capitalization is not important, but spelling is.

Find your Unit

A list of sites which have you listed as a Sponsor will appear.

Click **Select Unit** for the Unit you wish to subscribe to.



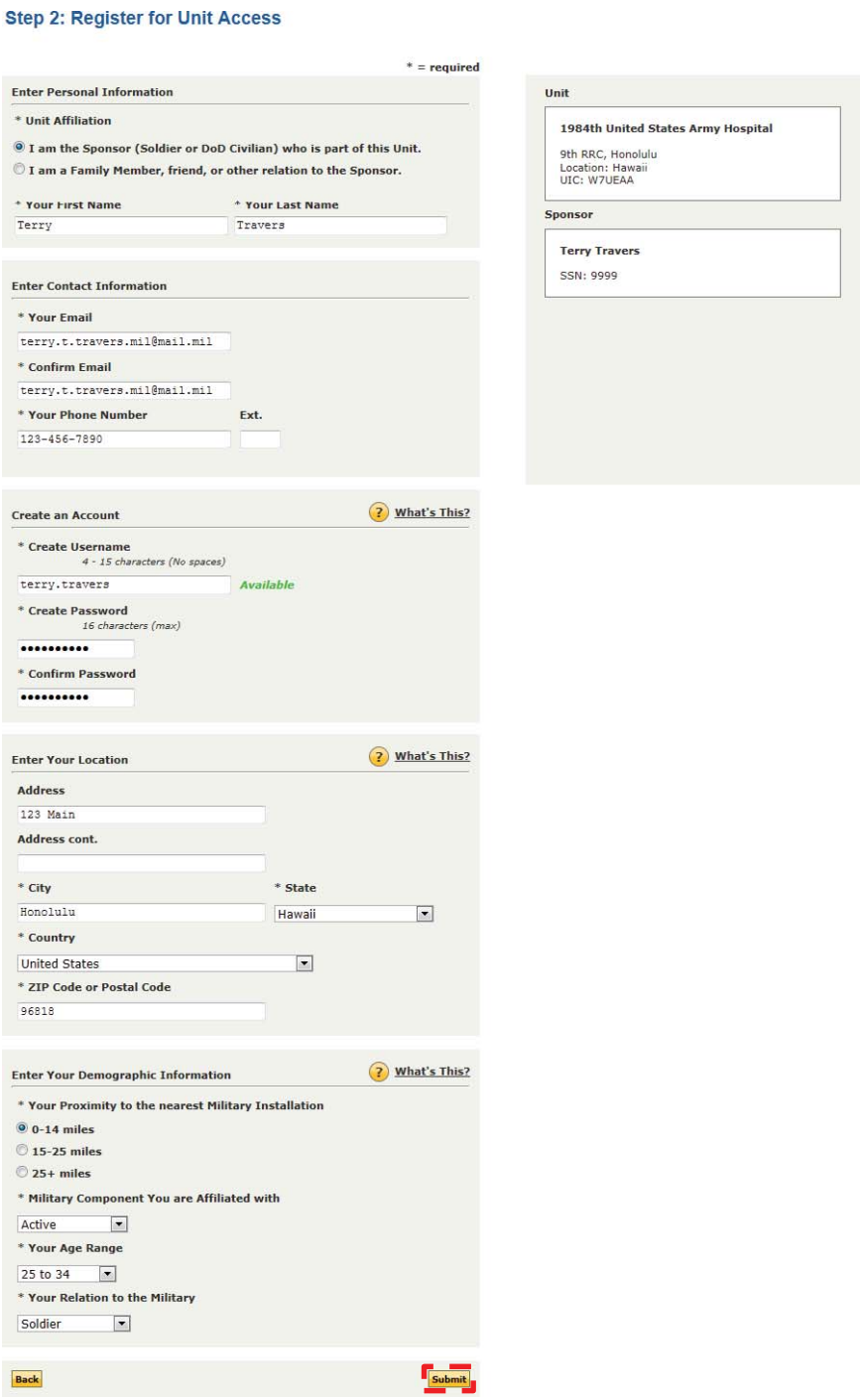
Register for Unit access: Logged in	
If you are already logged in, you will be immediately subscribed to the site. You will see a summary of your registration. You can go to your site by clicking **Visit Your Unit's vFRG Site**.	

Register for Unit access: Not logged in

If you are not logged in, you will be asked to create an account.

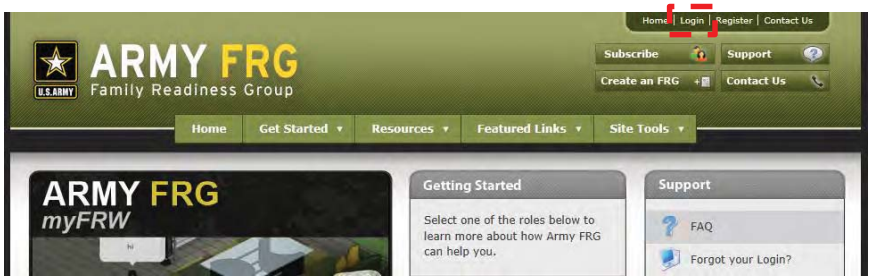
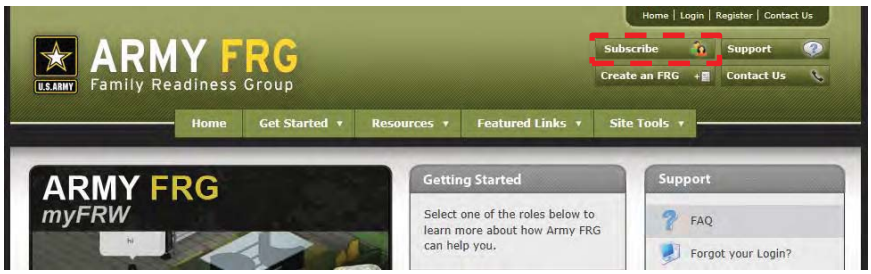
Indicate that you are the Sponsor and enter your Contact Information. Then, create a username and password and fill in the rest of your profile.

When finished, click **Submit**.



Go to your site	
When you have finished subscribing, you should see a summary of your registration. You can go to your site by clicking **Visit Your Unit's vFRG Site**.	

Subscribing as a Family Member

Go to the Army FRG site	
Open your web browser and type in the Army FRG address.	**www.armyfrg.org**
Log in if you have an account	
If you already have an account on Army FRG, you should log in first.	
Start the subscription process	
Click on the **Subscribe** button in the top right portion of the screen.	

Indicate your Unit Sponsor

Access to your Unit's FRG site is restricted to the members of the FRG. You will need to identify your Sponsor.

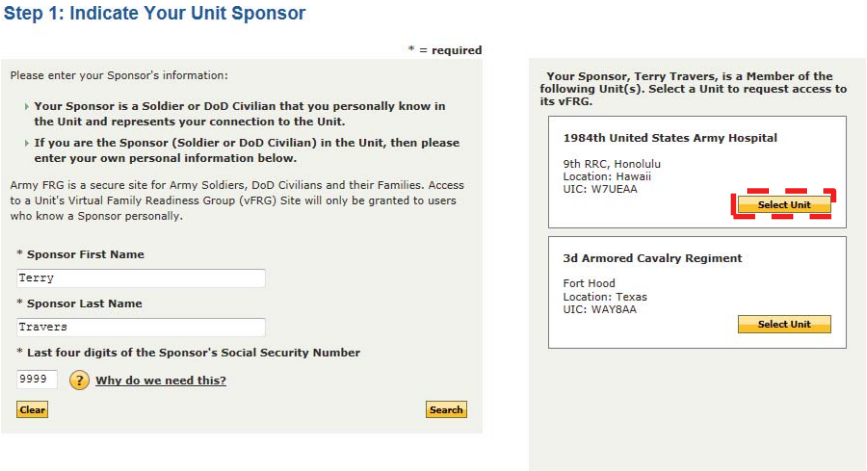
Enter the name and the last four digits of the SSN for your Sponsor. Then, click **Search**.

Please note, you must match the name and last four exactly. Capitalization is not important, but spelling is.

Find your Unit

A list of sites which match the Sponsor information listed as a member will appear.

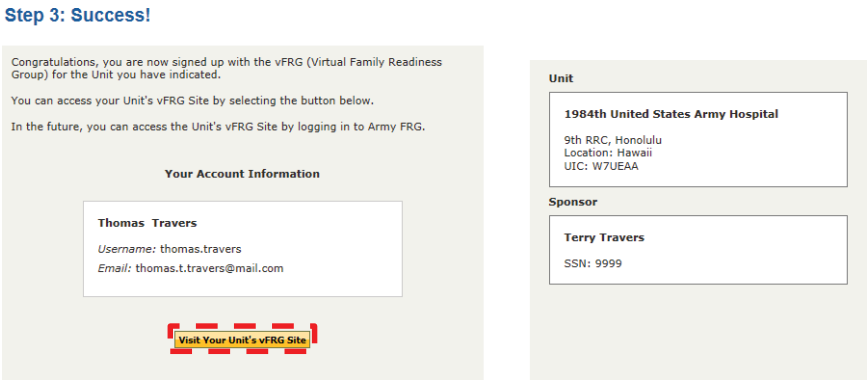
Click **Select Unit** for the Unit you wish to subscribe to.



Register for Unit access: Logged in, on Sponsor's Invitation List

If you are logged in and the name on your account matches a name on your Sponsor's Invitation List, then your subscription will be automatically approved. You should see a summary of your registration. You can go to your site by clicking **Visit Your Unit's vFRG Site**.

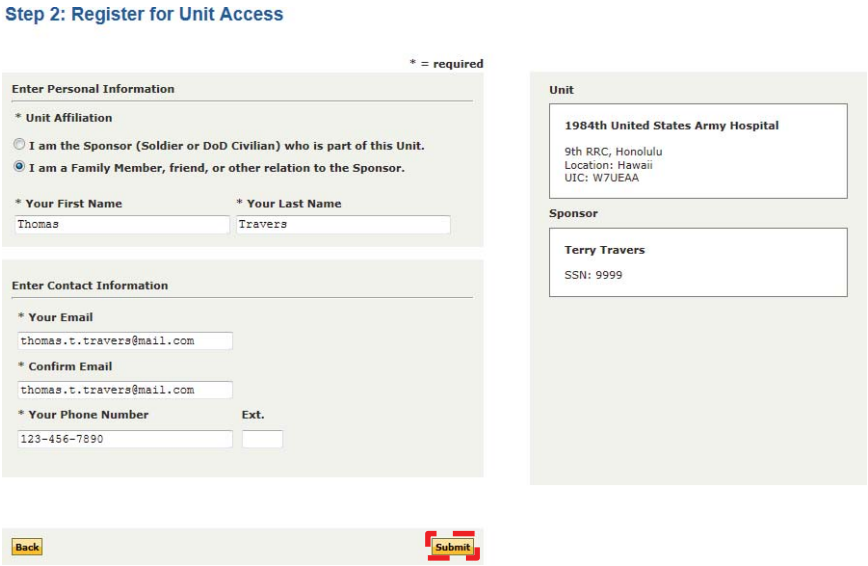
Please note, this match must be exact. Capitalization is not important, but spelling is.



Register for Unit access: Logged in, not on Sponsor's Invitation List

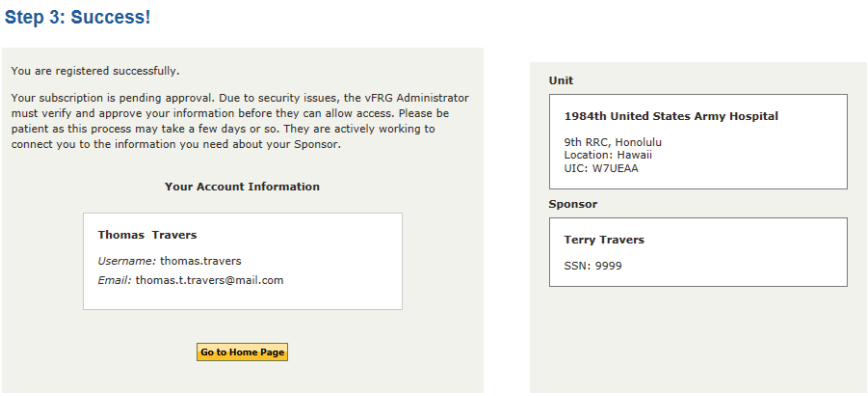
If you are logged in but the name on your account does not match any name on your Sponsor's Invitation List, you will be asked to identify yourself.

Indicate that you are the Family Member and verify your name and Contact Information. Then, click **Submit**.



Register for Unit access: Pending

After you enter your information, your subscription will be pending approval by the FRG Admin for the site.

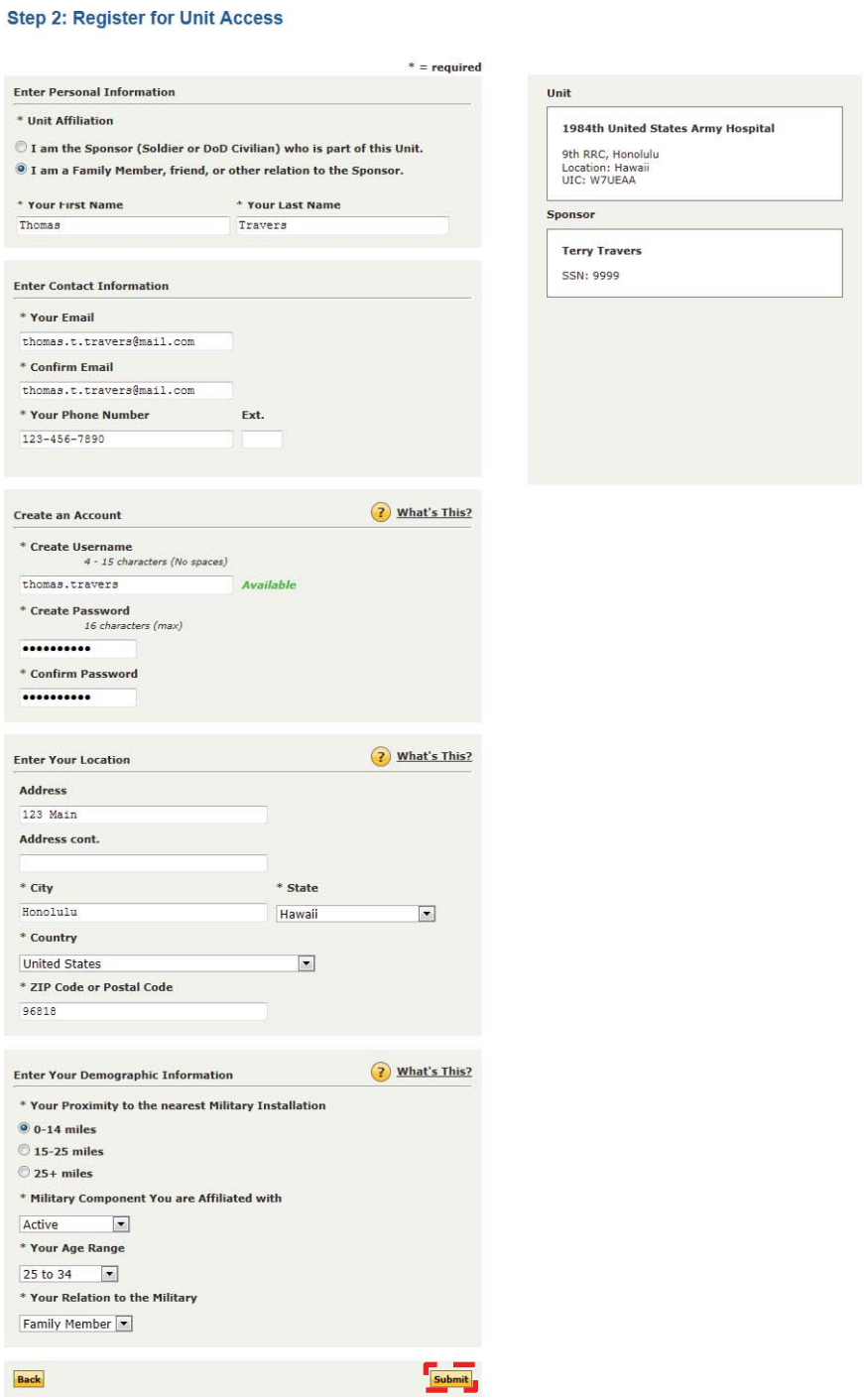


Register for Unit access: Not logged in

If you are not logged in, you will be asked to create an account.

Indicate that you are a Family Member and enter your Contact Information. Then, create a username and password and fill in the rest of your profile.

When finished, click **Submit**.



Not logged in: On Sponsor's Invitation List	
If the name you use to create the account matches a name on your Sponsor's Invitation List, then your subscription will be automatically approved. You should see a summary of your registration. You can go to your site by clicking **Visit Your Unit's vFRG Site**. Please note, this match must be exact. Capitalization is not important, but spelling is.	**Step 3: Success!** Congratulations, you are now signed up with the vFRG (Virtual Family Readiness Group) for the Unit you have indicated. You can access your Unit's vFRG Site by selecting the button below. In the future, you can access the Unit's vFRG Site by logging in to Army FRG. **Your Account Information** **Thomas Travers** *Username:* thomas.travers *Email:* thomas.t.travers@mail.com Visit Your Unit's vFRG Site **Unit** **1984th United States Army Hospital** 9th RRC, Honolulu Location: Hawaii UIC: W7UEAA **Sponsor** **Terry Travers** SSN: 9999
Not logged in: Not on Sponsor's Invitation List	
If the name you use to create the account does not match any name on your Sponsor's Invitation List, your subscription will be pending approval by the FRG Admin for the site.	**Step 3: Success!** You are registered successfully. Your subscription is pending approval. Due to security issues, the vFRG Administrator must verify and approve your information before they can allow access. Please be patient as this process may take a few days or so. They are actively working to connect you to the information you need about your Sponsor. **Your Account Information** **Thomas Travers** *Username:* thomas.travers *Email:* thomas.t.travers@mail.com Go to Home Page **Unit** **1984th United States Army Hospital** 9th RRC, Honolulu Location: Hawaii UIC: W7UEAA **Sponsor** **Terry Travers** SSN: 9999

Family Readiness Services
Questionnaire

Thank you for taking a moment to complete this survey. This is a Command survey and your feedback will help us address and enhance the Unit Family Readiness Program. Your participation in this questionnaire is voluntary and the information collected will be treated as sensitive. The information gathered will be used to inform the Commander about your opinion of the value of Family Readiness Services, delivery of services, FRG concerns and issues. It will also help the Commander to form a 'way ahead' plan for the Unit Family Readiness Program

Instructions:

Respond to each item in the survey.

1. Administrative Data

(Optional) Name_____

(Optional) Phone Number _____

Please mark one: FRG Experience First time _____ 1-5 years _____ 5-10 years____ More than 10 years____

Please indicate one: Sponsor Rank E1-4____ E5-9____ Officer____ Warrant Officer ____

2. Questionnaire

Are you aware of the meeting dates and times of the Unit Family Readiness Group?

☐ Yes
☐ No

How did you hear about the meeting? (e-mail from FRG Leader, Commander; Soldier sponsor; flyer; Unit Facebook page; another Unit Family member)_____

Have you attended any of the FRG Meetings?

☐ Yes
☐ No

If yes, please indicate how many or how often you attend the meetings: _____
If no, please provide information as to why you do not participate. _____
_____

Are you an active volunteer/participant with the FRG?

☐ Yes
☐ No

If yes, are you registered in the Voluntary Information Management System (VMIS)

☐ Yes
☐ No

If not a participant, please state briefly why you do not participate in the FRG.

_____
_____
_____

What do you believe is the main mission of Family Readiness Groups:
___Social networking ____Information Sharing ___ Build unit cohesion
___Establish a deployment network of support ____Other_____

If you do participate in the FRG, has your experience been positive or negative?

- ☐ Positive
- ☐ Negative

Please provide a brief statement about what made your experience positive/negative
_____
_____
_____

What topics/information would you like to see provided at the meetings? _____
_____
_____

Do you believe that the Unit Command team actively supports the Unit FRG?

- ☐ Yes
- ☐ No

Are you interested in information/briefings on any of the following Family Readiness Services? Please mark all that apply.

- ☐ Financial Readiness
- ☐ Employment Readiness preparation
- ☐ Child and Youth Services available
- ☐ Mental Health services
- ☐ Post Traumatic Stress support services
- ☐ Off post social activities
- ☐ Off post volunteer opportunities
- ☐ Local area special events and opportunities
- ☐ Emergency Child Respite Care
- ☐ Stress and Anger Management
- ☐ Relationship / Communication Consultation
- ☐ Services available to Families with special needs/disabilities
- ☐ Volunteer opportunities
- ☐ Community events and activities
- ☐ Internship and vocational opportunities
- ☐ Family programs and activities
- ☐ Other_____

Comments/Suggestions/Recommendations:
_____
_____
_____
_____
_____
_____

FAMILY ASSISTANCE INFORMATION SHEET

PRIVACY ACT STATEMENT

Authority: Title 10, U.S.C. 3013
Principal Purpose(s): To assist Army agencies and commands in their missions of providing care and assistance to Families of Service members who are required to be away from their home station. This information will be used to (1) identify specific problems and service needs of Soldiers and their Families; (2) gather data that will assist in the development of appropriate programs and services; (3) serve as a record of services provided.
Routine Uses: None. This information will not be disclosed outside the Department of Defense.
Disclosure: Voluntary information is required to assist the individual and his/her family members. Failure to provide the required information could result in a delay in providing assistance to the individual and/or family members.

1. SPONSOR INFORMATION:

NAME:_____**RANK/GRADE:**_____**SSN:**_____

ADDRESS:_____
Street **City** **State** **Country** **Zip**

HOME PHONE NUMBER W/ AREA CODE:_____

2. MILITARY STATUS: ACTIVE_____ **NATIONAL GUARD**_____ **USAR (TPU)**____ **USAR(IMA)**_____ **USAR (IRR)**_____ **CIV**_____

UNIT:_____**UNIT ADDRESS:**_____

_____

3. MARITAL STATUS: **SINGLE**_____**MARRIED**_____**DIVORCED**_____ **(Name of Ex-Spouse)**_____

4. SPOUSE'S NAME:_____

5. CHILDREN: YES_____ **NO**_____

NAME(S)	**AGE**	**ADDRESS**
_____	_____	_____
_____	_____	_____
_____	_____	_____

6. PRIMARY NEXT OF KIN (PNOK)

NAME:_____**RELATIONSHIP:**_____

ADDRESS_____
Street **City** **State** **Country** **Zip**

HOME PHONE NUMBER W/ AREA CODE:_____

E-MAIL ADDRESS:_____

NATIVE LANGUAGE SPOKEN BY SPOUSE/PNOK:_____

NEAREST MILITARY INSTALLATION TO YOUR SPOUSE/PNOK:_____

7. SECONDARY NEXT OF KIN (SNOK)

NAME:_____**RELATIONSHIP:**_____

ADDRESS_____
Street **City** **State** **Country** **Zip**

HOME PHONE NUMBER W/ AREA CODE:_____

8. EVALUATE POTENTIAL FAMILY PROBLEMS/CONCERNS DURING YOUR ABSENCE:

A. SPECIAL NEEDS. ARE THERE SPECIAL NEEDS IN YOUR FAMILY? YES___ NO___

IF YES, STATE PROBLEM AND ASSISTANCE NEEDED_____
B. FINANCIAL. WHAT ARRANGEMENTS HAVE BEEN MAKE TO PROVIDE FINANCIAL SUPPORT TO SPOUSE/CHILDREN?

CHECK TO BANK (SURE PAY)___ ALLOTMENT___ OTHER, SPECIFY_____

C. HOUSING. WILL YOUR FAMILY (SPOUSE/CHILDREN) RELOCATE AS A RESULT OF THIS DEPLOYMENT? YES___ NO___

IF YES, RELOCATION ADDRESS:_____
STREET CITY STATE COUNTRY ZIP

PHONE NUMBER W/ AREA CODE:_____

IF NO, ARE THERE ANY CONCERNS ABOUT CURRENT HOUSING SITUATIONS?
SPECIFY_____

D. TRANSPORTATION. DOES YOUR SPOUSE/PNOK DRIVE? YES__ NO__

WILL TRANSPORTATION BE A PROBLEM DURING YOUR ABSENCE? NO___ YES,

EXPLAIN_____

E. LIST ANY OTHER PERTINENT ISSUES WHICH WILL HAVE AN ADVERSE AFFECT ON YOUR DEPLOYMENT:_____
_____

9. FAMILY DOCUMENTS CHECKLIST: DO YOU OR YOUR FAMILY MEMBERS HAVE THE FOLLOWING DOCUMENTS?

ID CARDS YES/NO

POWER OF ATTORNEY YES/NO

FAMILY CARE PLAN YES/NO (SINGLE PARENT, DUAL- MILITARY COUPLES OR PREGNANT SOLDIERS) IF YES, DOES THE FAMILY CARE PROVIDER HAVE INSTALLATION ACCESS LETTER? YES_____ NO_____

SIGNATURE:_____DATE:_____

Instructions for Use of Family Information Data Sheet

PURPOSE: To ensure that all installation ACS staff participating in the Soldier Readiness Processing collect the same data on soldiers and their families. This will allow ACS to notify families, who do not live on or near installations, of the services that are available to them at a military installation. Use of this form will provide for standardized collection of data.

1. **Use with Active Component Soldiers.** This form is to be filled out by the soldiers during SRP. A copy of the completed form will be maintained at ACS by unit designation and one copy will be made available to the Rear Detachment Commander.

2. Use with Reserve Component Soldiers (Army National Guard and Army Reserve Soldiers processing at the installation). **This form is to be filled out by the soldiers during SRP. A copy of the completed form will be retained by ACS until thirty (30) days after the projected release from active duty, one copy will be sent to the soldier's designated family member and one copy will be sent to the Family Service Center of the nearest military installation to the designated family member.**

Family Information Data Worksheet

(For use of this form see USARC Reg 608-1; the proponent agency is the DCSPER Family Readiness Office)

The information on this worksheet is for official use only within this unit's sanctioned FamilyReadiness Group (FRG) and will not be furnished to any commercial enterprise, company, representative, organization or agency outside the Department of Defense, as established by the Privacy Act of 1974 (5 USC 552A and AR 340-21).

PRIVACY ACT ADVISORY STATEMENT

AUTHORITY: Title 10 U.S. Code, Sections 3012 and 3013. PRINCIPAL PURPOSE: To gather data that will assist in the development of appropriate FSG activities and services to servicemembers' families, identify individuals eligible to participate in the FRG and receive information. ROUTINE USES: Information provided (specifically, name, address, and telephone number) may be listed and distributed to other participants to enable development of a communication and support network. EFFECT OF WITHHOLDING CONSENT: Voluntary disclosure. Failure to provide information may prevent the FRG volunteers, and other FRG participants from contacting you even during periods of military separation or being able to provide you updated information on military unit related family activities, programs, and services available.

SOLDIER'S UNIT	FAMILY READINESS GROUP *(Complete if different from soldier's unit)*

SOLDIER'S NAME *(First, MI, Last)*	RANK

SOLDIER'S MARITAL STATUS: ☐ Married ☐ Single ☐ Divorced ☐ Separated ☐ Widow(er) ☐ Single Parent

FOR COMPLETION BY SPOUSE OR SOLDIER'S DESIGNATED FAMILY MEMBER:

Name *(First, MI, Last)* _____ Relationship _____

Home Address _____

City _____ State _____ Zip _____-_____

Day Phone (_____) _____ Evening Phone (_____) _____

FAX Number (_____) _____ E-mail Address _____

CHILDREN

Name	Gender	Birth Date

Name	Gender	Birth Date

SPECIAL NEEDS

Is there anyone in your household who does not speak English? ☐ No ☐ Yes

If yes, please specify person and language spoken: _____

Do you have a family member with special needs? ☐ No ☐ Yes

If yes, please specify person and identify needs: _____

I prefer to receive Family Support related phone calls from FRG volunteers and members at:

- ☐ Home
- ☐ Work
- ☐ Either Place
- ☐ No Phone Calls
- ☐ Other (please specify): _____

☐ It is okay to send me mail, including an FRG Newsletter and information on activities.

I consent to the release of my address and home phone number to officials and members of the Family Support Program.

_____

Signature *Date*

USARC FORM 107-R
1 AUG 00

Family Readiness Group

For Commanders

ENGAGING

CONNECTING

EMPOWERING

ARMY COMMUNITY SERVICE
ACS
Real-Life Solutions for Successful Army Living

The Family Readiness Group (FRG) is one element of the Family Readiness System which helps execute the unit Family Readiness Program. It is a command sponsored organization of Soldiers, civilian employees, Family members (immediate and extended) and volunteers belonging to a unit. The FRGs provide mutual support and assistance and a network of communications among the Family members, the chain of command and community resources.

What are the mission essential tasks of an FRG?

Communication – this includes member meetings, educational briefings, newsletters, and dissemination of official unit information.

Maintenance of Contact Rosters – Contact rosters allows the unit to quickly disseminate information to FRG members identified by unit Soldiers.

What is the benefit of an FRG to the unit?

A unit FRG enhances increased levels of confidence, commitment, and a sense of well-being among Soldiers and Family members. A well-functioning FRG can minimize the escalation of challenges. The demand on a unit commander's time and military resources can be significantly reduced through appropriate referral to other resources and agencies. FRGs can help families overcome problems that are likely to impact adversely on Soldier's performance.

What regulations impact FRGs?

AR 608-1, Appendix J; AER 609-2 (USAREUR); AR 600-20; AR 600-8-1010; DoDI 1342.22

Where can I get more information on FRGs?

Contact your local Army Community Service.

ENGAGING • EMPOWERING • CONNECTING

REAL: Readiness Essentials for Army Leaders

OPERATIONS

FRG Leader

FRG GOALS WORKSHEET

As you start out in your new FRG volunteer role we encourage you to explore and set new goals for your volunteer term. Share and discuss these goals with the command team.

Vision Statement: What would you like the FRG to look like this year?

_____

_____

_____

_____

_____

Goals: What are your goals for your position and how will you achieve them?

_____

_____

_____

_____

_____

Measurable Objective: What do you think the FRG can achieve in 3 & 6 months?

_____

_____

_____

_____

_____

Volunteer Name:

PRINT NAME: _____

SIGN NAME: _____ **DATE:** _____

Meeting with Unit Leadership: Suggested Questions

The purpose of this document is to provide suggested talking points for your meeting with the Commander and First Sergeant.

- ❑ **The Unit's mission and how it relates to the Installation's mission:**

_____

_____

- ❑ **The Commander/First Sergeant's expectations and priorities for the FRG Program:**

_____

_____

- ❑ **The role of the First Sergeant:**

_____

_____

_____

- ❑ **The points of contact for information and support:**

_____

_____

- ❑ **Frequency of roster updates; System of notification for new arrivals:**

_____

_____

- ❑ **The Commander's expectations in responding to emergency/crisis situations:**

_____

_____

- ❑ **Types of situations, statistical data, etc., that the Commander wants reported:**

_____

_____

- ❑ **Administrative support (e.g., access to phone lines, newsletters, answering machines, e-mail, etc.):**

_____

_____

- ❑ **Logistics support available to include desk, computer, phone, etc., if required:**

_____

_____

- ❑ **Request unit tour!**

Tips on Working with Chain of Command

The ability to communicate clearly—to get your intent and ideas across so that others understand your message and act on it—is one of the primary qualities of leadership; this extends to the FRG.

Five tips for Effective Communication:

1. Focus Your message: all messages fit into one of two categories:
   - *Action-and-information messages* ask the receiver to do something: Schedule a meeting; make a decision; attack a hilltop.
   - *Information-only messages* tell the receiver something: *The primary cause of the American Civil War was states' rights; Estelle LaMonica is the new Vice President of Human Resources; Alpha Company has one vehicle down for battle damage.* You must focus—*clarify*—your message so your receiver is certain—*clear*—on what he or she is supposed to do or know.
2. Break through the noise: be clear and use descriptive language, avoid "fluff."
3. Put your Bottom line Up Front (BLUF): get to your point in the first 10 seconds of your message. Commanders often have a lot going on and want to know, quickly, how the message affects them. If you don't meet this critical tip, they may tune out or be less receptive to your message.
4. Use simple words. Your communication will be clearer.
5. Use concrete words. They help draw a picture for the receiver to visualize much quicker.

Getting Started:

1. Know your Audience: The type of program you present depends on who is expected to attend
   - Do you have a majority of married with young or older kids?
   - Do you have a majority of younger, single soldiers?
   - Do you have a Unit unemployment problem?
   - Ask your Commander, Readiness NCO, 1SG, FRG Liaison
2. Know your Purpose: What type of event are you hosting
   - Mandatory Fun/Family Day
   - Pre or Post Deployment information
   - Updated Benefits briefing
   - Fundraiser for future event
   - New Soldier/Family welcome information
   - Organization and Planning: What will it take to host this event
   - Location, Date/Time
   - Estimated number in attendance
   - Volunteer support
   - Unit support/State Family Programs support/Outside agency support
   - Necessary supplies
   - Available resources
   - Budget
   - Supporting Regulations
3. Communication:
   - Create a simple document outlining your event
     - Timeline

    - Supplies
    - Manpower
    - Supporting documentation
    - Budget proposal

- Email your commander a request to either an in person or telephone meeting to discuss our event proposal.

  "MAJ Smith,

  Please see attached Event Proposal information. I would like to schedule a meeting to discuss this concept, either in person or by phone. I estimate it will take approximately 30-40 minutes to go over the proposal and answer any questions you may have. I have the following times and dates available, let me know what works best for your schedule."

  Here you've provided a BLUF "Event Proposal" with the simple document attached that he/she needs in order to be properly prepared for your meeting at the mutually agreed upon time.

DO:

- Use short sentences with an active voice. Eg. "We have prepared the attached event proposal" instead of "The attached event proposal was prepared by the FRG Leader, co-leader, and fund custodian."
- Use white space. Providing headings and lists organizes the information for the receiver. Keep paragraphs to no more than about 6 lines. This makes the message easier to read and receive.
- Use spell and grammar check. Incorrect spelling and punctuation can both confuse the reader and affect your credibility.
- Behave professionally. You may not receive the answer or response you want or intended. If this is the case, it is acceptable to ask the commander his/her reasoning behind the response or decision.

DON'T:

- Call/walk in to his/her office and demand they make time for you to discuss the proposal. They may say they don't have the time (which will have wasted your time in travelling to meet them) or they will be flustered with your inconsideration of their scheduled time and be less apt to receive your message.
- Overcomplicate your message. Keep the message to two to three main points and stay on one topic, if at all possible.
- Ignore feedback. Acknowledge the responses of others, this builds a culture of mutual respect.

References:

Gilbreath, C. (2013). *Getting to the YES!* [PowerPoint slides].

Introduction to effective Army Communication. 25 October 2005. Retrieved from http://www.mc.edu/rotc/files/6513/1471/6693/MSL_102_Personal_Dev_Sect_05_Intro_to_Effective_Army_Communication.pdf

Kelly Services Inc.. (2016). *Effective communication: dos and donts.* Retrieved from http://www.kellyservices.us/US/Business-Services/Business-Resource-Center/Management-Tips/Effective-communication_-dos-and-donts/#.VqKT_rnVyHt

Top 10 for FRG Leaders

1. **Training, training and much more training**. Be trained in all things FRG. One useful website: Myarmyonesource.com. They have online FRG Leader trainings on all things FRG. You do have to sign up (find the button at the upper right hand corner), but at the end you are given a certificate proving you did it all. Family Programs Office or ACS – Army Community Service is also a valuable resource. They offer more trainings and resources than you could ever need. Get it.

2. **It takes a team**. In the world of FRG, we have our unit commander, 1SG, and Family Readiness Liaison (FRL)/ Family Readiness Support Assistant (FRSA). This is your leadership team. They will provide you with direction, mission, information, resources, paperwork and support. Then there are your teammates, the ones who do the work with you, your fellow volunteers. Every member of your team is vital to the success of your FRG. Use them, and use them well.

3. **Clear mission and plan.** Most of this comes from the trainings and your command. It's important to remember that you should meet with command regularly to discuss how to meet the needs of your unit's service members and families. One of the main missions for most FRG's is to be a source of information and relaying of information between command and families. A solid communication plan is needed in order to properly prepare for deployment, trainings, and to make sure that families know about available resources during emergencies and day to day military life.

4. **Know the law**. You have to know the law. You don't have to be like JAG or NCIS, but know what your FRG can and can't do. This is where Standard Operating Procedures (SOP) come in. Read them and know them. There are rules about fundraising, what goes in a newsletter; even issues like whether or not you can hold a bake sale. The best piece of advice: before you get too in the weeds with getting your FRG set up and planning events get very, VERY familiar with the regulations governing FRG.

5. **The "Family" in Family Readiness Group is not what you think**. The "Family" in Family Readiness Group can be anyone that the service member feels they want involved and knowledgeable about happenings within their unit. A "family" member could be a spouse and children, just a spouse, just children, adult children, parents, grandparents, siblings, girlfriends, boyfriends, fiancés, friends, civilians that work with the unit, veterans and others connected to the group.

6. **Pass on your knowledge and use the knowledge that came before**. FRG's often (but don't always) have something called a "continuity book." It's like the owner's manual for the FRG. In it you can find all of the wisdom of previous FRG Leaders. What worked, what didn't work, SOP's, important forms, contacts, resources, everything that could be useful might be in that book. And like Yoda, you too will pass down your knowledge to the next FRG leader. If you don't have a continuity book, create one. It makes the job that much easier and smooths transitions.

7. **Think outside the box**. The fact that you could have family members hundreds if not thousands of miles away makes it important that you "think outside the box." For those far away you can offer online coffee chat times (through google hangouts) for example. In order to connect better with service members and families create an FRG business card so you are more easily accessible. Use social media to get advice or to join groups where others can impart their wisdom.

8. **Delegate responsibility.** Don't go it alone. Start reaching out right away for folks to take up the other leadership roles. Once you have your team, don't be afraid to tell people exactly what you need from them, and when. If you delegate responsibility and are clear about expectations you are less likely to encounter problems.

9. **Have fun**. Don't forget the social aspects of the FRG. You have opportunities to bring families together for some fun – be creative with holiday parties and summer picnics. If your events are fun more families will participate.

10. **Take care of yourself.** It's easy to lose yourself in this job. Don't forget that while you are there to support the families, YOUR family and YOU need to be your #1 focus. If you feel yourself getting burned out, ask for help or step back from activities. Take the time to recharge. Remember it's like your grandmother said, if you don't take care of yourself you can't take care of others. Truer words were never spoken.

FRG LEADERSHIP CHECKLIST

1 I know and support the commander's readiness goals.	Yes	No
2 I embrace those goals and convey them to other volunteers.	Yes	No
3 I frequently confer with the commander about FRG plans and activities.	Yes	No
4 I frequently confer with all chairpersons about FRG plans and activities.	Yes	No
5 I set the example by welcoming diversity among our FRG members.	Yes	No
6 I actively seek inclusion of all members in FRG meetings and activities.	Yes	No
7 I readily make some decisions on my own when appropriate.	Yes	No
8 I share important decisions with the committee leaders and the commander.	Yes	No
9 I seek input on group activities and concerns from the membership.	Yes	No
10 I have a positive attitude of friendliness, kindness, and service.	Yes	No
11 I am an assertive but humble and kind leader.	Yes	No
12 I treat everyone with respect and regard; I never criticize but I mentor.	Yes	No
13 I try not to dominate meetings and strive to get others involved.	Yes	No
14 I try to keep meetings focused, fun, and reasonably brief.	Yes	No
15 I frequently and publicly thank people for their help.	Yes	No
16 I attend all steering committee meetings or ensure that an alternate does.	Yes	No
17 I seek to resolve conflict peaceably and promote harmony among the FRG members.	Yes	No
18 I listen actively and seek to understand the other person's viewpoint.	Yes	No
19 I follow up with chairpersons to make sure critical tasks are done on time.	Yes	No
20 I am careful not to micromanage.	Yes	No
21 I am able to recruit capable members to help with committee work.	Yes	No
22 I work well through others to get tasks done.	Yes	No
23 I plan well and get help with planning, preparing meeting agendas, and seeing that activities are organized and done well.	Yes	No
24 I try to balance the importance of task versus relationships.	Yes	No
25 I have completed Family readiness training and promote it among the FRG members.	Yes	No
Number of "Yes" answers _____ x 4 points each = Total Score: _____		
Use this checklist to check yourself and, where applicable, your committee chairpersons. Be as objective as you can. Counting 4 points for each "yes" answer and 0 for each "no," what is your score? What are your strong points? Where do you need to improve? Grade yourself with this scale: 88 or above, effective FRG leader; 74-84, good; 60-70, average; under 60, below average.		
Are you an effective FRG leader? If not, what will it take to become one?		

ICEBREAKERS

Questions for Participants

Answering questions helps start discussions and increases comfort levels between members. Questions should be general in nature and not too personal. Have participants take turns going around the room, giving their names and responses to questions like:

- What is your home state?
- How many children do you have?
- What is your favorite vegetable?
- Where did you meet your spouse?

Name Tent or Name Tag Activity

Fold sheets of construction paper into thirds, forming long tents. Have participants write their names on the front of the tents and draw their hobbies on the reverse side. Participants then walk around the room to introduce themselves and guess one another's hobbies.
There are probably other people in the room with similar interests. Another option is to use nametags. Have participants put their names and hobbies on the front of a nametag.

Who am I?

Pin the name of a famous person on the back of each group member. Have everyone ask questions requiring "yes" or "no" answers of one another for a preset amount of time. At the end of the time limit, go around the room, starting with yourself, and have everyone guess who they are. Keep the game as simple as possible by using themes — famous couples, star athletes, actors or other recognizable celebrities.

Don't Say "I"

Give each person three pennies. Ask participants to move around the room, introducing themselves to one another and asking questions that might prompt a person to say "I." If anyone does, the participant collects a penny from the person who said "I." The person with the most pennies at the end of the preset amount of time wins a small door prize.

M&M Game

Pass around a bag of small candy such as mints, Skittles, M&Ms, etc., and tell everyone to take some. After they have taken some, say, "OK, now you have to tell us something about yourself for each piece of candy in your hand."

Getting to Know You Icebreaker Activity

Write down information about yourself next to each item below. Then move around the room and find someone who matches what you wrote about yourself. Have that person sign on the line that matches what you wrote.

My birth month		
Was president when I was born		
My favorite drink		
Number of children in my family of origin		
A bad habit I have		
A food I dislike		
Favorite color		
Favorite kind of music		
Best vacation spot		
Sport I watch on TV		
My hobby		

Overcoming Your Fear of Public Speaking

Breathe. Take a few deep breaths before you begin speaking; stop and breathe between sentences.

Self Talk. Tell yourself you are not going to die; others have done this and lived. You know your material. You are good.

Visualize. Imagine yourself talking to the group. Imagine the time, place, how you will feel, and what you will say. Imagine how confident you are.

Solid Stance. Don't sway back and forth or side to side. Don't lock your knees. Relax!

Arrive Early. Allow time to be sure everything is ready, and get acquainted with the room—how it feels, smells, looks.

Greet Your Audience. Before you begin, say hello to a few people. Then you will know a few people by name and will know what interests your audience.

Food. Eat nutritional food, and avoid sugar and caffeine.

Pace Yourself. Pace yourself so your energy stays constant.

Practice. Practice your material and your non-verbal messages, such as hand movements, eye contact, and stance.

Find an "Amen Corner." Find a friendly face that you can look to for confidence, but don't lock onto that face.

Water. Have a glass of water handy; it helps with dry mouth. If you forget where you are or what you were going to say, take a quick sip to give yourself time to recover.

Don't Read Your Presentation. This will make you more nervous. Practice, practice, practice so you will need your notes only for numbers and to assist you in remembering your key points.

Practice. Practice in front of a friend; use a video camera, a tape recorder, or a mirror.

Strength from Diversity

It is important that the individuals participating in the FRG are representative of the unit's Families. For example, both officer and enlisted Families should participate. To make the FRG appealing to all families requires being aware of the diversity of the membership and recognizing the strengths that can come from having a diverse group. Think about the diverse needs, interests, talents, and other characteristics in your FRG as you answer the questions below.

1. List at least three different characteristics of your FRG membership. Beside each characteristic, write how this characteristic strengthens the group. (For example, young spouses often have many concerns during a deployment. Their concerns have led the FRG to invite guest speakers to get information of interest to many families.)

2. What strategies are needed for ALL members to feel involved in the FRG? Note: It may be necessary to use different strategies with different groups.

3. Describe a conflict in your FRG and identify how diversity contributed to the conflict. How has this conflict been resolved OR if unresolved, how can the conflict be handled?

Feedback From FRG Members

Your FRG is here to provide information, referral assistance and support to all members of the unit and their Families – both immediate and extended as well as other individuals that Soldiers have identified to us. We recognize that participation in the FRG is voluntary. However, we encourage you to participate in FRG activities or to remain connected with FRG (via telephone tree) so that helpful information and assistance can be provided to you. To help us (and the unit commander) determine how the FRG can meet your needs on an ongoing basis, we need your input and feedback. Please take a moment to address the issues of concern to you at the present time.

Assistance

1. What information or support can the FRG provide or obtain that would be helpful to you?

2. a. Some members live far away and it is important to us that we reach you. How well is the RG doing in reaching you? (For example, do you receive calls from a key caller, receive FRG newsletter, and, if available, have access to battalion's vFRG web site?)

   b. How can we assist you where you live?

Participation

1. a. You (or you may know others who) would like to participate but currently do not participate. What is the reason?

   b. What can we do that would help individuals and Families get involved and/or feel a part of the FRG?

2. If you have participated in the past, but currently do not. What is the reason?

3. a. If you are an active participant, what keeps you involved?

   b. What does the FRG do that is important to you?

Closing

1. What, if any, other comments or suggestions would you like to make?

Thank you for taking a moment to do this. You can provide feedback at any time.

Basic Rules of Crisis Intervention

1. **Listen**. Let the people involved speak. Be sure you hear how they see the problem and what they expect from you. Descriptively verbalize what you hear and what you see happening; do not be critical.
2. Remember that the person who has sought your help is important, even if they are talking on behalf of someone else. Work with the person who asked for your help.
3. You are a *listener*, a *referral agent*, and perhaps a *friend*. You can help by listening carefully and making suggestions only when the person cannot think of alternatives. **Do not** give advice or assume responsibility for the person's problems or life. The goal of crisis intervention is to allow the individual involved to become responsible for themselves and the consequences of their actions. Work toward clarification of the situation.
4. Don't be over-active. The tendency is to talk a lot and offer a great deal of help in the form of possible solutions. Let the person with the problem take the lead. Often the person needs and wants to talk the problem out.
5. Be *empathetic* and *identify feelings*. Is the person depressed, frustrated, angry? Encourage the person to talk on a feeling level.
6. Try not to become absorbed with historical excuses and reasons for present problems. Focus on what is happening now, and permit the person to explore what could be done to change it.
7. When dealing with Family crises, give equal attention to each Family member, whether they are adults or children.
8. When referring someone for additional assistance, **be specific**. Tell them where to go, when to be there, and who to see. If possible, give them the name and number of a specific person to see.
9. Do not call others (police, rescue squad, military police, parents) without the permission of the person you are helping unless there is imminent danger—suicide or homicide. It is permissible to ask them if they are in danger or to ask them if they are thinking about suicide and have the means to carry it out. If you *must* notify the unit or rear detachment, tell them you are going to do so.
10. Provide reassurance that **the person** will be able to solve the problem.
11. People's trust in you must be developed and maintained. This trust is earned by acting *responsibly* and *confidentially*.

ENGAGING • EMPOWERING • CONNECTING

REAL: Readiness Essentials for Army Leaders

OPERATIONS

Outreach and Communication

Generational Communication Preferences

- **Baby Boomers**: are people born during the demographic post–World War II **baby boom** approximately between the years 1946 and 1964.
    - Prefer in person face to face; telephone is preferred over e-mail
    - Meetings are to give information (one way communication)
    - Diplomatic
    - Tie messages to history/tradition
    - Avoid manipulative language
    - Allow them to find self-fulfillment through their work/volunteerism
    - Appeal to their idealism
- **Generation X**: is the **generation** born after the Western Post–World War II baby boom. Birth dates ranging from the mid-1960s to the early 1980s.
    - Email is #1 communication tool
    - Avoid meetings
    - Blunt
    - Tie messages to results
    - Avoid buzz words and jargon
    - Allow them to see how they can make a difference
    - Connect things they care about like family to your cause
- **Millennials**: Millennials grew up in an electronics-filled environment. They live in an increasingly online and socially-networked world.
    - Social Media and texting as #1 communication tools
    - Send a median average of 50 texts a day
    - Rely on ***positive word of mouth when looking for trainings***, purchasing items for the home, etc.
    - Meetings are used to exchange ideas (two way communication)
    - They see limitless possibilities to make their life their own
    - Polite
    - Tie goals and aspirations to your messages
    - Driven by happiness, passion, diversity, sharing and discovery
    - Be careful about the words you use
    - Make them feel informed and involved (participation, collaboration and co-creation)
    - Show them how the service is useful to them
    - Make it easy to incorporate into their lifestyle
    - Focused on life experiences rather than tangible items
    - Target lifestyle goals of happiness and success
    - Acknowledge and celebrate life stages

Communication Guidelines

COMMUNICATING WITH FAMILIES

Everyone assigned to the unit is automatically considered a member of the FRG. The FRG's roster of all Family members (immediate and extended) and other individuals identified by Soldiers is put together based on information provided by command, Soldiers and Families. Multiple sources are used to develop the roster including unit roster from command, Family Readiness Information forms completed by Soldiers and collected by command, and requests to Soldiers and Family members to provide Family contact information. Once a complete FRG roster is developed, it is maintained and kept with the FRG leader and Key Contact Coordinator. Each key contact will be given a small group of Families (approx. 10) on the roster to contact. Keep in mind that participation is voluntary. Therefore, some Families may choose not to be listed on the roster and/or may state that they do not wish to be called. Do not take this as personal rejection. However, note this on your list and notify the FRG leader. The FRG roster is the primary means by which the FRG (acting on behalf of the unit) communicates official information with all unit Families. Timeliness and accuracy are critically important. The core group of that makes contact with the FRG members are the Key Contacts. Having an accurate, current unit Family roster is essential to setting up and maintaining FRG phone tree.

Privacy Act of 1974

The Privacy Act of 1974 limits access to personal information that Soldiers provide to their command. The information the command provides must be relevant and necessary to accomplish the mission. Key Contacts may receive some of this personal information protected by the Privacy Act because they are command appointed representatives who need this information to perform their duties.

Professional Privacy Issues

The FRG has an obligation not to divulge personal information shared by unit families. Safeguarding private, sensitive information shows respect for a family's privacy and protects the credibility and integrity of the Family Readiness Group.

Confidentiality

Confidentiality plays an important part in the FRG. You must be able to guarantee any person who contacts you the freedom to discuss matters in a private and safe environment. It is your duty and obligation to keep each conversation and the personal matters discussed during such interactions in strictest confidence, with the exception of dangerous or life-threatening situations. In practice this means:

- Do not disclose the names or details in any way that may identify someone to others.
- Do not use personal information or a situation when contacting a resource or making a referral without specific approval from the individual.
- Protect contact information sheets, and destroy them when they are no longer needed.
- If a person begins to discuss something with you that lies outside the area of confidentiality (e.g., suicide, child abuse, neglect, sexual abuse, assault, any other

criminal activity), inform them that you will be obligated to report the call and its nature to the appropriate authorities.

- Remember, you are not responsible for finding a solution to people's problems – it is your job to know which military or community agency to refer them to for the assistance they need.
- Have a clear understanding of what situations the command expects to be reported.

Disclosing Information

A Key Contact ***can*** disclose information about Soldiers and their families ***only*** to the Chain of Command and FRG Leader except in situations where mandatory reporting is required (for rules on mandatory reporting, see below). If contacted by outside agencies, the Key Contact will refer them to the FRG Leader without discussing information related to individual cases.

In addition, FRG volunteers are prohibited from divulging phone numbers and addresses of families to include unit families. Information will not be used for personal gain. For example, the roster cannot be used as a source of potential clients for a business.

Remember: Failing to protect private information is grounds for immediate dismissal

Below are some guidelines for handling information:

- Do not disclose someone's name or personal information without specific, unless required by law or regulation.
- Do not repeat general information without permission. General information may include number of children, housing area, home address, work section, type of vehicle, etc.
- Protect any written notes.
- Protect everyone's privacy. Do not use an individual's name when checking on the availability of a resource. If someone starts discussing issues that require disclosure, state that FRG volunteers are mandated reporters.
- Remember that families aren't bound by privacy act/disclosure rules. Be careful about sharing your personal information in order to show empathy!

Mandatory Reporting

Although protecting sensitive information is one of the most critical components of a volunteer's job, there are times when sensitive information must be shared with the Chain of Command. These situations include, but are not limited to:

- A serious crime (examples: drug activity, black marketing, etc.)
- Spouse or Child abuse or neglect
- Drug abuse
- Potential danger to self (example: suicide) or others (example: homicide)
- Expectation of media coverage regarding a family issue
- Issues deemed to be mission security risks

Information and Referral Services

FRG Volunteers are a conduit for installation and community information and programs that help families deal with challenges of military life. Some methods to remain current:

- **Be Informed** - Stay tuned to news outlets (military newspaper, unit and installation Facebook pages, Family Program's Facebook page, state newsletters, military websites)
- **Participate** in town hall meetings, commander's calls and other venues for learning about community events and issues
- **Network**—when utilizing installation, unit and community agencies; ask about services that benefit family members
- **Learn**—if you hear of a challenge someone went through, find out what ultimately resolved the situation and make a mental note
- Supplement your resource guide with community calendars, flyers about on- and off-post special interest programs or events, email and share information with others for widest dissemination and benefit to all families.

Getting Information to Spouses and Family Members

The first step covered in providing information and referral services is gathering information about resources. The second step is to get that information out to the spouses and families who need it. FRG volunteers use resource information in response to most routine calls. According to the National Military Family Association (NMFA), surveys of military spouses consistently reveal spouses common concerns:

- Loneliness/Isolation
- Making decision alone
- Guiding/educating children
- Adequate social outlets
- Financial responsibilities
- Feeling spouse's unit is unconcerned
- Lack of information or communication from spouse's unit

Communication Checklist

✓ Write down the message you have before you call so it will be concise and clear.
✓ If emailing, check for grammar and spelling errors before sending the email.
✓ Have your Communication Log nearby.
✓ Make contacts in a timely manner, keep trying to call if unsuccessful on the first attempt.
✓ Specify what hours are reasonable for accepting and making phone calls.
✓ Verify phone number and address occasionally to ensure FRG roster is correct.
✓ Try to answer questions as best you can; if you cannot, find a source to answer the question and call back with the information.
✓ Call your FRG leader when you have completed your calls.
✓ Keep your FRG leader informed of disconnected or unanswered calls and emails.

SERVING AS A COMMUNICATION LINK

The flow of information goes both ways. Spouse concerns and questions are relayed through the Key Contact up the chain of communication, while the Commander, First Sergeant and FRL disseminates unit news and other information back to the families through the assigned Key Contact. This communication link becomes particularly important during strategic and operational changes in the deployment mission or other contingencies at home.

IMPORTANT:
Depending on the contingency and at the Installation Commander's discretion, Army Community Service or the State Family Readiness Office will activate an Emergency Family Assistance Center (EFAC). The EFAC is a family support system that allows agencies to respond collectively to wartime contingencies and peacetime emergencies to ensure personnel and their families receive effective support.

Strategic and Operational Events

The Army lifestyle is punctuated by separations due to deployments, mobilizations, TDYs, training exercises or crisis situations. Whether family separations are planned or unexpected, the Key Contact assists Families by keeping the lines of communication open and providing assistance in finding resource information.

Passing on Official Information

The Key Contact ***must always*** write down the message ***verbatim*** and repeat it exactly the same way to every person on the contact list. It's important to repeat the message verbatim, because the original message becomes more distorted and less clear with each additional comment. **Remember the Key Contact is a representative of the unit and every additional comment becomes part of the "official" message.** Here are some other tips:

- Don't speculate about the content of the message
- Don't add your perspective, opinions, or information from another source
- Due to the immediacy of disseminating information, ask spouses to defer questions until you have made all the calls or call a pre-established agency of approved information. Offer to call back later.

Dealing with Rumors - Suggested strategies to combat rumors:

- Correct the information, if you can.
- Urge families to question the reliability of "unofficial information".
- Encourage Families not to pass on rumors. Pass official information only.
- Contact the chain of command for help in dispelling rumors.

Informing the Commander about Family Concerns

In addition to assisting families during various operational events, the Key Contact also has a duty to provide the unit with feedback. Units often want to know about spouse concerns and trends that affect readiness. Information about the types and number of calls gives the command team a "big picture" snapshot.

SUPPORTING FAMILIES DURING DEPLOYMENT

The Key Contact Program plays an important role in helping spouses prepare for deployment. Key Contacts may be asked to support pre-deployment briefings and other family pre-separation activities and events. During deployments, Key Contacts assist by keeping families informed, as directed by the unit. If individuals know what to expect, and come up with a plan for taking care of the household and themselves, families are better prepared to handle emotions that often accompany a deployment.

Stages of Deployment

Pre-Deployment - Prior to deployment, spouses will feel anticipation. This generally occurs 4 to 6 weeks before the member deploys. The remaining spouse feels tense, selfish, and guilty about not wanting the member to go. There is also frustration because the member is putting in extra hours to get the unit ready to deploy, while so much needs to be done to prepare the household for the separation. Both the member and the spouse are physically and mentally exhausted. There may be unacknowledged anger about the situation which can trigger depression or physical problems. Spouses may become more distant and they may stop sharing their thoughts and feelings. Feelings of disorganization and sadness are common. Children may react by withdrawing or misbehaving.

Deployment - Most people are in this stage for the majority of the separation. It is characterized by relative calm. Once the separation occurs, a sense of emptiness sets in. Old routines are gone. Spouses will begin to feel confident that they can handle their daily affairs. However, if a contingency occurs, people can be thrown back into states of withdrawal and depression.

Reintegration - This last stage can be the most difficult. Getting the house and family ready for the member's return often exhausts the spouse. Members are also exhausted and excited by their return and spend a lot of time sleeping, which can be frustrating to the spouse. Both the Family and the Soldier are happy to be reunited, but they have to work out accumulated tensions and reestablish the rules for living together.

The Key Contact can use these stages to assure spouses that their responses and feelings are normal, given the situation. These general stages can also be useful in spotting a problem. They are a norm against which behavior can be measured. Someone whose reactions appear extreme, when measured against these stages, may need a referral.

> "There are four ways, and only four ways, in which we have contact with the world. We are evaluated and classified by these four contacts: what we do, how we look, what we say and how we say it."
>
> -Dale Carnegie (1888-1955)

Telephone Guidelines

Increasing FRG Participation through Effective Communication

One way to attract potential Family Readiness Group members is by making personal phone calls. Identify volunteers who are willing to call 10 to 12 other FRG members. Provide them with a list of individuals to call and a written message to be relayed. Below is a sample message:

Sample Scripts

Introduction Phone Call:

"Hello, _____, this is _____. I just wanted to call to let you know that I am your contact person for the [unit name] Family Readiness Group. Your spouse works with mine and I'm the person you can call if you have any concerns or questions. I'll contact you from time to time regarding meetings and events or when any information needs to be passed on. If you need anything, have any questions, or want to become involved in our unit's FRG, my phone number is _____. Please feel free to call or email me at _____ if that is easier for you."

Information Call:

"Hi _____. This is _____. I am your Key Contact from [unit name] Family Readiness Group. Is this a good time to pass on some information?

Answers: **Yes?** Continue.

No? "When would be a better time for me to call?"

Do you have a paper and pen handy? If not, I can wait until you find one."

Meeting Call:

"The FRG is having a bake sale [fundraiser, meeting, etc.] to raise money for_____on [day, date] from [start time to end time] at [location].

Could you bake something to bring?

Would you have time to work at the bake sale from _____ to _____?

Do you know where [location] is? I'll be happy to give you directions.

I'm really glad we can count on you to help out by [bake, work, etc.].

Your help is really appreciated.

Thanks.

See you at the Bake Sale!"

PHONE REMINDERS

INTRODUCTION	Prepare yourself before the call with message, paper, etc.
	Be cheerful and enthusiastic.
	Ask, "Is this a good time to call?"
WELCOME	Set the "atmosphere" for the call with a positive and helpful tone of voice.
MESSAGE	Ask if they have a pen and paper ready.
	Give only the FACTS – who, what, when, where, etc.
LISTEN	Really listen to concerns and questions.
	Be sensitive to background noises, tone of voice – panic, distress, sleepiness
QUESTIONS	If you don't know the answer, find out and call back.
CONSISTENCY	Return your calls.
	When you say you'll call back, do it.
	Contact your FRG leader after every phone tree message.
OBJECTIVITY	Stick to the facts.
	You are helping the family member; focus on that.
REFERRALS	Remember, you do not "know it all" and that's okay!
	Let the available agencies do their job.
SAYING GOODBYE	Be polite, tactful, and diplomatic.
	Summarize any decisions made or commitments to call back. Write them down.

Receiving a Call

The ultimate compliment you can pay another person is "being-in-the-present" while interacting over the phone or in person. To facilitate this connection, remove as many distractions as possible. This enables you to really listen. Below are five steps in handling routine calls:

Greeting - Greet families in a genuinely upbeat, positive manner. Note, **90%** of calls are initiated by the Key Contact.

Record Keeping - Request identifying information and record on Contact Log.

Nature of the Call -

Identify the need or problem - If a call is received, to begin to identify the caller's need, use a phrase like "How can I assist you?" or "What can I do for you today?" to lead the caller into discussing the reason for the call. Good listening skills really come into play when trying to figure out why someone is calling. Tips for good listening include:

- Focus on what the person is saying or perhaps not saying
- Listen to the voice intonation and, if in person, pay attention to their nonverbal communication
- Be nonjudgmental
- Show empathy (example: "I understand that you're frustrated because _____ is happening")

• Ask questions to clarify what the caller is saying

• Paraphrase what the caller said to check your understanding of what he or she needs

Take action - Once you understand the situation, take action by making the referral.

• Determine if the caller has already contacted another agency

• Explain the agency or service, any documents the agency or service needs, and what will happen once the person makes contact (*too many referrals may be confusing*)

• Don't be afraid to take time to think about a referral. It's permissible to tell the caller that you'll do some research and call back, unless the safety of an individual is at stake.

• Make sure the caller knows what to do next. Follow up to insure resolution or provide more assistance. Ask the caller if he or she has any questions. Confirm the caller has the correct information and understands the next steps to be taken. Never make specific promises regarding an agency's services.

Closing - Provide an "open door" policy for families to call. One may need to be cautious with repeat callers. If a spouse or family member seems to be calling on a regular basis (ie; daily, weekly) refer the caller to your chain of command. You may close by saying, "Call me if you need anything else." If you need to follow up, let the caller know when to expect your call.

Follow Up as Needed - The Key Contact may want to follow up in a few days to see if the caller was able to get the service or if another referral is needed.

ROUTINE CALLS

Information Calls - Information calls are the most common type of routine call. Callers will usually have questions about types of services available in the community, through the National Guard or on post, hours of operation, address/location, etc… For example, a spouse may call with a question about Army Community Service, financial assistance, or a local National Guard Family Assistance Center (FAC).

IMPORTANT: If you don't know the correct answer to a question--say so. Don't guess! Follow up soon after with accurate information.

Complaint/Grievance Calls - In this type of call, someone generally complains about a service. People may call the Key Contact because they've already tried normal channels with little success. The Key Contact can work with that person through the chain of command and/or installation agencies to resolve the problem.

Recurring Calls - Spouses may call repeatedly because they are lonely or have something they want to complain about. Some common calls are problems with children and missing their geographically separated spouse. The Key Contact may need to be firm, but kind, when

handling these calls. A suggestion is to politely inform the caller there is a routine time limit (i.e., five minutes) to phone calls to protect the Key Contact's family time. If the problem appears to be loneliness, an option is to arrange for another spouse in the unit to act as a "phone buddy." Do not hesitate to refer them to the chain of command for follow-up.

Service Request Calls - Service request calls are, "I need a babysitter" or "I need a ride to the doctor's office." Although emergencies do happen, these are generally not the kind of services the Key Contact provides.

Whatever the type of call, it's important for the Key Contact to understand why the person is calling and what kind of referral is needed.

Crisis Intervention

Not all calls will be routine. Other types of calls are:

- Crisis (personal or family)
- Emergency (life-threatening)
- Suicide (threats of personal harm)

The Key Contact is not a trained counselor! The goal in these calls is to make the appropriate referral as quickly as possible. Based on the situation, immediately contact emergency services, 911 and then notify the Unit Commander, First Sergeant, or FRL. Maintain contact with the individual until help arrives. Check with leadership on appropriateness of follow-up.

Crisis Calls

A person may call for several reasons, including:

- Unit accident with fatalities
- Chronic illness
- Marital and Family distress
- Financial difficulties
- Miscarriage
- Loss of Family Member

People describe a crisis differently! For example; to some, a dead car battery is a crisis. For you that situation may a hassle or a headache, but not a crisis. Keep in mind the caller may be overwhelmed by emotion. The caller may experience a range of feelings:

- **Anger** – a common emotion which may be expressed overtly or covertly. The anger is normally directed at another, turned inward and, if not resolved, may result in depression.
- **Helplessness** – manifests itself when an individual feels unable to cope or has nowhere to turn.
- **Anxiety** – a combination of worry and uncertainty. Anxiety is a normal response to challenging situations, but when it gets out of hand, anxiety can lead to confusion, poor judgment, questionable decisions, and self-defeating behaviors. It can immobilize a person.
- **Lowered self-esteem** – the person doesn't feel competent to respond appropriately.

Listen. Let the people involved speak. Be sure that you hear how they see the problem and what they expect from you. Descriptively verbalize what you hear and what you see happening; do not be critical.

Remember that the person who sought your help is important, even if they are talking on behalf of someone else.

Work with the person that has asked you for help.

You are a listener, a referral agent, and perhaps a friend. You can help by listening carefully and making suggestions only when the person cannot think of alternatives. Do not give advice or assume responsibility for the person's problems or life. The goal of crisis intervention is to allow the individual involved to become responsible for themselves and the consequences of their actions. Work toward clarification of the situation.

Don't be over-active. The tendency is to talk a lot and offer a great deal of help in the form of possible solutions. Try not to become absorbed with historical excuses and reasons for present problems. Focus on what is happening now, and permit the person to explore what could be done to change it.

Let the person with the problem take the lead. Often the person wants and needs to talk the problem out.

Be empathetic and identify feelings. Is the person depressed, frustrated, angry? Encourage the person to talk on a feeling level. If caller is overwhelmed by emotions, advise that these feelings are normal when facing challenging events. Be sure to gauge caller's emotional state. Make a referral immediately. Allow unit leadership and other professionals decide intervention referral services.

When dealing with Family crises, give equal attention to each Family member, whether they are adults or children.

When referring someone for additional assistance, be specific. Tell them where to go, when to be there, and who to see. If possible, give them a name and number of a specific person to see. Follow-up to be sure that the necessary service was provided.

Remember also that the concept of crisis is relative. One person's crisis may be an ordinary event to someone else. Maintain your objectivity and do not over-identify with the caller. The Key Contact is not responsible for another person's crisis or individual's refusal to take action.

Emergency Calls

An emergency call is often a life-and-death situation involving a serious or terminal illness, injury, or death. Immediately contact emergency services (e.g., 911, MPs, etc.,) and then notify the Unit Commander, First Sergeant or FRL. The Key Contact needs to be sensitive to feelings involved and facts of the situation. Remain positive and assure the caller of immediate and competent assistance. The referral should be very specific.

Suicide Calls

Tips for handling emergency calls also apply to suicide calls. In each of these calls, the Key Contact has mandatory reporting obligations. Take immediate action to inform the appropriate authority. Contact established emergency response numbers.

Other contingency intervention tips are:

- Always take the threat of suicide seriously
- Don't make promises that everything will be all right
- Get the person's name, location, and phone number in case he or she hangs up
- Get help. Try to keep the caller on the phone while someone else calls the police. If another person is in the house with you, give him or her a note to phone for help.

Communication Tips

- Be compassionate and show genuine concern. Communicate empathy, not sympathy.
- Be comfortable with individual's anger and intense emotions. It is an appropriate response to stress.
- Listen patiently and nonjudgmental. Allow individuals to talk about and vent their feelings.
- Be patient. Resiliency is a process that takes time.
- Allow for diversity in how people respond and cope. Accept reactions as normal.
- Let people grieve in their own way; however refer to clergy, counseling service, mental health agency, or support group when grieving becomes unhealthy.
- Respect religious and cultural beliefs.
- As non-mental health professionals, do not attempt to diagnose.
- Help Families strengthen problem-solving (e.g., how to seek information and help from others) and decision-making skills.
- Provide information on warning signs and available resources.
- Connect Families to other people.
- Encourage Families to participate in projects that help others.
- Do not provide same intervention to all, but tailor to needs. Keep in mind that those who are resilient may not need intervention.
- Breathe

Email Guidelines

E-mail is a great way for Family Readiness Groups to communicate quickly with members. It is an alternative system to weekly phone calls. Participation for must be voluntary. E-mail can be used very similar to the FRG phone tree depending on each individuals preferred method for communication to notify group members of upcoming meetings and social events. Members of the FRG may not e-mail for their own financial benefit such as for sales or solicitations.

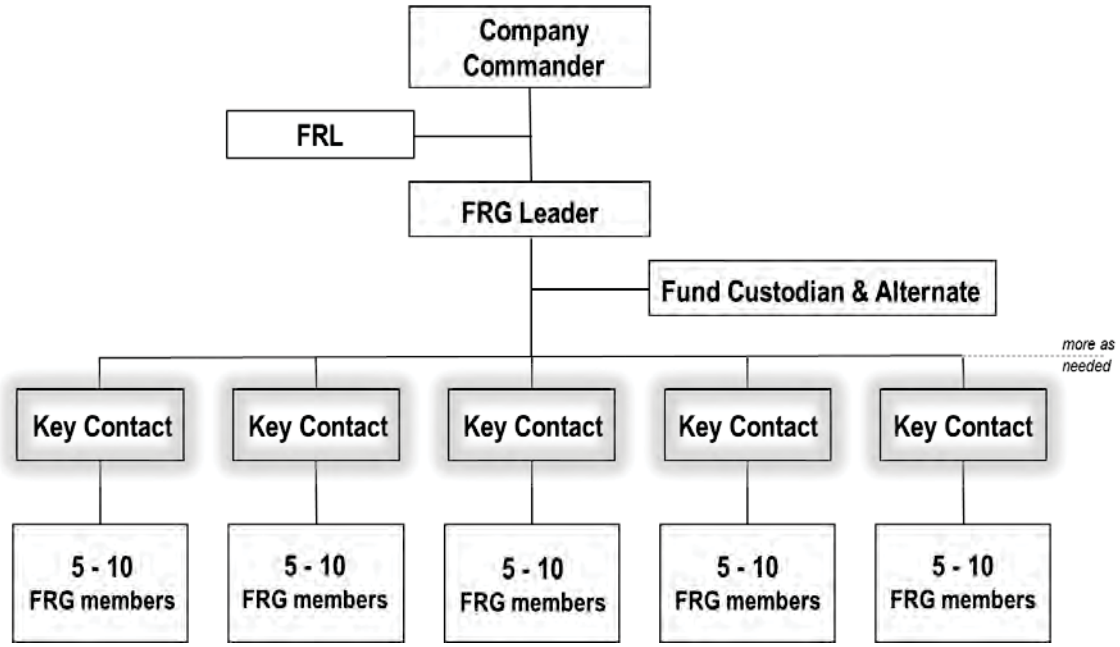
TIPS FOR EFFECTIVE FRG EMAIL COMMUNICATION

- Put recipients in the “BCC:” field so that they remain anonymous
- Use a meaningful and relevant “Subject” line that reflects the content of the message
- Be concise and to the point
- Respond and forward on information swiftly – Especially when information is time sensitive
- Answer all questions, and pre-empt further questions
- Use proper spelling, grammar and punctuation
- Do not write in CAPITALS
- Do not use email to discuss confidential information about Soldiers and Family members
- When forwarding an email, unless stated, remove the personal information from the original author and any other information that is not relevant to your audience. This will help to personalize the email
- Try to quote from the original message when relevant. You can break the quoted message down into paragraphs and comment on them individually to make it clearer
- When using an acronym for the first time spell it out i.e. Family Readiness Group (FRG).
- Only use acronyms if you are positive the recipient is familiar with their meaning.
- Use emphasis where it is useful to do so. If your email system does not allow bold or italics, a common convention is to use a *star* on either side of the word you want to stress
- If attaching a document, first convert it to a PDF format, as everyone can open this type of document. In the body of the email explain any attachments
- Be careful when replying to mailing list messages, or to messages sent to many recipients. Are you sure you want to reply to the whole list?
- Proof read the email before pressing send
- Include a brief signature on your email messages to help the recipient understand who it is from, especially if you are dealing with someone you do not know very well
- Military Etiquette – When emailing Command sign your email with “Very Respectfully”
- Always be polite. Terseness can be misinterpreted.
- Be patient, especially with inexperienced email users. Give people the benefit of the doubt. While you are familiar with email etiquette, it doesn't mean that they are.

Text Messaging Guidelines

Text messaging has become a common means of daily communication and is a great alternative to phone calls within the FRG depending on individual preferences. Participation for must be voluntary and may be used very similar to the FRG phone tree. Text messaging should be used very cautiously and is not for every situation.

- Text messaging should not be used in place of a detailed e-mail or phone call.
- Do not use group messaging. This way all recipients remain anonymous.
- Be concise and to the point
- Be sure to send messages only at appropriate times of day. Do not send messages in the middle of the night. Set boundaries on hours you will reply to messages.
- Do not discuss confidential information about Soldiers and Family members, provide bad news or OPSEC information in a message.
- Respond and forward on information swiftly – Especially when information is time sensitive. Do not wait until the last minute to send a message.
- Use proper spelling, grammar and punctuation. Double check spelling when using the voice-to-text feature.
- Do not write in CAPITALS
- Do not reply to a message with one word.
- Only use acronyms/ abbreviations if you are positive the recipient is familiar with their meaning.
- Not all abbreviations are appropriate for official information. Examples to not use, “LOL”, “BTW”, “CU”, “NRN”.
- Do not use emoji’s.
- Be sure that the recipient knows who the message is coming from, especially if you are dealing with someone you do not know very well.
- Always be polite. Terseness can be misinterpreted.
- Be patient, especially with inexperienced users. Give people the benefit of the doubt. While you are familiar with text messaging etiquette, it doesn't mean that they are.



SAMPLE Roster of Assigned FRG Members

FRG Member Name	Home Phone #	Office Phone #	Cell Phone #	Email Address	Emergency Contact (Friend/Neighbor)	Emergency Contact Phone #

UNIT INFORMATION

FRG LEADER: _____ PHONE NUMBER: _____

EMAIL: _____

COMMANDER: _____ PHONE NUMBER: _____

EMAIL: _____

1SG: _____ PHONE NUMBER: _____

EMAIL: _____

REAR DETACHMENT COMMANDER: _____ PHONE NUMBER: _____

EMAIL: _____

STAFF DUTY PHONE NUMBER: _____

CHAPLAIN: _____ PHONE NUMBER: _____

EMERGENCIES – IF YOU CANNOT REACH THE UNIT,

CALL THE BATTALION STAFF DUTY OFFICE: _____

CONTACT FORMS

Name: _____ **Sponsor's Name/Rank:** _____

Physical Address: _____

Mailing Address: _____

Housing: ☐ On Post ☐ Off Post **Housing Area:** _____

Phone Home: _____ Work: _____ Cell: _____

Email Home: _____ Work: _____

Place of Employment: _____

Usual work hours/days: _____

Call at Work: ☐ Anytime ☐ Critical Information Only

Family in the area? ☐ Yes ☐ No

Best time and form of communication: _____

_____

Who would most likely know your whereabouts if you go out of town?

Name: _____ Relationship: _____

Phone Number(s): _____

Birthday: _____ **Anniversary:** _____

Children:

Name	Age	Birthday	Comments

Pet(s): _____

CONTACT LOG

FRG Member NAME:	**Home Phone #:** **Work Phone #:** **Cell Phone #:** **OTHER:** **Email:**
NOTES:	

Day: _____ Date: _____ Time: _____

_____ FRG meeting reminder **_____ Fundraiser/event reminder**
_____ Greeting/introduction **_____ Other**

NOTES:

Day: _____ Date: _____ Time: _____

_____ FRG meeting reminder **_____ Fundraiser/event reminder**
_____ Greeting/introduction **_____ Other**

NOTES:

Day: _____ Date: _____ Time: _____

_____ FRG meeting reminder **_____ Fundraiser/event reminder**
_____ Greeting/introduction **_____ Other**

NOTES:

Day: _____ Date: _____ Time: _____

_____ FRG meeting reminder **_____ Fundraiser/event reminder**
_____ Greeting/introduction **_____ Other**

NOTES:

COMMUNICATION LOG

DATE	NAME	ACTION/ISSUE	√ EMAIL	√ IN-PERSON	√ TELEPHONE	√ MESSAGE

Helping a Distressed Person

Log call or visit on the POC Problem Resolution Form

Is the caller exhibiting extreme feelings?

No → Determine the problem and actions to be taken.

Yes → Attempt to Calm Her/Him

Attempt to Calm Her/Him

1. Maintain your composure—be calm and understanding.
2. Reassure him/her that help is available.
3. Keep him/her talking.
4. When he/she is calm enough, proceed.
5. If he/she cannot be calmed in 10 to 15 minutes, offer to call or refer him/her to a chaplain. If possible, get the person's agreement *first.*

Determine the problem and actions to be taken.

Ask, "How have you tried to solve this problem?"

Administrative Issues

Financial?
Legal?
Auto?
Housing?
Medical?
Emotional?
Sexual Harassment?

Yes → **Refer to appropriate agency.**

Personal Issues

Marriage?
Juvenile?
Depression?
Spiritual?

Yes → **Refer to chaplain.**

Crisis/ Emergency Issues

Death?
Injury?
Illness?
Suicidal?

Yes → **Call authorities *NOW!***

None of the listed problems?

Yes → **Use common sense.**

Be sure to log all key details on the POC Problem Resolution Form, and report any crises or emergencies to the FRG leader or commander.

POC Problem Resolution Form

Name				
Address				
Date of Contact	Time	Contact Phone	(Hm)	(Wk)
Sponsor Information				
Name		Unit		
Rank		Location		
Nature of Emergency (include who, what, when, where, etc.):				
What help do you need?				
ACTION:	Who Called?		When?	
Police called?				
Ambulance?				
Fire Department called?				
Red Cross called?				
Transportation?				
Food?				
Lodging?				
Money?				
AER called?				
Emergency Child Care?				
Referred To:				
Follow-up Required?				

POC Signature :	**Date:**

Telephone Contact
Checklist

The following is a checklist you can use for your first telephone contact with a spouse:

- ❑ Hello, this is_____. May I speak to_____?
- ❑ State that you're a Key Volunteer.
- ❑ Explain what the Key Volunteer Program is and the tasks you do.
- ❑ Ask if the address you have is correct.
- ❑ Fill out the Unit Family Contact Sheet, if possible.
- ❑ Relate any unit news/invite them to any upcoming unit and base events.
- ❑ Give them your phone number (and/or e-mail address).
- ❑ Let them know you can assist them by offering resource information and referrals. (You also have access to the Chain of Command, Chaplain and Airman & Family Readiness Program Manager for military-related concerns).
- ❑ Ask if they have an alternate contact phone number.
- ❑ Ask them if they mind a follow-up call or if they'd prefer to be contacted via e-mail.
- ❑ Provide personal information about how long you've been in the area, etc. This will relax the person on the other end and give you a discussion lead-in for the next call or contact.

Newsletters Guidelines

Getting Started (Excerpts from USAR 608-1)

Newsletter content is official when it is educational, promotes unit cohesion and is related to the unit mission, Family programs, and Family and unit readiness. Be sure to include something for everyone: Soldiers, Retirees, and all Family members including parents and youth. Think of what a single Soldier might want to read in addition to a married Soldier with children.

Commanders are responsible for determining the type of information their Soldiers and Families need to know. ***Use the following guidelines to determine whether the content of FRG newsletters is official:***

(1) Information related to unit mission and readiness, including Family Readiness, such as information related to FRG activities in support of annual training, pre-mobilization briefings, deployments, and welcome home and reunion ceremonies.
(2) Information that is educational in nature, designed to promote informed mission-ready Soldiers and resilient Families.
(3) Chaplain-sponsored programs and activities, such as Strong Bonds events.
(4) Education and training programs.
(5) Information on local civilian social service agencies that provide various services.
(6) Contacts for veterans' service organizations that offer guidance and support.
(7) Information regarding activities for Soldiers and Families that promotes unit cohesion and helps strengthen the ongoing esprit de corps among Family members and the unit, such as Family Day activities.

Newsletter subjects.

- Commander/First Sergeant's Column.
- Deployment cycle issues.
- Volunteer information, accomplishments, opportunities, recognition and training.
- Family Sponsorship, New Family Orientation, Telephone/E-mail Chain and Family Day activities.
- Space Available Travel, Army Family Action Plan, Army Family Team Building and FRG Training.
- Advertise Family Programs.
- Each newsletter should solicit items for the next newsletter. Remember to give credit to the author by referencing sources.
- Army and Air Force Exchange Service (AAFES), Commissary, benefits and entitlements, common acronyms, Family Care Plans, emergency phone numbers, activity pages for children, unit history, mission, and hails and farewells.
- Other resources such as the Chaplain, Child Care, and Youth Activities

Designing the Newsletter

Heading. The heading will contain the name or title of the newsletter indicating the contents and purpose, name and address of the activity, issue number (issues are numbered consecutively on a calendar or fiscal year series) and the date of publication. Decorative headings are authorized if printed in the same color of ink used for the text. Headings should capture the interest of readers and should be limited to not more than 7 words.

Content and Format.

- The content must be official and may be directive, instructional or administrative in nature.
- No information that conflicts with policies, procedures or position of the Department of the Army will be used.
- Avoid religion, politics, and any other subjects that may cause controversy. Keep articles short.
- Every newsletter should be consistently formatted with clearly defined sections that are well presented.
- The FRG newsletter must be typed and proofread for spelling and grammar. The preferred method for e-mail is as a Word document.
- Use action words.
- Information on fundraising, other than those of the unit's FRG, is also prohibited. For example, if the FRG has discount coupons to a park such as Disney World, the name "Disney" cannot be advertised; but it can state that coupons are available to a major theme park.
- It is suggested that the last page of the newsletter be used as a mailing page as this eliminates the need for envelopes. To accomplish this, the top half of the last (back) page should contain any repetitive information that is routinely published, such as FRG volunteers, unit personnel and the distribution listing. The lower half of this page should read as follows: On the left margin just below the center of the page, type the name of the FRG, the unit and the unit's mailing address followed by the words, "Official Business" in bold letters, only if the newsletter qualifies to be sent using appropriated funding. In the center of the lower half of the page, mark a space for the mailing label.

Authentication. The commander or FRL will authenticate newsletters prior to publication. Content must be official and have the commander's signature block.

Printing and Distribution. Recommend using the e-mail tree for distribution of newsletters and other informational materials. When printing the newsletter, it will be in only one color ink and printed on paper stock (any color). Colored paper stands out and is more likely to be read. Always forward an electronic copy to the servicing Family Programs Office.

Mailing List. Information from the Family Information Data Sheet, USAR Form 107-R, should be used to establish a mailing list. The newsletter will be distributed via mail or e-mail as determined by the subscriber's wishes. Regular contact with the FRSA and FRL will also provide updates for the mailing list. Until the name of the Family member designated to receive FRG information is obtained, address newsletters as follows: to "the Family of SPC Joe Soldier."

Newsletter subjects.

- Commander/First Sergeant's Column.
- Deployment cycle issues.
- Volunteer information, accomplishments, opportunities, recognition and training.
- Family Sponsorship, New Family Orientation, Telephone/E-mail Chain and Family Day activities.
- Space Available Travel, Army Family Action Plan, Army Family Team Building and FRG REAL Training.
- Advertise Family Programs.
- Each newsletter should solicit items for the next newsletter. Remember to give credit to the author by referencing sources.

Editing
When materials have been gathered for the coming edition, it's time for the newsletter committee to decide what will be included. The selected feature articles, together with photos, artwork, and captions, are ready to go to the talented and experienced editorial staff for careful reading and editing. They will examine each article for readability, substance, organization, style, and correctness. They will also correct any problems with scope, development, coherence, tone, voice, grammar, spelling, and punctuation. When they are finished, produce a clean copy, proofread, and then start laying out the newsletter.

Copyright Laws
The newsletter committee needs to be aware of current copyright laws. Be careful when quoting from published works. Copyright law protects original material such as books and novels, poetry, recorded music, sheet music, photographs, and anything that exists as a tangible medium.. Printing any portion of an author's published or unpublished work is a copyright infringement and subject to lawsuit. Permission to quote from any of the above named items requires permission from the author. Simply giving the author credit does not protect you from copyright infringement.
Some material falls into the category of public domain, for example, facts discovered in the course of research. You are free to use this kind of information as long as you express it in your own words.
Under the fair use rule of copyright law, you may make limited use of someone's work without getting permission. This includes excerpting from a work to use in a review or criticism, summarizing an article with short quotes in a news report, and limited photocopying for non-profit education purposes. For more information, check the *Law for All* website at: www.nolo.com.

Proofreading, Illustrations, Final Copy, and Paste ups
Once satisfied with the layout, the editors should proofread the newsletter again, correct any remaining errors (mostly cosmetic), and complete the newsletter. Also, scan and place photographs and graphics, and make sure the captions are in the correct locations, with the correct fonts. After another proofreading or two, consider any paste ups needed; some items may not scan well, so you may have to crop (trim) and paste them on the sheets with a glue stick. Make a few clean photocopies of the complete newsletter and take a copy to the FRG leader and commander for a final look. Any last changes should be purely cosmetic.

At this point, the manuscript is in camera-ready form. The newsletter chairperson and one or two editors should perform a final check of the layout, fonts, alignment, continuations, illustrations, captions, etc. Finally, read through the newsletter again to be sure it is free of errors.
The original copy of the newsletter can then go to the commander for a last look and signature on the last page.

Publishing the Newsletter
The policy for reproduction of newsletters varies from installation to installation. FRGs need to research local requirements. Reserve FRGs should follow the guidelines in USARC Regulation 608-1.

Distributing the Finished Newsletter
When the print job is complete, the newsletter committee will need to fold the copies and affix mailing labels. Computer-generated labels for the FRG members will save time and effort. Consider emailing the newsletter to help reduce the cost of mailing!

Electronic Distribution of the Newsletter
Many families have internet service and with new technology has come the opportunity to offer the newsletters over e-mail in a file format referred to as a Portable Document File (PDF). The capability to convert the completed newsletter to PDF is a standard feature in many of the newer software publishing and word-processing programs.

When using electronic distribution lists <u>always send using the"bcc" line</u>.

FRG Newsletter Assessment Questionnaire

The following questions will provide a quick evaluation of the status of your FRG newsletter. This will help plan the next steps in developing an effective newsletter.

FRG Newsletter Quality

Find copies of the last 4 issues of the newsletter and use them to answer the following questions.

1. What is the current status of your Unit's Family Readiness Group newsletter?
   _____ Not currently being done
   _____ Produced, but not on a regular basis
   _____ Produced regularly as scheduled

2. What topics are regularly included in the newsletter?

   _____ Family Finances (money management, record keeping)
   _____ Parenting
   _____ Consumer Concerns
   _____ Deployment preparedness
   _____ Reunion plans and activities
   _____ Community resources
   _____ Benefits
   _____ Health Care (TRICARE options, military treatment facilities)

3. Do all the issues include an update from FRG or Unit Leadership?
_____Yes, list title of leadership role_____ _____ No

4. Is there unacceptable content such as advertising, religious or political material in the newsletter?
_____ Yes _____ No

5. Does the newsletter content observe copyright law requirements? For example, authors have obtained permission to use other's material and provide appropriate credit to the original source.
_____ Yes, copyrighted material is used correctly
_____ Not currently being done. Copyrighted material is used incorrectly

6. Does the newsletter heading include the date, volume, issue number?
_____ Yes _____ No

7. Is the layout easy to read and follow?
_____ Yes _____ No Why not? _____

8. Does the newsletter have a Commander's review and signature?
_____ Yes _____ No

9. Is there an electronic version of the newsletter?
_____ Yes _____ No Why not? _____

Newsletter Production

10. Is there a production schedule for writing, editing, and layout, then printing and distributing the newsletter? _____ Yes _____ No; Does the schedule seem reasonable? _____ Yes _____ No

11. Are there procedures for maintaining and updating the mailing list?
_____ Yes _____ No

12. Is the newsletter produced at least quarterly when the Unit is at home and monthly when soldiers are deployed?
_____ Yes _____ No How often? _____

13. Do those who work on the newsletter have the equipment and support to produce the newsletter?

_____ Computers
_____ Appropriate software for production
_____ Ability to manage mailing lists and mailing labels
_____ Equipment for copying
_____ Other needs _____

Volunteer Newsletter Committee

14. Is there is Newsletter Committee Chairperson?
_____ Yes _____ No

15. Are there additional volunteers on the newsletter committee? How many? _____

16. Do the committee members have the necessary skills?

_____ word processing
_____ page layout and design
_____ mailing list organizational skills

17. Are there methods for recruiting newsletter committee members?
_____ Yes _____ No

18. Do the newsletter committee members have knowledge of reimbursement for their expenses?
_____ Yes _____ No

Article Title 1

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Article Title 2

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Article Title 3

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Inside This Issue

Article 1	1
Article 2	1
Article 3	2
Article 4	2
Article 5	3
Article 6	3
Article 7	5

Article Title 4

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Article Title 5

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Article Title 6

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Article Title 7

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Article Title 8

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Points of Contact

Command:

Phone:

Fax:

Email:

Soldier + Family Readiness = Mission Readiness

"Quote" – MAJ Smith

Social Media and FRGs

Social Media Platforms

The Army has developed specific guidelines for the use of social media; FRGs are required to follow these guidelines. All information presented here can be found the Army Social Media Handbook, 2016.

Social media includes social networks, online communities, blogs, wikis and other online collaborative media. The Army identifies the following platforms as social media:

- Facebook
- Twitter
- Flickr
- YouTube
- Google
- Blogs
- Pinterest
- Slideshare

Any social media platform used by FRGs must follow DA policies

The Army recognizes that social media is a large part of the virtual landscape and that it offers an opportunity to connect with Soldiers, Civilians and their Families in a way never before realized. For many FRGs they have become a large part of how leadership communicates with the FRG membership and keeps them informed. As the Army's social media presence has grown so has a need for Department of Army policies. Whether you realize it or not there are 100s if not 1000s of social media platforms that are considered Social Media.

Many platforms have different usage purposes. People are sharing, blogging, discussing, networking, gaming and publishing in the social media world. When leveraged properly they can be a great asset to an FRG, but the FRG needs to have a plan and strategy for how they will use the platforms available to them to have the greatest impact on their membership.

Social Media and the FRG Mission

The main mission of the FRG is to keep FRG members informed – social media has the capability to do this in a limited capacity.

Social Media CAN support:

- Orienting Families to the community
- Providing updates on community and social events
- Keeping Families connected
- Providing information on community resources
- Command messages on safety and generic topics

Social Media can NOT support

- Information on unit mission
- Information on deployments
- Personal Identifying Information
- Command messages on specific unit activities
- At Risk Family support

Army Social Media Policy

- Obtain command approval
- Categorize as a government page
- Branding across all social media platforms
- Acknowledgement of “official page”
- Must be updated regularly
- Contact information with military e-mail
- Must include posting guidelines
- Administrative training
- Registered through the US Army

Getting Started

- ❑ Develop a social media outreach plan
- ❑ Make sure you understand Army social media policies: www.slideshare.net/usarmysocialmedia
- ❑ Review other Army social media sites
- ❑ Identify who will be the site administrator(s)
- ❑ Develop standard operating procedures
- ❑ Develop a posting policy that is shared on the page
- ❑ Set up the site
- ❑ Register the site – www.army.mil/socialmedia
- ❑ Maintain the site – Post a minimum of every 30 days

Required Training

Site Administrators must take the following training in order to maintain social media sites for Army organizations:

- ✓ OPSEC for EOP Operators: https://iatraining.us.army.mil/
- ✓ DISA Social Networking: http://iase.disa.mil/eta/sns_v1/sn/launchPage.htm

Social Media and Operational Security (OPSEC)

Maintaining operational security on social media is critical to ensuring Soldier safety and mission assurance. As well, personal security needs to be considered. Site administrators are responsible for ensuring that all posted items on the social media site do not violate OPSEC or PERSEC. When a page allows for users to comment it can be a great way to network and share information, but it can also be a security risk. Information shared on social media sites should be information that is already known to the public. Consider posting meeting locations on a secured site such as vFRG and providing the link rather than broadcasting this information on unsecured sites.

Operations security should ALWAYS be the primary concern when using social media

Communicate to users that posting sensitive information can be detrimental to Soldier safety

Monitor site for OPSEC regularly

Ensure information posted has no significant value to the enemy

Do not speculate on future missions

Authorized Postings

Authorized social media postings are to be information in nature as well as somewhat generic. It is important to remember that the enemy is able to piece together information gathered from various sites. The rule of thumb is if you wouldn't post it in your yard don't post it on social media.

- ✓ Pride and support for service, units, specialties and service member
- ✓ Generalizations about service or duty
- ✓ General status of the location of a unit
- ✓ Any other information already in the public domain from credible sources

Social Media by the Generation

Millennials

- Digital Natives
- 89% usage rate
- 75% Facebook
- 37% Twitter
- Self-Promotion
- Networking
- Anxiety
- Interface real and virtual

Generation X

- Digital Adapters
- 78% usage rate
- 63% Facebook
- 25% Twitter
- Social
- Research
- Pleasure
- Connect real and virtual

Baby Boomers

- Digital Immigrants
- 60% usage rate
- 40% Facebook
- 12% Twitter
- Family
- Connectedness
- Nostalgia
- Separate real and virtual

It is important to understand generational difference when it comes to the use of social media.

Right now the Army has millennials, generation X, and Baby Boomers in its ranks. Each generation comes with a different set of skills and ways they use technology. While millenials are digital natives, having grown up always knowing technology, baby boomers are considered digital immigrants, who have to learn the rules and ways of social media in order to use it effectively and be technologically savvy.

All generations have a presence on social media, but even the millennials do not have a 100% usage rate on the most popular social media site, Facebook. This means that social media cannot be the only form of communication or outreach that an FRG does for its membership – traditional forms of communication including telephonic and letters are still needed, accepted, and appreciated.

While more millenials are on twitter, the most tweets come from baby boomers. Generation X uses twitter as a way to remain informed about events while baby boomers have complete conversations on twitter. Millennials are using twitter as a form of self-promotion, which is how they utilize most social media. Millennials are more likely to have a broad network of both people they know in real life as well as those they have only connected with virtually. They are more likely to go to their social network to get questions answered than any other generation. Generation X uses social media to be social with friends and family, they will use social media as a starting point for more in

depth research, but will turn to more traditional tools, such as research journals, media outlets etc. to get questions answered. Baby boomers, on the other hand are using social media to be connected to family, in particular children and grandchildren who may not live nearby.

Millennials indicate that social media and the constant connectedness creates anxiety – they are afraid if they aren't constantly checking their various accounts that they will miss something, while generation X indicates that social media is pleasurable and baby boomers find it nostalgic as they connect with old friends and post throw back pictures.

Ultimately, millennials are able to interface their real world with their virtual world – to them there is no difference – the virtual allows more people to be involved and interact with one another and they can move seamlessly between to the two. Generation X uses social media to connect to their real world friends and family while they are apart, but the two are not completely interfaced, while baby boomers continue to have a separate real world and virtual life – they do not feel the need to post everything they do, check in, or live stream to feel connected.

Information on Generational Use of Social Media gathered from the following sources:

Ahmad, I. (2015). The Generational Content Gap: How Different generation Consume Content Online. Social Media Today.

Loechner, J. (2014). Generational Social Media Behaviors. Research Brief from the Center for Media Research

Generational Differences Chart. www.wmfc.org/uplads/GenerationalDifferencesChart.pdf

Important Links

Army FRG:

https://www.armyfrg.org

Branding:

http://www.army.mil/create

Army Facebook rules of engagement:

https://www.facebook.com/USarmy/info

http://www.defense.gov/socialmedia/user-agreement.aspx

YouTube Government Presence Instructions:

forum.webcontent.gov/?page=TOS_YouTube

Disclaimer Example:

On.fb.me/eulvUR

Example social media strategy:

Goo.gl/3Tmw0

Handbooks, Additional Training, Guidance/Policy:

www.slideshare.net/usarmysocialmedia

Site Registration:

www.army.mil/social-media

Training:

OPSEC for EOP Operators: https://iatraining.us.army.mil/

DISA Social Networking: http://iase.disa.mil/eta/sns_v1/sn/launchPage.htm

Submission Guidelines:

http://usarmy.vo.llnwd.net/e2/rv5_downloads/socialmedia/Registration_Checklist.pdf

Facebook Smart Card

FB 121211_1800

Social Networks - Do's and Don'ts

- Only establish and maintain connections with people you know and trust. Review your connections often.
- Assume that ANYONE can see any information about your activities, personal life, or professional life that you post and share.
- Ensure that your family takes similar precautions with their accounts; their privacy and sharing settings can expose your personal data.
- Use caution when posting images of you or your family. Be aware of your surroundings, to include identifiable locations, military affiliations, and any other personal security vulnerabilities. It's highly discouraged to use geo-location tags.
- Use secure browser settings when possible and monitor your browsing history to ensure that you recognize all access points.

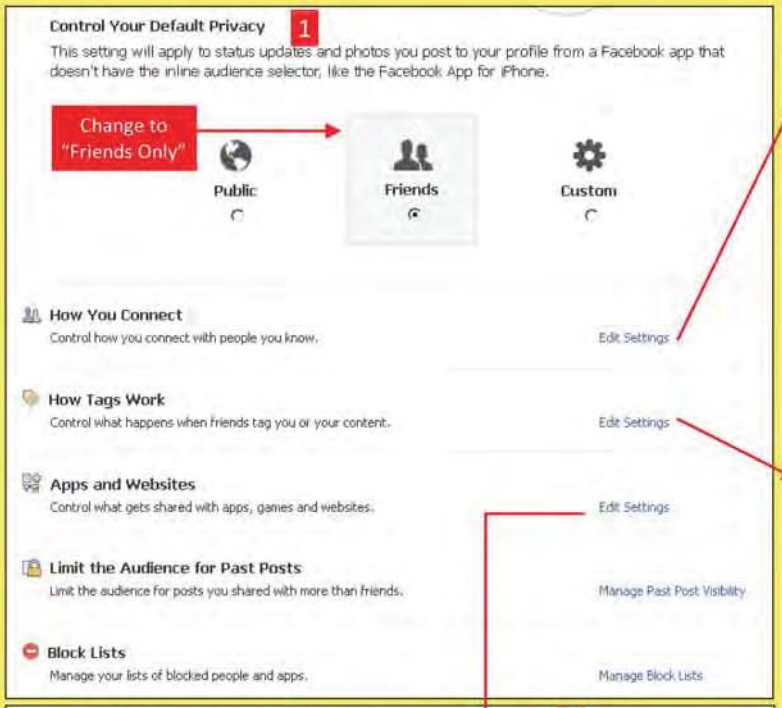
Minimizing your Facebook Profile

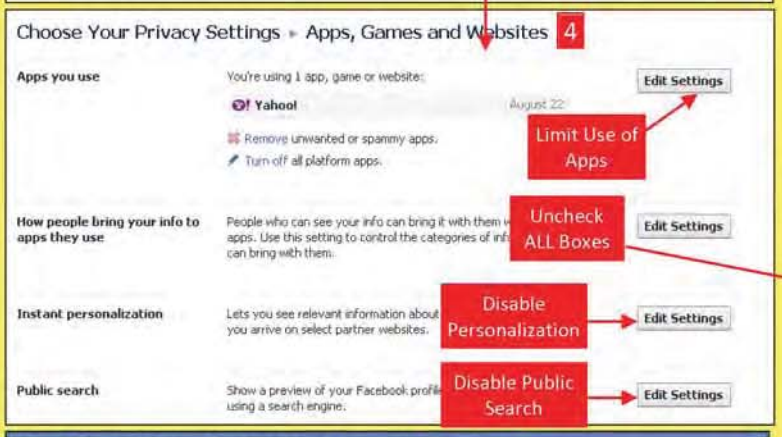
Click to access and edit Profile

Go to **Downward Arrow > Privacy Settings**

Access Facebook Privacy Setting Here

Facebook has hundreds of privacy and sharing options. To control how your personal information is shared, you should use the settings shown below (such as *Only Me*, *Friends Only*) for **(1) Privacy, (2) Connecting, (3) Tags, (4) Apps/Websites, (5) Info Access through Friends,** and **(6) Past Posts**.





Facebook Smart Card

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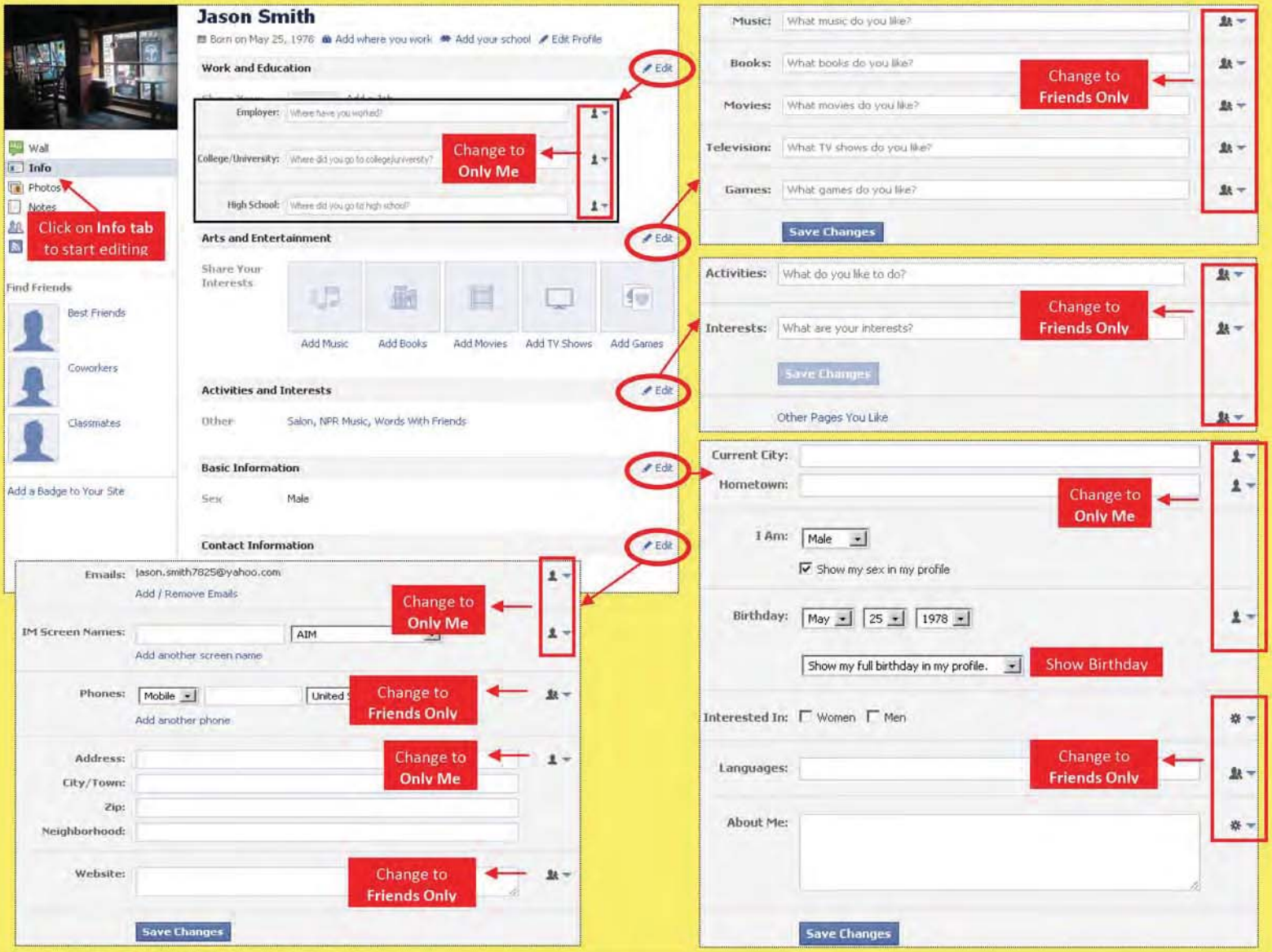
Do not login to or link third-party sites (e.g. twitter, bing) using your Facebook account. "Facebook Connect" shares your information, and your friends' information, with third party sites that may aggregate and misuse personal information. Also, use as few apps as possible. Apps such as Farmville access and share your personal data.

Profile Settings

Apply and save the **Profile** settings shown below to ensure that your information is visible to <u>only</u> people of your choosing.



Deactivating / Deleting Your Facebook Account

To **<u>deactivate your Facebook account</u>**, go to **Account Settings** and select **Security**. To reactivate your account log in to Facebook with your email address and password.

To **<u>delete your Facebook account</u>**, go to **Help Center** from the account menu. Type **Delete** into the search box. Select **How do I permanently delete my account** then scroll down to submit your request here. Verify that you want to delete your account. Click **Submit**. FB will remove your data after 14 days post security check.

Useful Links

A Parent's Guide to Internet Safety	www.fbi.gov/stats-services/publications/parent-guide
Wired Kids	www.wiredkids.org/
Microsoft Safety & Security	www.microsoft.com/security/online-privacy/social-networking.aspx
OnGuard Online	www.onguardonline.gov/topics/social-networking-sites.aspx

Google+ Smart Card

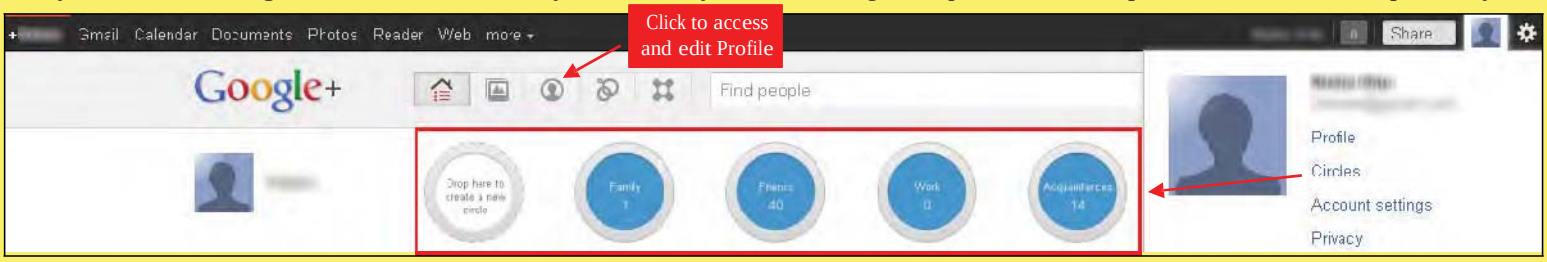
G+ 121911_2000

Social Networks - Do's and Don'ts

- Only establish and maintain connections with people you know and trust. Review your connections often.
- Assume that ANYONE can see any information about your activities, personal life, or professional life that you post and share.
- Ensure that your family takes similar precautions with their accounts; their privacy and sharing settings can expose your personal data.
- Use caution when posting images of you or your family. Be aware of your surroundings, to include identifiable locations, military affiliations, and any other personal security vulnerabilities. It's highly discouraged to use geo-location tags.
- Use secure browser settings when possible and monitor your browsing history to ensure that you recognize all access points.

Managing Your Google+ Profile

Google+ provides privacy and sharing options using **Circles**. Circles are groups that users create for different types of connections, such as family, friends, or colleagues. Content is shared only with circles you select. Google+ requires that users provide real names - no pseudonyms.

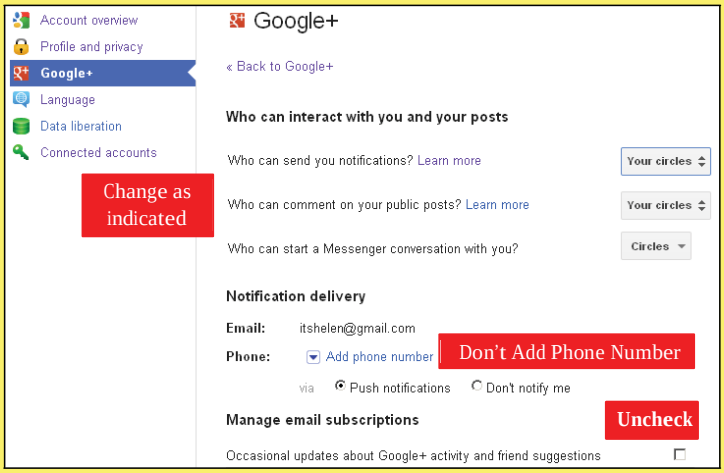


Profile Settings

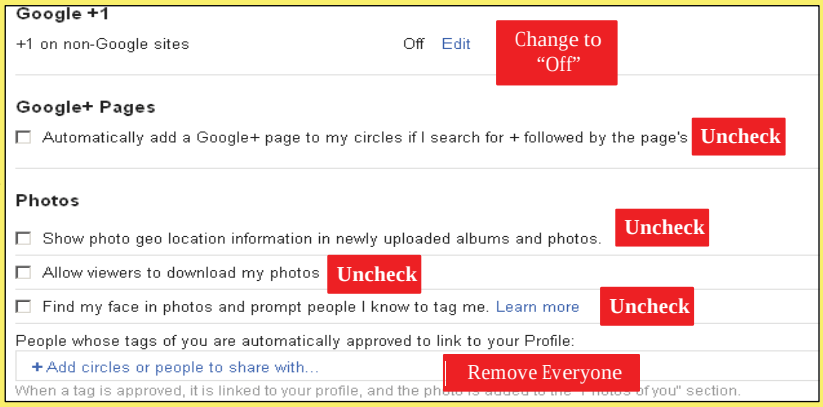
Apply and save the **Profile** settings shown below to ensure that your information is visible to <u>only</u> people of your choosing.

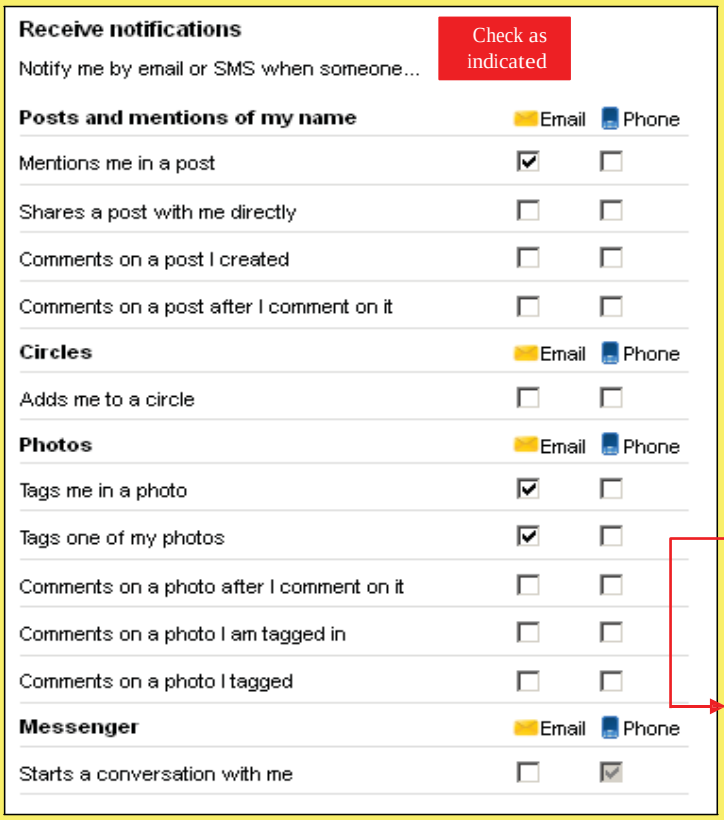
Account Settings & Minimizing Your Activities

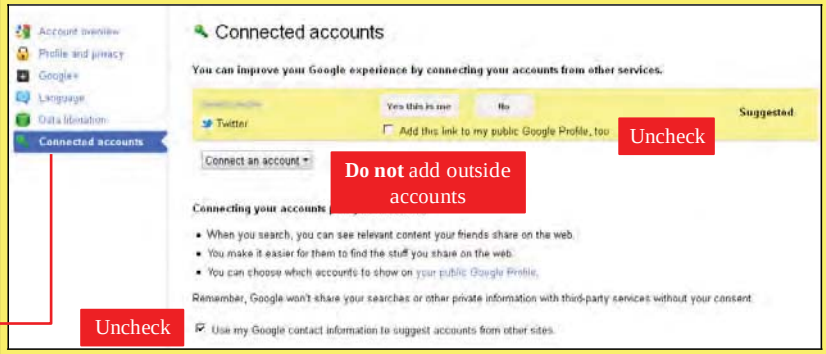
Apply the Account settings shown with arrows below to ensure that your information is shared in a limited fashion.



- Account settings can be accessed under **Account Settings > Google+**.
- Maintain a small Google+ "footprint". Select only important Google+ notifications as shown in the box to the left.
- Limit notifications to email as opposed to text.
- **Do not** connect your mobile phone to Google+ or use the Google+ mobile application, and **Disable +1** on non-Google Websites
- **Do not** allow contacts to tag you then automatically link to your profile
- **Disable** your circles from accessing your photo tags prior to you



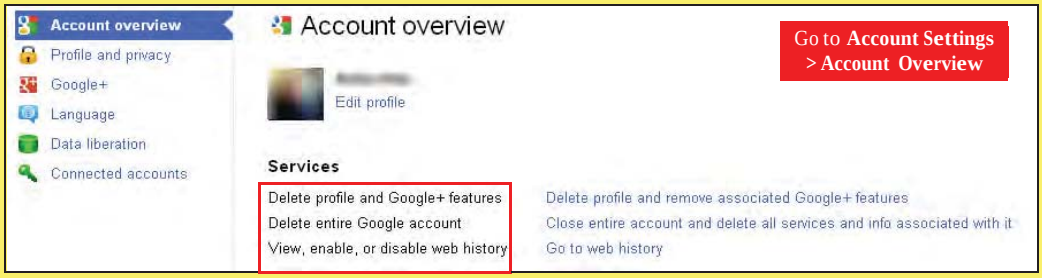




By default, Google+ uses your Google contact information to link your accounts from other online services, aggregating your online identity in one location. To disable this feature:

- Go to **Account Settings > Connected Accounts**
- Click "No" to Google-suggested 3rd-party accounts
- Disable Google+ access to your contact information
- Do not manually connect other online accounts using Google+

Deleting Your Google+ Profile Information or Account



- **Delete Google+ Content** removes Google+ related information such as circles, +1's, posts, and comments
- **Delete your entire Google profile** removes all user data from Google services, including your Gmail
- **Disable web history** to prevent accumulation of your digital footprint

Useful Links

A Parent's Guide to Internet Safety	www.fbi.gov/stats-services/publications/parent-guide
Wired Kids	www.wiredkids.org/
Microsoft Safety & Security	www.microsoft.com/security/online-privacy/social-networking.aspx
OnGuard Online	www.onguardonline.gov/topics/social-networking-sites.aspx

Instagram smart card

Personal safety tips

- Assume that **ANYONE** can see any information about your activities, personal life, or professional life that you post and share.
- Ensure that your family takes similar precautions with their accounts; their privacy and sharing settings can expose your personal data.
- Use caution when posting images of you or your family. Be aware of your surroundings, to include identifiable locations, military affiliations, and any other personal security vulnerabilities.
- It's highly discouraged to use geo-location tags.
- Use secure browser settings when possible and monitor your browsing history to ensure that you recognize all access points.

Make your posts private

You can make your posts private in the Instagram app so only approved followers can see them.

Things to keep in mind about private posts:

- Private posts you share to social networks may be visible to the public depending on your privacy settings for that network. For example, a post you share to Twitter that was set to private on Instagram may be visible to the people who can see your Twitter posts.
- Once you make your posts private, people will have to send you a follow request if they want to see your posts, your followers list or your following list.
- You'll see requests in Activity, which you can then approve or ignore.
- People can send a photo or video directly to you even if they're not following you.

Security tips

Here are 5 things you can do to help keep your account safe:

- Pick a strong password. Use a combination of at least six numbers, letters and punctuation marks (like ! and &).
- Make sure your email account is secure.
- Log out of Instagram when you use a computer or phone you share with other people.
- Think before you authorize any third-party app.
- Never give up your password to someone you don't know and trust.

Privacy and safety tips

Decide whether you want to use your 'Photo Map'.

Adding location to photos, also known as using the 'Photo Map' feature, is turned off for all photos someone uploads to Instagram. This means that photos won't appear on a person's Photo Map without their permission.

Block if necessary

When people use Instagram's blocking feature, the person they block cannot view their posts or search for their Instagram account.

Remember

- Your media represents you. That probably seems obvious, but remember it can keep on representing you well into the future, because content posted online or with phones is pretty impossible to take back. So it's a good idea to think about how what you post now will reflect on you down the line. If you think it might hurt a job prospect, damage a relationship or upset your grandmother, consider not sharing it.
- Your media could show up anywhere. Even if you limit the audience, be careful not to share anything that could be a problem if someone were to pass it around. **Once it's on the internet, it's there forever!**

LinkedIn Smart Card

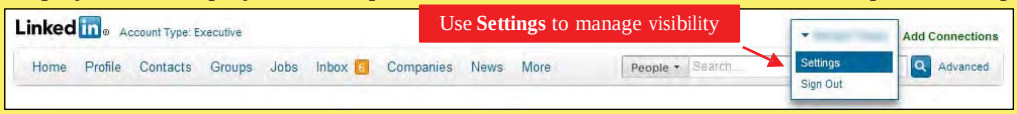
LI 121911_1400

Social Networks -Do's and Don'ts

- Only establish and maintain connections with people you know and trust. Review your connections often.
- Assume that ANYONE can see any information about your activities, personal life, or professional life that you post and share.
- Ensure that your family takes similar precautions with their accounts; their privacy and sharing settings can expose your personal data.
- Use caution when posting images of you or your family. Be aware of your surroundings, to include identifiable locations, military affiliations, and any other personal security vulnerabilities. It's highly discouraged to use geo-location tags.
- Use secure browser settings when possible and monitor your browsing history to ensure that you recognize all access points.

Managing Your LinkedIn Profile

LinkedIn is a professional networking site whose users establish connections with co-workers, customers, business contacts, and potential employees and employers. Users post and share information about current and previous employment, education, military activities, specialties, and interests. To limit exposure of your personal information, you can manage who can view your profile and activities.



Profile Settings

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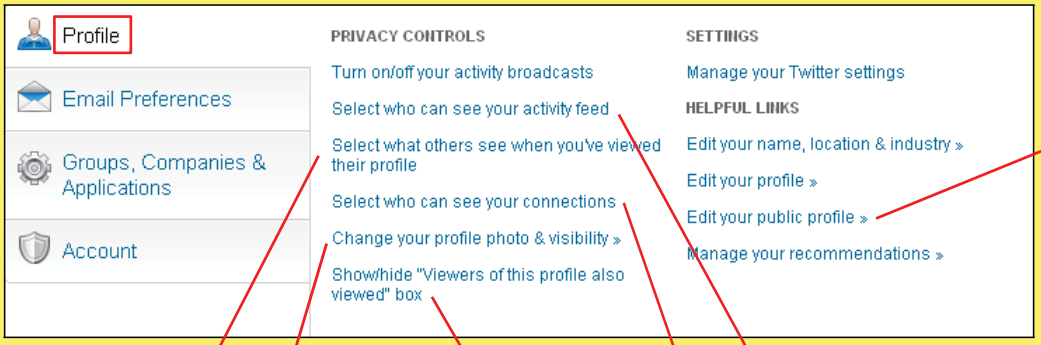
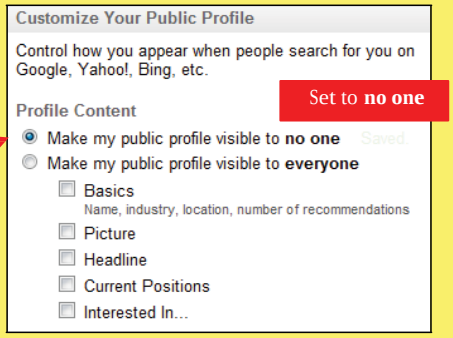
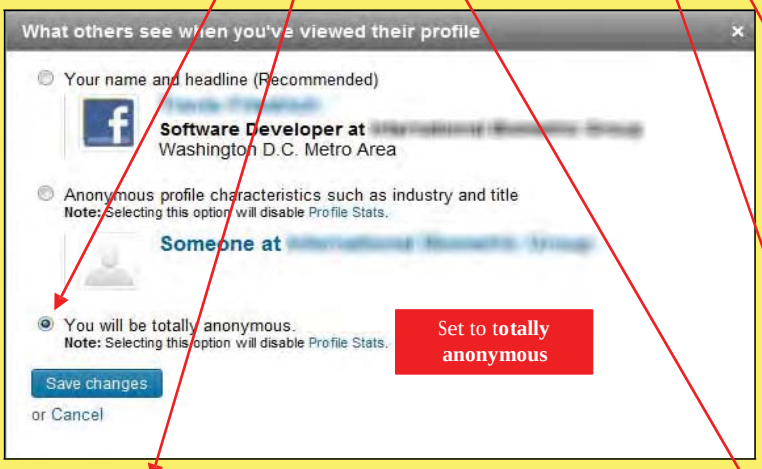
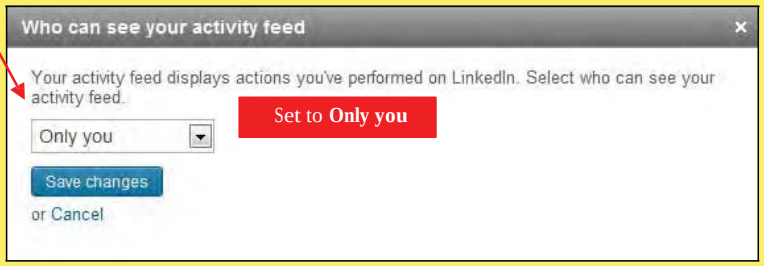
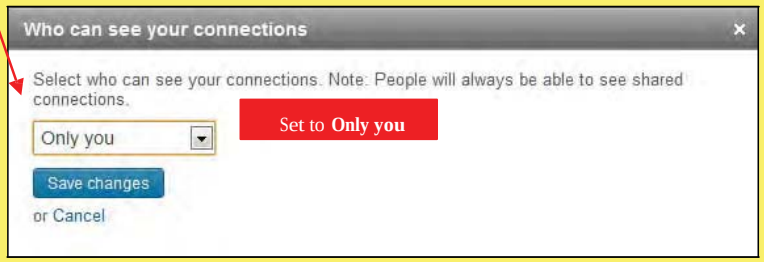
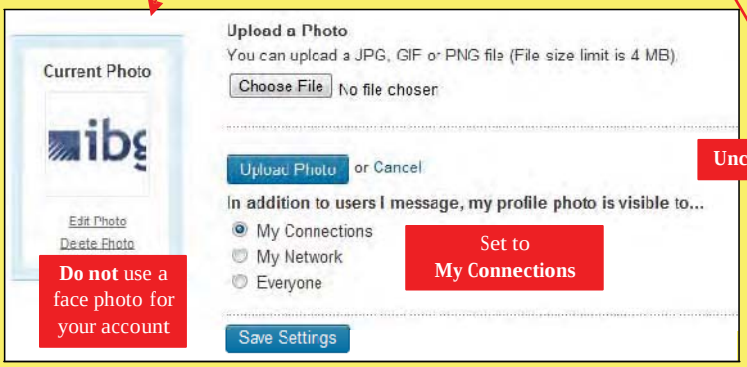


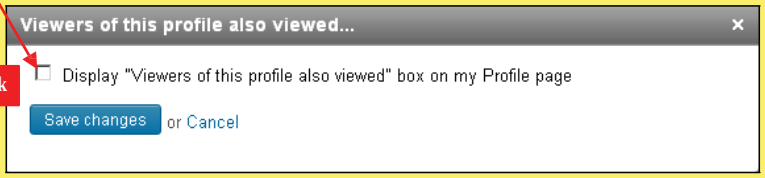










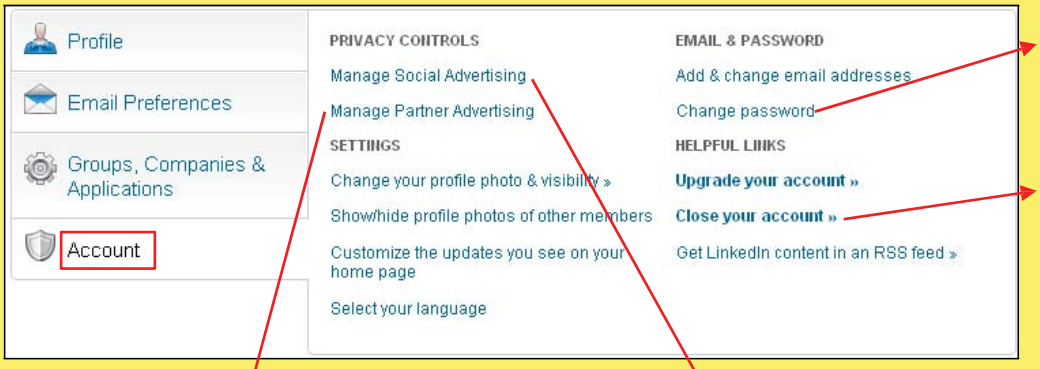


LinkedIn Quick Facts

- There are over **100 million** LinkedIn users around the world. Aside from the US, LinkedIn is widely adopted in India, Brazil, and the UK.
- Users tend to share information related to their **careers or jobs** as opposed to photographs from parties or social events.
- LinkedIn profiles tend to be more **visible and searchable** than in social networks such as Facebook.
- **Paid LinkedIn accounts** have access to more information about other users, such as connections, than free accounts.
- The type of information users can see about each other depends on how **closely they are connected** (1st, 2nd, or 3rd degree).

Account Settings

Apply the Account settings shown with arrows below to ensure that your information is shared in a limited fashion.

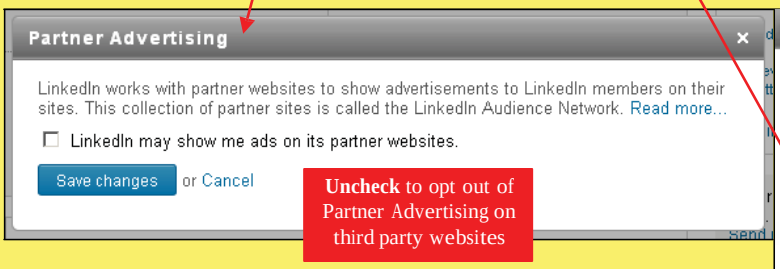


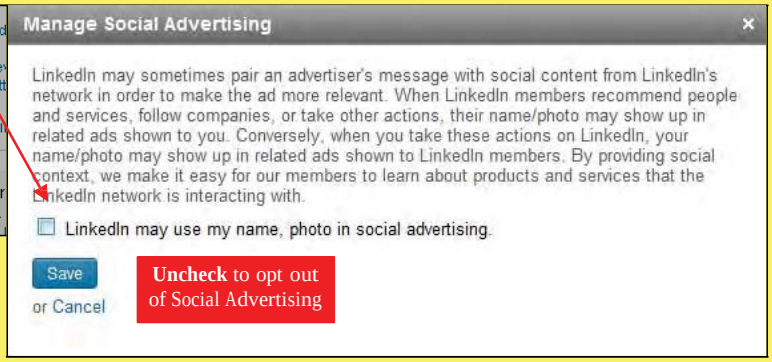
Passwords

Use a complex password with capital letters and numbers to ensure that attackers cannot access your account information.

Closing Your LinkedIn Account

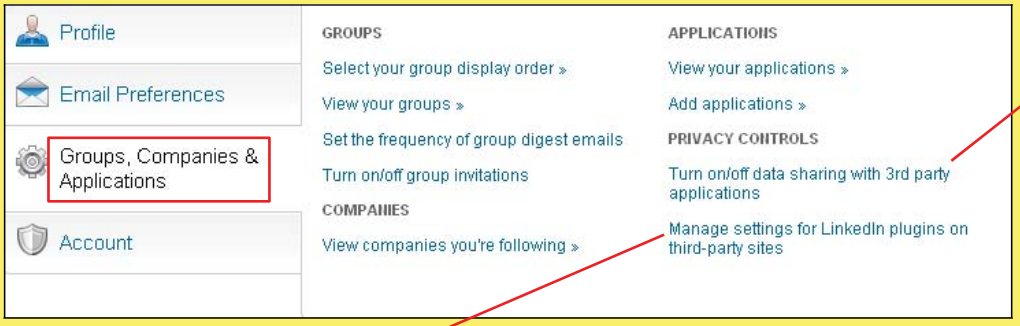
If you no longer plan to use the LinkedIn service, you can close your account. Click **Close your account** and confirm that you want to take this action.





Application Settings

Third-party applications and services can access most of your personal information once you grant them permission. You should limit your use of applications to ensure that third parties cannot collect, share, or misuse your personal information. Apply the **Application** setting shown with arrows below to ensure that your information is visible only to people of your choosing.



Also, avoid using the LinkedIn **smartphone** app to prevent accidentally collecting and sharing location data.

LinkedIn, **by default**, automatically retrieves information about the user on websites with LinkedIn Plug-In integration. Prevent sharing **your activities on third-party websites** with LinkedIn by unchecking the box.

Useful Links

A Parent's Guide to Internet Safety	www.fbi.gov/stats-services/publications/parent-guide
Wired Kids	www.wiredkids.org/
Microsoft Safety & Security	www.microsoft.com/security/online-privacy/social-networking.aspx
OnGuard Online	www.onguardonline.gov/topics/social-networking-sites.aspx

Twitter Smart Card

Twitter 121511_1631

Social Networks -Do's and Don'ts

- Only establish and maintain connections with people you know and trust. Review your connections often.
- Assume that ANYONE can see any information about your activities, personal life, or professional life that you post and share.
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- Use caution when posting images of you or your family. Be aware of your surroundings, to include identifiable locations, military affiliations, and any other personal security vulnerabilities. It's highly discouraged to use geo-location tags.
- Use secure browser settings when possible and monitor your browsing history to ensure that you recognize all access points.

Managing your Twitter Account

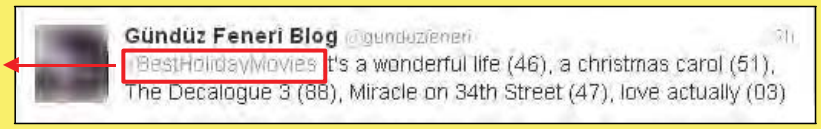
Twitter is a social networking and microblogging site whose users send and read text-based posts online. The site surged to worldwide popularity with +300 million active users as of 2011, generating 300 million tweets and 1.6 billion search queries daily.

Following are people you subscribe to
Followers subscribe to your tweets
Private tweets will only be visible to followers you approve

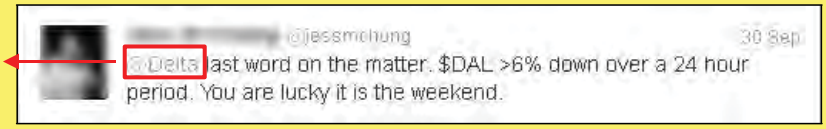
Tweets

"Tweets" are short text-based messages – up to 140 characters – that users post to Twitter. "Tweet" can refer to a post as well or to the act of posting to Twitter. Tweets are public, indexed, and searchable unless protected by the user. Many users never Tweet, choosing only to follow persons or topics of interest.

Hashtags (#topic) are used to mark a keyword or topic in a Tweet. Posts with hashtag are categorized by topics in the Twitter search engine. Hashtagged words that become popular become Trending Topics (ex. #jan25, #egypt, #sxsw).



Mentions (@username) are used to tag a user in a Twitter update. When a public user mentions a private Twitter account, the link to the private account profile becomes public.



Profile Settings

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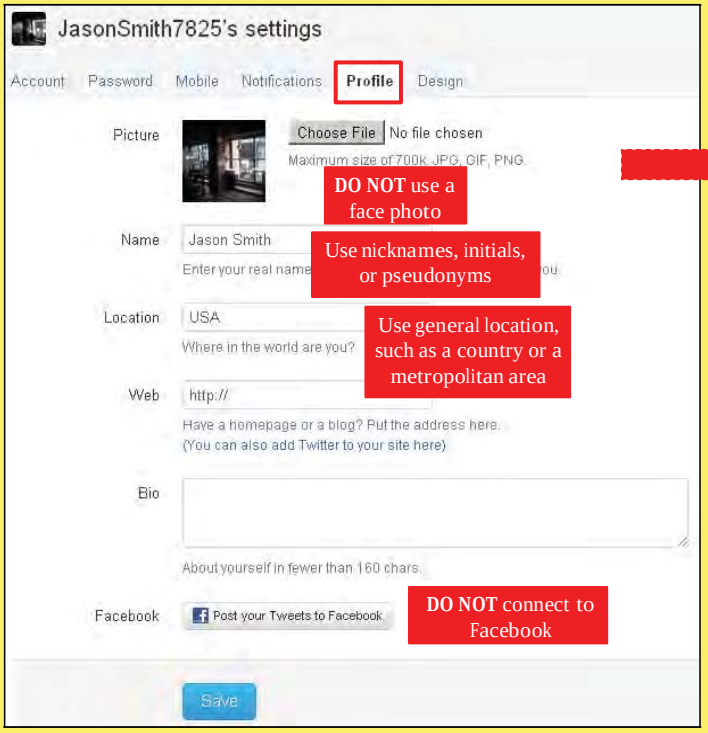
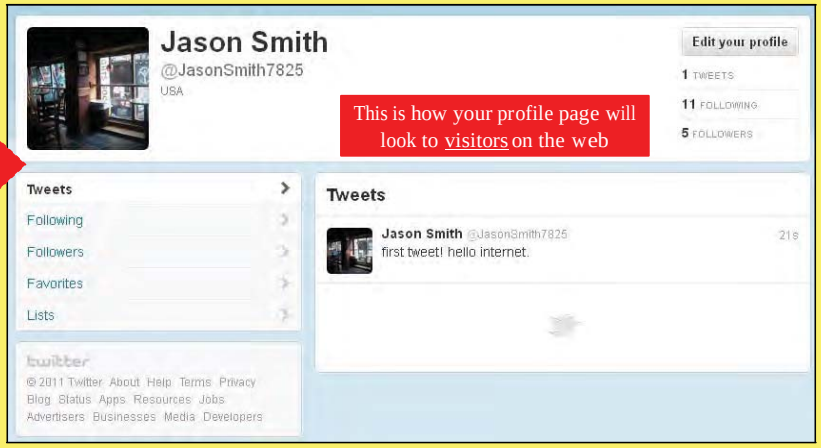


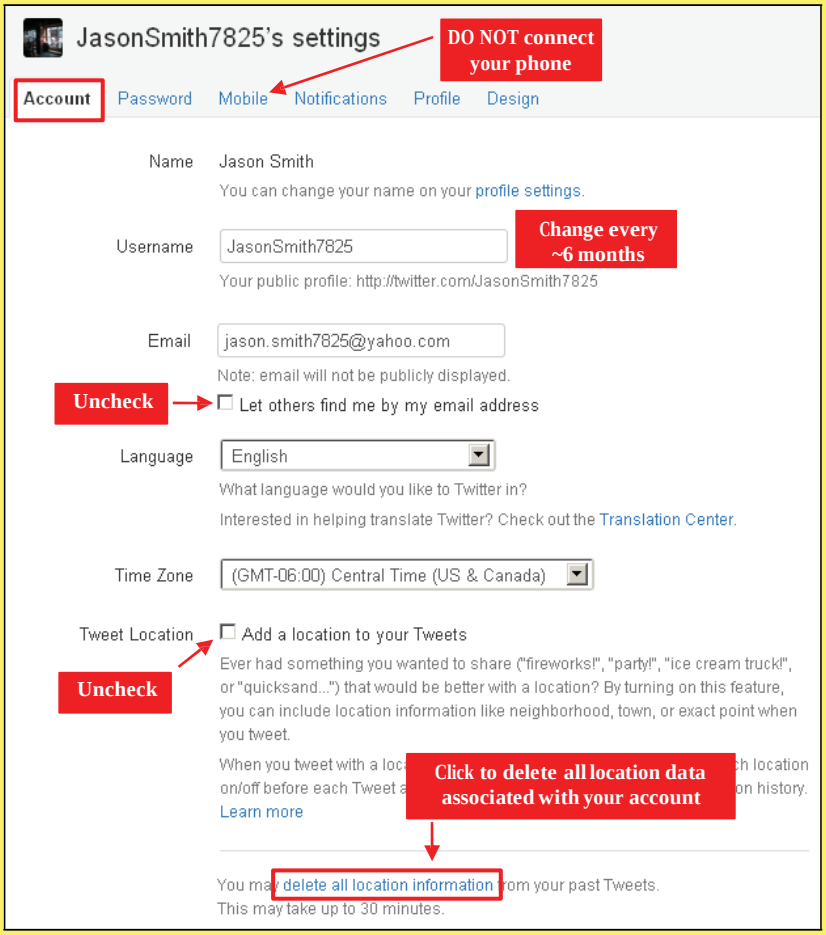


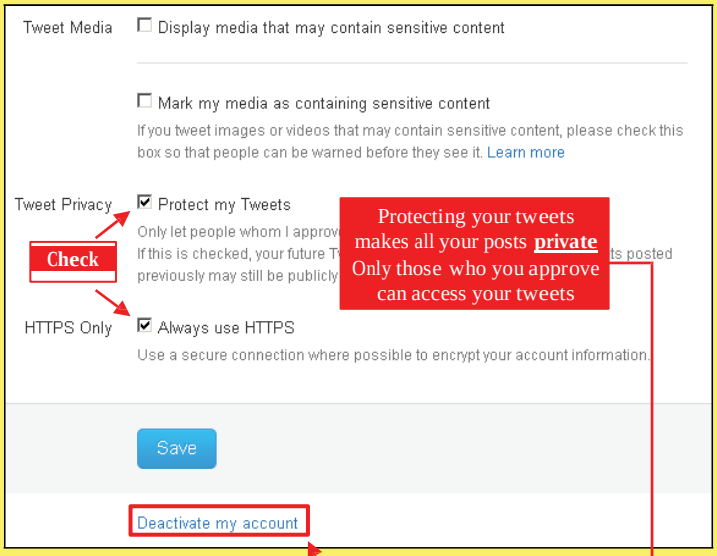
Twitter Best Practices

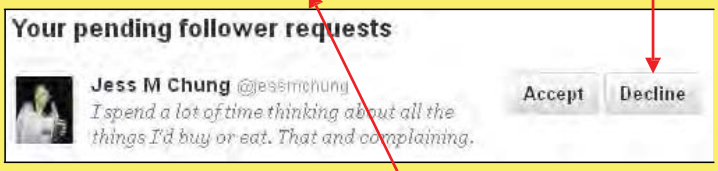
- Avoid using hashtags (#) in updates to avoid being indexed and associated with a topic by Twitter Search.
- *Tweet responsibly*. Do not provide personal details regarding your whereabouts and activities in your post.
- Do NOT upload links to personal photos or websites on Twitter.
- Do NOT allow Twitter to use your location on mobile devices.
- Change your Twitter **username** periodically to limit account exposure.

Account Settings

Apply the **Account** settings shown below to ensure that your information is shared in a limited fashion.





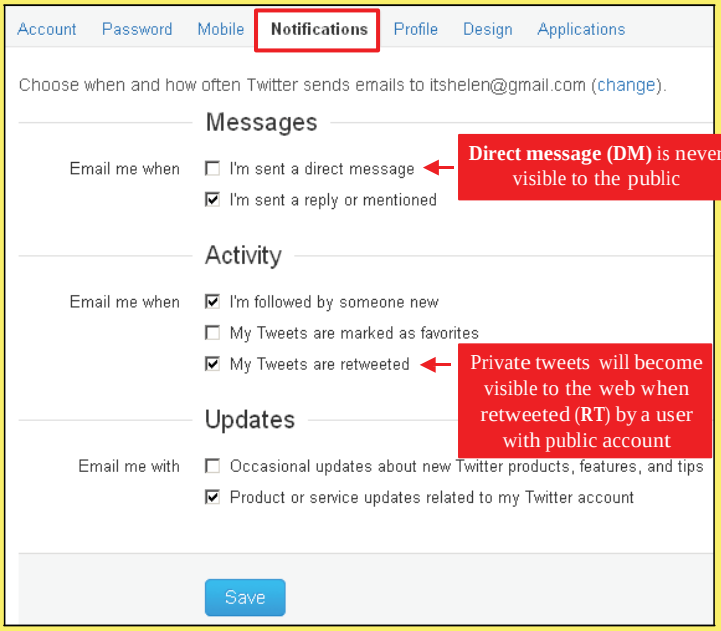


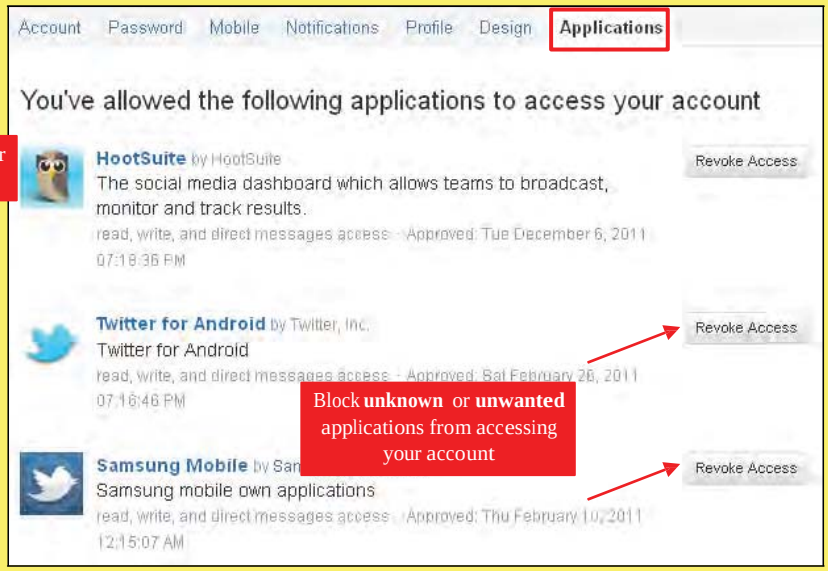
Deactivating / Delete Your Twitter Account

To deactive your account, go to **Settings** and select **Account** page. At the bottom of the page, click "**Deactive my account**." After deactivation, the user can reactivate the account within **30 days**. After 30 days, the account is permanently **deleted**.

Notification & Application Settings

Maintain a small digital footprint by minimizing the number of notifications. Revoke access to unnecessary third party applications.





Useful Links

A Parent's Guide to Internet Safety	www.fbi.gov/stats-services/publications/parent-guide
Wired Kids	www.wiredkids.org/
Microsoft Safety & Security	www.microsoft.com/security/online-privacy/social-networking.aspx
OnGuard Online	www.onguardonline.gov/topics/social-networking-sites.aspx

ENGAGING • EMPOWERING • CONNECTING

REAL: Readiness Essentials for Army Leaders

OPERATIONS

Meetings and Activities

STEPS FOR UTILIZING VIDEO TELECONFERENCING AT FRG MEETINGS

There are many facilities equipped with Video Teleconferencing (VTC) capabilities. This is a secure way for families to attend their unit's Family Readiness Group (FRG) meeting without having to travel long distances.

Setting Up a VTC

Before the FRG meeting date, FRG Leaders interested in setting up a VTC should contact their Family Readiness Support Assistant (FRSA) or Rear Detachment Staff. Once the locations are chosen, a reservation must be made through the a *minimum* of one week in advance, unless there is an emergency.

Attending a VTC

The FRG Leader should have the phone numbers for all o representatives for the locations being used that day. They should also have the VTC number in case of any technical issues. Once the VTC is scheduled to start, a camera in the room will turn on to start the call. Representatives can help with any questions about microphones and remotes. FRGs are expected to follow the building rules regarding food and beverages and to clean up after themselves.

Cancelling a VTC

Occasionally, a VTC satellite location or entire meeting must be cancelled due to low atten- dance or weather. Please provide family members and representatives with a *minimum* notice of 24 hours of this cancelation due to weather or low attendance. If the minimum notice cannot be met and the VTC is still cancelled, please still call.

VTC Best Practice

Send out reminders/flyers and have family members RSVP a week in advance for the VTC to have an estimate head count of participants. Also, select a FRG team member or family member to be a host/hostess and greet family members as they arrive for the VTC.

Family Readiness Group Monthly Meeting

Facilitator and Contact Number					
Date:		Time:		Location:	
Meeting Topic:					
Facilities Contact:					
Equipment Needed:					
Childcare Contact:					
Food and Beverage:					
RSVP:	Adult:		Children 0-4:		Youth 5+:
Special Needs:					

Notes

Checklist			
Pre Meeting		**Supplies for Meeting**	
	Command Authorization to hold event		Name Tags
	Date and Time Confirmed		Pens
	Meeting location reserved		Notepads
	Involved presenters notified with clear expectations		
	Invite Families (BCC Line)	**Post Meeting**	
	Key Contacts remind Families		Follow up on any questions/concerns
	Contact Speaker		Conduct After Action Review with FRG Team
			Thank You cards sent to necessary parties
Week Before Meeting			
	Confirm Childcare	**Action items to be filed in FRG Binder**	
	Confirm Speaker		Commander authorized meeting
	Confirm Location		Purchase request form with receipts
	Send reminder to Families (BCC)		
Resources for Meeting			
	Speaker Handouts		
	Sign in Sheet		
	Evaluation Sheet		

FRG Annual Plan

	FRG Business	FRG Planning	Fun for All	Educating Soldiers & Families	Supporting Volunteers	Fundraising
January	Create a year-long plan for the FRG with input from members. Unit Announcements / FRG & Community Info / Welcome & Farewells	Motor pool hot food fundraiser / February: Black History Month, Valentine's Day, Super	Cartoon Guess Who, etc.	Have the Post Archaeological Center come speak. Ask your FRSA for details!	Check out the FRG Leader Classes	Submit Request for Fundraising Approval for motor pool hot food sale
February	Make plans and form committees for Easter party. Unit Announcements / FRG & Community Info / Welcomes & Farewells	March: Women's History Month, Poison Prevention Week, St.	Make Valentines for friends and family. Women's history coloring pages	Couples dance class in honor of Valentine's Day - Unit Chaplain	AFTB Level K - Great for newer military spouses.	Hot Food Sale in the Motor Pool
March	Reports for Easter party. Unit Announcements / FRG & Community Info / Welcomes & Farewells	April: Volunteer Recognition, Month of the Military Child, Earth Day, PCS season	St. Patrick's Day Potluck	Be Red Cross Ready by hosting a Red Cross briefing.	Review crisis scenarios with key volunteers and POCs. Make a game out of it.	
April	Unit Announcements / FRG & Community Info / Welcomes & Farewells	Bowling party. May: Asian-Pac Heritage month, Teacher's Day, Cinco de Mayo, Military Spouse Day, Mother's Day, Armed Forces Day, Last Day of School,	Easter Egg Hunt	Relocation Readiness Program Overview to include the Lending Closet,	National Volunteer Month - find what volunteers activities are scheduled. Send your volunteers thank you cards / small gift.	Brainstorm with your volunteers for a unique fundraiser.
May	Make plans and form committees for unit organizational day. Unit Announcements / FRG & Community Info / Welcomes & Farewells	Plan craft for next FRG Mtg. June: Flag Day, Father's Day, Summer fun, vacation and traveling.	Bowling Party	Summer vacation planning on a budget. Call Tickets and Tours	Enjoy some downtime!	
June	Org day reports. Unit Announcements / FRG & Community Info / Welcomes & Farewells	Motor pool fundraiser. July: 4th of July, picnics, summer safety for families.	Hobby / Craft Class: stamping, scrapbookin g, etc.	Financial management classes	Speak with your command about planning a unit volunteer recognition ceremony at some point in the year.	Submit Request for Fundraising Approval for motor pool food sale

FRG Annual Plan

	FRG Business	FRG Planning	Fun for All	Educating Soldiers & Families	Supporting Volunteers	Fundraising
July	Unit Announcements / FRG & Community Info / Welcomes & Farewells	Plan summer craft for kids. August: Back to school, Labor Day.	Organizational Day	Employment Readiness Program Overview.	Ask your FRSA about a community resource tour. Great info for all!	Sale in the motor pool featuring lemonade and cool treats.
August	Make plans and form committees for Halloween / Fall party. Unit Announcements / FRG & Community Info / Welcomes & Farewells	Plan Back to School Picnic. September: Hispanic Heritage Month, Grandparents Day, Patriot Day.	Summer crafts for kids	AFAP (Army Family Action Plan) Overview.		
September	Halloween / Fall party reports. Unit Announcements / FRG & Community Info / Welcomes & Farewells	October: Columbus Day, voter's registration, Halloween / Fall	Back to School Picnic	A Family Advocacy Class	Bake cookies or brownies for the FRG Meeting and let everyone know how much you and the unit appreciate their participation.	Submit Request for Fundraising Approval for doing a Haunted House.
October	Make plans and form committees for Holiday party. Unit Announcements / FRG & Community Info / Welcomes & Farewells	November: Thanksgiving, voter's registration and elections.	Halloween / Fall Party	Community Resources Class - AFTB		Unit Haunted House
November	Reports for Holiday party. Unit Announcements / FRG & Community Info / Welcomes & Farewells	Baked goods for Single Soldiers in barracks. December: Christmas, Hanukkah, Kwanzaa, Gift wrapping at PX.	Thanksgiving Social	Ask the National Military Family Association rep to give an overview and talk about upcoming scholarships.		
December	Annual FRG Financial Reports due by 30 Jan. Unit Announcements / FRG & Community Info / Welcomes & Farewells	FRG Downtime - Relax and Enjoy! Encourage FRG members to enjoy the holidays and their families. January: Annual FRG Plan, MLK Day.	Holiday Party, ornament / cookie swap	FRG Downtime!	Send holiday cards for your key volunteers.	Gift Wrap at the PX

TIPS FOR RUNNING AN EFFECTIVE MEETING

Before the meeting:

- Determine the purpose of the meeting. Are you planning an event? Putting together the newsletter? Providing training or hosting a speaker?
- What resources will you need? Childcare? Refreshments? Audio-visual equipment? Tables and chairs? What size room?
- Set the agenda and distribute it prior to the meeting so that everyone will know what to expect. Ask for input if possible before setting the agenda or set at least part of the next meeting's agenda as a closing activity at each meeting.
- Include a starting and ending time with the agenda.
- Prepare any visual aids you will need.

At the meeting

- Greet people as they arrive. If the group is small, you can do introductions as people come in. Otherwise, do introductions as the first part of the meeting. Consider nametags if you will have new people or have only met together a few times.
- Review the agenda and set any ground rules.
- Encourage discussion and participation. This may mean drawing people out who are not sharing, and tactfully bringing others to a close.
- Take minutes.
- Summarize what has been accomplished or resolved for each agenda item.
- Recognize success and achievement.

After the meeting:

- Send out the minutes.
- Follow up on action items.
- Start the agenda for the next meeting.
- Do all of the above in a timely manner.

Special tips for teleconference or virtual meetings:

- Always check equipment before every meeting.
- Send out the agenda early.
- Have participants log on five to ten minutes before starting the meeting.
- Avoid background noise.
- Have participants state their name before speaking.
- Don't multi-task.
- Describe or explain pauses for those who can't see.
- Sequence responses in a set order to avoid everyone talking at once.

FRG Meeting		
Date	Time	Location
Meeting called by		
Type of meeting		
Facilitator		
Note taker		
Timekeeper		
Attendees:		
Agenda Topics		
Time Allotted	Presenter	
Discussion		
Conclusions		
Action items	Person Responsible	Deadline
Agenda Topics		
Time Allotted	Presenter	
Discussion		
Conclusions		
Action Items	Person Responsible	Deadline
Agenda Topics		
Time Allotted	Presenter	
Discussion		

Conclusion			
Action Items		Person Responsible	Deadline
Agenda Topics			
Time Allotted	Presenter		
Discussion			
Conclusions			
Action Items		Person Responsible	Deadline
Agenda Topics			
Time Allotted	Presenter		
Discussion			
Conclusions			
Action Items		Person Responsible	Deadline
Agenda Topics			
Time Allotted	Presenter		
Discussion			

FRG Monthly Report

Unit	Month

This report is to be completed by the FRG Leader and turned in to the FRSA by the last Wednesday of the month.

1. Past FRG Events

Activity Type	Date	Subject/Activity	No. of People	What can be improved?

Activity Types: FRG Meeting, FRG Event, FRG Fundraiser, FRG Training/Brief, etc.

2. Next month's upcoming FRG Events (planned and tentative)

Activity Type	Date	Time	Subject/Activity	Location

3. Informal Fund Status

Date of Last Report	Income	Expenses	Balance

4. Did you recruit any new volunteers?

Name	Position	Registered	Trained	Contact Info

5. What issues did you or any FRG volunteers help Families with?

Issue	Action Taken

6. Do you have any issues or planning you would like assistance with?

FRG Leader _____ Date _____

FRG Meeting Report
October 5, 20XX

Meeting held: Chapel, 5:45-6:30 PM.

Present were: Sign in Attached

Group Discussed:

- Soldier 4 A Day AAR – Around 30 family members attended, not including soldiers. The range portion was postponed due to the weather, looking to reschedule 5 or 19 November.
- Holiday Bazaar Bake Sale – 7 October, 1:15-4:30 at Pavilion. Drop off individually wrapped goodies at the unit or the bake sale.
- Decided to hold the Halloween party on 28 October, 6:30 PM. Will have a costume contest with prizes donated from area businesses. 1SG & CPT Peters will give a day off and a cookout to the best-decorated office.
- Door prize of a Halloween bowl won by Mrs. xxx.

Concerns:

- Mrs. xxx would like to see the FRG set up a babysitting Co-op, especially with the deployment coming up. The FRG will send out an email looking for interested volunteers.

Dates to Remember:

- AFTB October 18-19
- CYSS Harvest Fest 6:00-8:00 October 29th

Financial Report:

Previous balance $1347.96
Current balance $1257.37 (going off of last month's report, due to move treasurer book unavailable)

<u>Expenditures</u>
$8.13 pizza dinner at FRG meeting
$54.50 pizza dinner at FRG meeting
$27.96 drinks and food for Soldier 4 A Day

Guest Speaker:

CYSS

- Briefed us on services of CYS

Next Meeting: Wednesday, November 2nd at 5:45 at Chapel.

FRG Meeting Sign In

Topic:				Meeting Date:
Name (Printed)	Service Member Name	Relation	Phone	Email

Name (Optional):	Date:	Location:
What New Information Did You Learn Today?		
What Would You Like More Information On?		
Suggestions to Improve Future Meetings.		
Do you have any immediate questions or concerns that you would like us to answer?		
Question:		
Question:		
Please Provide you name and contact information where you would like us to respond:		
Please let us know if you would like follow up regarding any of the information covered in this training. We hope you valued this training and are able to use what was taught today.		

ACTIVITY CHECKLIST

Activity	*Date Completed*
Develop Plan of Action	
Approval of Commander	
Volunteers to Help	
Volunteer Agreement — Signed and on File	
Budget Planned for Activity	
Approval for Use of Site for Activity	
Alternate Plan	
Timeline (Date for Completion)	
Public Awareness (Advertising if Required)	
Facility Usage (Armory or other Site)	
Task Assignments (given to teams or individuals)	
Child/Elder/Adult Care	
Other	
Evaluations (complete evaluation forms)	
Recognize Volunteers and Supporters	

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OPERATIONS

Deployment Cycle

Deployment Cycle Stage	Recommended Topics	Overview	Suggested Provider/Speaker
Pre-deployment	Family Preparation Academy (*In lieu of meeting*)	A one day program designed to empower and resource Soldiers and family members to address the effects of combat operational stress and general issues prior to deploying.	DCS, BN and unit leadership, FRG, FRSA and various outside provider stations
Pre-deployment	Organizing the FRG	Invite Loved Ones to learn about the FRG and volunteer opportunities. While it is critical to recruit volunteers, it can be helpful to have a meeting to cover details.	Unit and FRG Leader, FRSA
Pre-deployment	"Preparing Children for an Upcoming Deployment"	Offered by the MFLC. Focuses on how to talk with kids of all ages and how to help them understand what a deployment means for them.	Local Military Family Life Consultant (MFLC)
Pre-deployment*	Media awareness	Advise families on how to respond, discuss social networking and OPSEC.	Unit and FRG Leader. Could also request assistance from FRSA or PAO.
Pre-deployment*	Personal Safety and Discussion of Family & Single Soldier check list	Many difficult situations can be avoided by planning ahead - Power of Attorney (POA), acct numbers, doctor, dentist, eye care info, etc.	Unit and FRG Leadership, local Police
Pre-deployment	Effective Communication	Discussion of positive communication during deployment and the various styles of communication.	Communication expert or community member.
Pre-deployment	Finances & How to read a LES (Leave and Earning Statement)	How deployment affects pay, lag in pay, how to read a LES.	Unit rep who is comfortable explaining a LES and fielding questions.
Pre-deployment*	Resource Fair	Families receive pertinent information regarding Tricare, FAC, ESGR, MOS, MFLC, etc.	Local FAC and/or service providers
Mobilization Station*	CAO/CNO Process, Wounded Warrior	This topic is best presented after soldiers leave home but before they are in a combat zone. The speaker will discuss the process and provide an overview of their program and hold a Q & A.	Casualty Affairs Liaison
Mobilization Station *	"Black-outs" & Communication (CMD vs. FRG updates)	What to expect during a blackout. This is a good opportunity to emphasize that the FRG will not communicate information unless directed by their CMD.	Previously deployed Rear Det Staff
Mobilization Station *	Red Cross/Emergency Leave	Overview of American Red Cross emergency services that help keep military personnel in touch with their families.	Red Cross Staff/Volunteer
Deployment*	Military One Source (MOS)	Overview of website and resources available to families.	MOS Rep or individual who has completed the train the trainer course.
Deployment	Leave/Pass requirements	Expectation of soldier during leave	Unit rep
Deployment*	Coping with deployments	Provide recommendations/best practices/ strategies for coping with deployments.	Local Military Family Life Consultant (MFLC)
Deployment*	Psychological First Aid	*Coping with Deployments: Psychological First Aid for Military Families* is a training developed specifically to help military family members respond to the stress and strain surrounding the deployment of a loved one.	Red Cross Staff/Volunteer
Deployment	Getting through the Holidays	Discuss potential challenges and strategies families can use throughout the holidays.	Unit and FRG Leader, FRSA, MOS resources
Deployment*	Suicide prevention	Overview of suicide prevention programs, services.	Chaplain, VA or DCS Advocacy Rep
Deployment*	Relationship building/rebuilding	Focus on communication, expectations, problem solving etc. Also, promote Strong Bonds.	Chaplain or MFLC
Deployment	Family Reintegration Academy (FRA) (*In lieu of meeting*)	The Family Reintegration Academy prepares family members for their Soldier's homecoming and informs them what they can do to make the transition go smoothly. Held approximately a month prior to the return of the Soldiers.	DCS, BN and unit leadership, FRG, FRSA and various outside provider stations

Deployment Resources

Topic	Website	Topic	Website
AAFES	www.aafes.com	**Military Money**	http://www.incharge.org/military-money
American Red Cross	www.redcross.org	**Military One Source**	www.militaryonesource.mil
Air Force Reserve	www.afrc.af.mil	**Military Scholar**	www.militaryscholar.org
Air Force Heart Link	https://www.usafservices.com/Home/SpouseSupport/HeartlinkTraining.aspx	**Military Student**	www.militarystudent.org
Air National Guard	www.ang.af.mil	**Military Wives**	http://spousebuzz.com/ http://www.veteransunited.com/spouse/
Army Emergency Relief	www.aerhq.org	**Moms of Service Members**	http://www.bluestarmothers.org/
Army Family Team Building	www.myarmyonesource.com	**Military.com**	www.military.com
Army Reserve	www.usar.army.mil	**Moms over Miles**	www.momsovermiles.com
Army Reserve Family Programs – Fort Family	www.arfp.org/index.php/programs/fort-family-outreach-and-support	**National Guard**	http://www.nationalguard.mil/
Dads at a Distance	www.daads.com	**National Guard Family Programs**	https://www.jointservicessupport.org/FP/Default.aspx
DECA Commissaries	www.commissaries.com	**National Military Association**	www.nmfa.org
Defense Finance and Accounting	www.dfas.mil	**Navy Life Skills Program**	http://www.cnic.navy.mil/ffr/family_readiness/fleet_and_family_support_program.html
Deployment Information	http://afterdeployment.t2.health.mil/	**Navy Reserve**	https://www.navyreserve.navy.mil/Pages/default.aspx
Defense Centers of Excellence	http://www.dcoe.health.mil	**Operation Military Kids**	http://www.nifa.usda.gov/nea/family/part/youthdev_part_military.html
DOD Mobilization Guide	http://www.militaryonesource.mil/12038/Project%20Documents/MilitaryHOMEFRONT/Troops%20and%20Families/Deployment%20Connections/Pre-Deployment%20Guide.pdf	**OSD Reserve Affairs**	http://ra.defense.gov
Employment Support for Guard and Reserve	www.esgr.org	**Parents of Service Members**	http://www.operationwearehere.com/Parents.html http://www.survivingdeployment.com/parents.html
Financial Readiness	http://www.militaryonesource.mil/pfm	**Spirit of America**	www.spiritofamerica.net
Joint Service Support	https://www.jointservicessupport.org/	**Surviving Deployment**	http://www.survivingdeployment.com/index.html
Coast Guard Reserve	www.uscg.mil/reserve	**Taxes (IRS)**	www.irs.gov
Marines	www.marines.mil	**Thrift Savings Plan**	www.tsp.gov
Military Child Education Coalition	http://www.militarychild.org/	**Tricare Reserve Information**	www.tricare.osd.mil/reserve
Military Living	www.militaryliving.com	**US Army**	www.army.mil
Military Family Network	www.emilitary.org	**Veterans Administration**	www.va.gov
Marine Corps Family Team Building	http://www.mccsmcrd.com/MarineAndFamilyPrograms/MarineCorpsFamilyTeamBuilding/index.html	**Yellow Ribbon Reintegration Program**	http://www.yellowribbon.mil/event_support.html

The Emotional Cycle of Deployment

What's Going On …	Feelings	Coping Strategies
Anticipation of Departure		
• Denial and anticipation of loss • Increased feeling of stress in home • Frequency of arguments increase • Reality of change ahead is "sinking in" • Focus is on completing family pre-deployment activity checklist • Members may feel more emotional • In case of multiple deployments ... new cycle may begin before family has had time to renegotiate new normal from last deployment • Children: decide when to tell them about the deployment	• Anger • Resentful • Guilt • Restlessness • Depression • Irritability • Sadness • Fear • Anxiety	• Communicate (ask questions, listen to each other) • Discuss deployment expectations • Communicate "quality time" availability to family • Discuss deployment with children • Sharing feelings • Planning and setting boundaries are the keys to managing the time leading up to the deployment
Detachment and Withdrawal		
• Service Member is focused on preparing for mission and may distance self from family • Anger, arguments may occur as family prepares to protect themselves from "hurt" of separation • Communication may be difficult • Experience lack of energy • Increased difficulty making decisions • In preparation for loss, family may begin to act like Service Member is already gone • Multiple deployments can result in need to repeatedly create distance; to feel "numb" and avoid emotional connection • Children: actual good-bye is important	• Sadness • Despair • Hopelessness • Anger • Irritability • Withdrawal	• Dedicate time to spend with family members • Be empathetic • Include family, when possible, in pre-deployment activities • Reassure each other you will be ok • Develop and turn to support networks • Be patient that Service Member may be spending more time at work • Reassure children that the Service Member will return
Emotional Disorganization		

• Life without Service Member may initially feel overwhelming
• Routines change, responsibilities added
• May feel ...
  • Numb and not interested in doing much
  • Have difficulty concentrating
  • Wish things would go back to "normal"
  • Surprised because things seem to be moving smoothly now that Service Member is gone
• Experience sleep difficulty
• Anxious about security issues
• Children: take cue from parent
	• Relief
	• Sadness
	• Lonely, frustrated
	• Restless
	• Confused
	• Disorganized
	• Indecisive
	• Irritable
	• Unmotivated
	• Overwhelmed
		• Establish your deployment routine
		• Get involved
		• Stay in contact with other family members
		• Establish a connection with Service Member
		• Stay in contact with support network
		• Set Goals
		• Start a hobby
		• Get a job
		• Volunteer

Recovery and Stabilization		

• Family finally starts to settle into routine of life without Service Member
• Coping with changes can be positive
  • May enjoy new found responsibilities
  • Sense of independence, confidence
  • Relief that family is functioning well
• Coping with changes can be challenging
  • Difficult time accepting changes
  • Stressed, depressed, and having difficulty getting things done
  • Feel unsupported and worried how will make it through
• Most of the time there is a mixture of both responses.
• Children: clingy, sleep disturbances, eating difficulties; crankiness, drop in academics; acting out, self-criticism, loss of interest
	• Mildly depressed
	• Anxious
	• Vulnerable
	• Fear
	• Emotional
		• Maintain a routine
		• Work toward goals
		• Keep communication going
		• Use support network
		• Take care of yourself
		• Choose a positive attitude
		• Keep things in perspective
		• Be flexible
		• Model positive coping skills for children

The Emotional Cycle of Deployment

What's Going On …	Feelings	Coping Strategies
Anticipation of Return		
• Homecoming is coming! • Family is happy, excited, and feeling boost of energy • Trying to make everything "perfect" for return • Sense of relief that Service Member will be home combined with worries about whether or not they will be the same • Children: when to tell them of return?	• Excitement • Apprehension • Nervousness • Restlessness • Irritability • Anxiousness	• Discuss plans for reunion • Set realistic expectations • Communicate expectations to family and friends • Remember Service Member must remain mission focused
Return Adjustment and Renegotiation		
• During time of separation Service Member and all family members have changed • Changes may hold pleasant surprises or may cause conflict • Family members may feel overwhelmed by Service Member attempts to get to know everyone again • Everyone needs space and time to readjust • Family member may feel loss of independence • Entire family must begin to renegotiate how household will look now that everyone is together again • Service Member may need time to assimilate back • Children: different reactions depending on ages	• Relief • Happiness • Contentment • Irritability • Guarded • Resentment • Overwhelmed • Frustration	• Communicate • Be patient • Negotiate and compromise • Be willing to give up/take on different responsibilities • Keep emotions under control • Sit down and negotiate roles and responsibilities • Be aware of signs of combat stress
Reintegration and Stabilization		
• Family continues to adjust to having Service Member home • This could last for months! • A "new normal" is established regarding routines and expectations • Members may begin to feel secure, relaxed, and comfortable with one another again • If readjustment challenges resurface, support is important ... It's okay to ask for help if you need it!	• Appreciation • Supportive • Comfortable	• Be patient • Communicate • Take it slow • Lower expectations • Taking time to get to know each other again • Re-negotiate if necessary

NOTES:

Family Deployment Checklist

Although extended deployments are never easy on the Family, the hardships need not be increased by failure to plan ahead. A carefully prepared and executed pre-deployment checklist can save you and your Family from giant headaches in the future. It is very important for you, as a Military Family, to have certain documents in your possession. Military Family Members are often required to take over the Family during the sponsor's absence; therefore, it is important that both of you sit down together to gather information and documents named in this checklist. You are encouraged to keep originals or copies of all listed documents in a special container (safety deposit box) in a location you can find immediately and is known to both you and the sponsor.

_____ Marriage Certificate.

_____ Birth Certificates of all Family members:

_____ Wife

_____ Husband

_____ Children _____ _____ _____ _____ _____

_____ Divorce Papers

_____ Death Certificates

_____ Medical (Shot) and Dental Records of all Family members (including pets)

_____ Citizenship/Naturalization papers

_____ Adoption Papers

_____ Passports, Visas (remove only when needed for international travel)

_____ Insurance policies (Note: Company, Policy # and Amount of Payment)

_____ Real Estate Documents (leases, mortgages, deeds, or promissory notes)

_____ Copies of installment contracts and loan papers

_____ Current list of immediate next of kin, personal lawyer, trusted friend (include phone # and address)

_____ Power of attorney

GENERAL: Allows holder to act in all matters on sponsor's behalf
SPECIAL: Allows holder to act on sponsor's behalf in special transactions.
MEDICAL: Authorizes holder to obtain medical care for Family members under 18 years of age.

_____ Wills for both spouses

_____ Orders

_____ Copy of Emergency Data Card

_____ List of all credit cards and account numbers

_____ AAFES Deferred Payment Plan (DPP), (to use, spouse must be listed as an authorized user or hold sponsor's General Power of Attorney).

_____ Federal and State Income Tax Returns (last 5 years)

_____ Car title (registration should be in car)

_____ Last LES (Leave Earning Statement)

_____ Discharge papers (DD Form 214)

_____ Allotments (Updated with correct amount, name, address, account #)

_____ Social Security Number of each Family member

_____ Current address and telephone numbers of immediate Family members of both spouses.

The Following Should be Completed Prior to Deployment

_____ Next of kin informed of rights, benefits, and assistance available

_____ Family budget and business arranged (See Financial Section for Budget Worksheet)

_____ Emergency Data Card updated in Military Personnel Record

_____ Joint checking/savings account arranged (List-all account numbers)

_____ Parents informed of how to make contact in case of emergency

_____ Armed Forces ID Cards (Renew if ID Card expires within next 3 months. Rear Detachment Commander can sign for ID Replacement after Soldier deploys)

_____ Emergency services explained and located:

- _____ Red Cross/ Army Emergency Relief (AER)
- _____ Medical facilities/TRICARE
- _____ Army Community Service (ACS)
- _____ Legal Assistance Office

_____ Security check on house

_____ Problems with cars, household, and appliances identified and resolved

HOUSE CARE CHECKLIST

Take a 10-minute walk through your house. Carry this checklist to help you truly see your home. The idea behind this walk is to look for fire hazards. You don't have any? Are you sure? Perhaps this list will change your mind.

KITCHEN:	**YES/NO**
Are curtains, dishtowels, or paper items kept away from stove?	_____
Is stove's exhaust hood and ductwork clean of grease?	_____
Do you have a working fire extinguisher close at hand?	_____
LIVING ROOM. DINING ROOM. BEDROOMS:	
Is fireplace spark screen always closed?	_____
Is electrical wiring/circuits/outlets adequate to handle load?	_____
Is there sufficient space for air circulation around TV/stereo?	_____
Are ashtrays available in home occupied by smokers?	_____
Are matches and lighters out of reach of children?	_____
ATTIC, CLOSETS. STORAGE ROOM:	
Do you keep oily cleaning rags in tight metal containers?	_____
Are you using only nonflammable cleaning fluids?	_____
Do you avoid accumulations of paper and combustible materials?	_____

WORKSHOP:	**YES/NO**
Are combustible materials kept away from heat sources?	_____
Are paint thinners, paints, and solvents kept in their original containers for identification purposes?	_____
Are the furnace, heaters, vents and chimneys inspected and serviced regularly?	_____
Are fuses of the proper size for the circuits they protect?	_____
Are the dryer lint trap and vent kept clean?	_____
GARAGE. GROUNDS:	
Is gasoline for the mower stored in a safety can?	_____
Have you removed accumulations of trash and paper?	_____
Are oil-soaked rags in tight metal containers to prevent combustion?	_____
Do you use commercial starter fuels (not gasoline) for barbecue fires and are Barbecue mitts ember-proof?	_____
Are there dry leaves under porches or wooden stairs, in window sills, or anywhere else close to the house?	_____
SELF CHECK:	
Do you know where the electrical box (fuse/circuit box) is and how to replace fuses?	_____
Do you know the location and procedure of shutting off water/gas Master Control values in case of broken or leaking pipes?	_____
Do you inspect electrical cords frequently and keep them in good condition?	_____
Do you use extension cords only for temporary convenience, never as permanent wiring?	_____
Do you enforce a "NO SMOKING IN BED" rule?	_____
Do you and your Family avoid using hair spray near open flames or while smoking?	_____
Does everyone in the Family know how to call the fire department or dial the operator?	_____
Does each telephone have the fire, police, and ambulance numbers close to it?	_____
Does your Family have a fire escape plan and has your Family drilled with it?	_____
Do you make sure your children are not left unattended and instruct baby sitters about emergency procedures?	_____

NOW IT IS TIME TO ADD UP YOUR ANSWERS. To how many of the questions did you answer "NO" to one or two? Your home is fairly fire safe. But remember, just one can cause a tragedy! If you had 5 or 6, you are risking the safety of your Family. If you have more than 6, you are asking for trouble. **Take action NOW!**

SMOKE DETECTORS
Buy a battery-operated smoke detector. It is one of the best and most inexpensive forms of fire insurance. It will not prevent a fire from starting, but it may save your life! Be sure to check the smoke. detector on a regular basis.

HOME TOOL KIT

_____ Flashlight and extra batteries
_____ Assorted Nails, screws and tacks
_____ Masking Tape
_____ Pliers
_____ Furnace Filters
_____ Hammer
_____ Screwdrivers
_____ Scissors and/or knife
_____ Wrench
_____ Extra light bulbs

FINANCIAL

_____ Who will have the checkbook and who will have the cash card? Remember it will take a week or longer for mail to be forwarded to the spouse's new duty station. Plan on paying bills timely.

_____ What types of accounts does the Family have with what banks? Do the current accounts allow Family members access to funds?

_____ Where are the bankbooks and account numbers?

_____ Are all the credit card numbers written down and in a safe place? Are the numbers and company addresses recorded in case of loss or theft?

_____ Are you knowledgeable about check writing? How will you determine if there are insufficient funds and what is your plan in case this happens? Do you need to sign up for financial management training?

_____ If allotments or check to the bank are delayed who can you contact?

Emergency Notification Information

Soldier's Correct Full Name: _____

Soldier's Rank and Pay Grade: _____

Soldier's Social Security Number: _____

Soldier's Unit: _____

Soldier's Unit Address: _____

Name of Exercise Soldier is on: _____

Full Name of Ill, Injured, or Deceased Person: _____

Relationship of Person Shown Above to Soldier: _____

What Hospital or Funeral Home is Person in: _____

Who is the Doctor Treating the Person: _____

Family Member who can Provide Additional Information: _____

Telephone Number: _____

Family/Doctor Wants Soldier to: Be Notified Only: _____ Come Home: _____

Leave Address Soldier Should Go To Is:

Name: _____

Address: _____

City/State/Zip: _____

Phone Number: _____

The Soldier will Need About _____ Days to Resolve the Problem

THE ABOVE INFORMATION MAY HELP SPEED THE SERVICE MEMBER'S RETURN. WHEN YOU CONTACT A LOCAL RED CROSS OFFICE, BE SPECIFIC!

Red Cross Notification

(To be filled out by service member and sent home)

Dear Family in the United States:
In the event you need to contact me quickly or need my presence at home, you must contact the American Red Cross (ARC) in your local community before I can receive permission to come home. A message from the American Red Cross is required before I can get the documents for transportation on military aircraft and/or commercial aircraft, and for leave authorization.

Following is the information that you should provide the local American Red Cross to contact me:

- My Social Security Number: _____
- My full name: _____
- My rank is: _____
- My mailing address is: _____
- My duty station is: _____
- My duty telephone is: _____
- My residence address is: _____
- My home telephone number is: _____

In addition, they will request some detailed information as to the nature of the emergency. At a minimum, you will need to know the name and address of the doctor, hospital, plus a statement as to why I am needed. I realize in case of death or critical illness in the Family that you would want to call me directly, but you must also contact the Red Cross to authorize and expedite travel arrangements. You can contact the Red Cross 24 hours a day and there is no charge for this service.

Red Cross Emergency Service Center (Toll-Free): _____

Please place this document in the telephone book so that you can easily find it in case you need to contact me. This procedure applies regardless if I am deployed or at my home station. You might want to take some time to write down the local American Red Cross chapter in your community so that in an emergency you will not have to look it up.

Local American Red Cross Address: _____

Local American Red Cross Telephone Number: _____

Signed: _____

Date: _____

ENGAGING • EMPOWERING • CONNECTING

REAL: Readiness Essentials for Army Leaders

OPERATIONS

Informal Fund/ Fundraising

[Unit Letterhead]

Office Symbol [Date]

MEMORANDUM FOR RECORD

SUBJECT: Authorization to open a new business checking account for the _____ Family Readiness Group (FRG) Fund

1. The command authorizes a bank account to be opened at (Bank Name, address, city, state zip). The account is to be a non-interest bearing checking account for (Unit FRG).

2. This memorandum is to authorize the following named individuals to open an account and/or update the signature card on the account. The IRS Employee Identification Number for this group is: (EIN #). The mailing address is: c/o _____, Address, City, State, ZIP. Authorized signatories on this account are listed below with their titles:

(Name) FRG Treasurer

(Name) Alternate Treasurer

3. If there are any questions, please contact the undersigned at (phone number). Thank you for your assistance.

Sincerely,

[COMMANDER'S NAME]
[Rank], [Branch]
Commanding

Unit Letterhead

Date_____

MEMORANDUM FOR (Bank Information)

SUBJECT: Authorized Signers
(Unit Name) FRG Account
Account #_____

Dear Sir or Madam,

1. I hereby authorize the following individuals to act as signers on the above referenced account:

- ____NAME___, Social Security Number ___-__-____, as FRG Informal Fund Custodian.
- ____NAME___, Social Security Number ___-__-____, as Alternate FRG Informal Fund Custodian.

1. Please delete all previous authorized signers.
2. Electronic bank statements are authorized to be sent to the following e-mail addresses: unitcommander@gmail.com and informalfundcustodian@gmail.com.
3. This authorization is effective upon receipt. The Point of Contact for this document is the undersigned at (___) ___-____.

Sincerely,

NAME
RANK, BRANCH
Commanding

Applying for an EIN (Employer Identification Number) For FRG Bank Account

https://sa1.www4.irs.gov/modiein/individual/index.jsp **OR** www.irs.gov

Choose type you are applying for

1. View additional types
2. Government, Federal/ military

Continue

Confirm your selection

Confirm your selection of **Government, Federal/Military** as the type of structure applying for an EIN.

What it is...

- The federal government includes all branches of the federal government system, such as the departments of: Treasury, Interior, Defense, etc. Military organizations include officers' clubs, enlisted men's clubs, NCO clubs, billeting funds, etc. All federal government/military agencies are direct employees of the federal government.

Continue

Reason applying for EIN

- Banking purposes

Responsible person

- (Unit Commander and SSN)
- I am a duly authorized member, officer, or employee of the organization or government entity.

Continue

Fill in information

- Duly authorized member of the organization

Address: Unit Address

- _ Company, _ BN FRG
- Street Address
- City
- State, Zip Code

Mail directed to specific department

- _ Company, _ BN FRG

Different address to send mail

- No

Physical location not found

- Accept as entered

Tell us about Government/ military

- Legal: _ Company, _ BN FRG
- County:
- Start Date:

Tell us more about Government/ military

- Answer **No** to all questions

What does organization do?

- Other
- Other: Family Readiness Group

Receive Letter online

Review Summary of your information

Print Summary page

Submit

Follow the rest of the instructions

NOTE:

1. Please submit copy of EIN document to the appropriate Point of Contact for your command

2. Maintain document in Treasurer book

Note: Form SS-4 begins on the next page of this document.

Change to Domestic Employer Identification Number (EIN) Assignment by Toll-Free Phones

Beginning January 6, 2014, the IRS will refer all domestic EIN requests received by toll-free phones to the EIN Online Assistant. You can access the Assistant by going to www.irs.gov, entering “EIN” in the “Search” feature and following instructions for applying for an EIN online.

Attention
Limit of one (1) Employer Identification Number (EIN) Issuance per Business Day

Effective May 21, 2012, to ensure fair and equitable treatment for all taxpayers, the Internal Revenue Service (IRS) will limit Employer Identification Number (EIN) issuance to one per responsible party per day. For trusts, the limitation is applied to the grantor, owner, or trustor. For estates, the limitation is applied to the decedent (decedent estate) or the debtor (bankruptcy estate). This limitation is applicable to all requests for EINs whether online or by phone, fax or mail. We apologize for any inconvenience this may cause.

Change to Where to File Address and Fax-TIN Number

There is a change to the Instructions for Form SS-4 (Rev. January 2011). On page 2, under the "Where to File or Fax" table, the address and Fax-TIN number have changed. If you are applying for an Employer Identification Number (EIN), and you have no legal residence, principal place of business, or principal office or agency in any state or the District of Columbia, file or fax your application to:

Internal Revenue Service Center
Attn: EIN International Operation
Cincinnati, OH 45999
Fax-*TIN*: 859-669-5987

This change will be included in the next revision of the Instructions for Form SS-4.

Form **SS-4**
(Rev. January 2010)
Department of the Treasury
Internal Revenue Service

Application for Employer Identification Number

(For use by employers, corporations, partnerships, trusts, estates, churches, government agencies, Indian tribal entities, certain individuals, and others.)

▶ **See separate instructions for each line.** ▶ **Keep a copy for your records.**

OMB No. 1545-0003

EIN

Type or print clearly.

1 Legal name of entity (or individual) for whom the EIN is being requested

2 Trade name of business (if different from name on line 1)

3 Executor, administrator, trustee, "care of" name

4a Mailing address (room, apt., suite no. and street, or P.O. box)

5a Street address (if different) (Do not enter a P.O. box.)

4b City, state, and ZIP code (if foreign, see instructions)

5b City, state, and ZIP code (if foreign, see instructions)

6 County and state where principal business is located

7a Name of responsible party

7b SSN, ITIN, or EIN

8a Is this application for a limited liability company (LLC) (or a foreign equivalent)? . . . . . ☐ **Yes** ☐ **No**

8b If 8a is "Yes," enter the number of LLC members . . . . ▶

8c If 8a is "Yes," was the LLC organized in the United States? . . . . . ☐ **Yes** ☐ **No**

9a **Type of entity** (check only one box). **Caution.** If 8a is "Yes," see the instructions for the correct box to check.

☐ Sole proprietor (SSN) ___ ☐ Estate (SSN of decedent) ___
☐ Partnership ☐ Plan administrator (TIN) ___
☐ Corporation (enter form number to be filed) ▶ ___ ☐ Trust (TIN of grantor) ___
☐ Personal service corporation ☐ National Guard ☐ State/local government
☐ Church or church-controlled organization ☐ Farmers' cooperative ☐ Federal government/military
☐ Other nonprofit organization (specify) ▶ ___ ☐ REMIC ☐ Indian tribal governments/enterprises
☐ Other (specify) ▶ Group Exemption Number (GEN) if any ▶

9b If a corporation, name the state or foreign country (if applicable) where incorporated

State

Foreign country

10 **Reason for applying** (check only one box)

☐ Started new business (specify type) ▶ ___
☐ Hired employees (Check the box and see line 13.)
☐ Compliance with IRS withholding regulations
☐ Other (specify) ▶
☐ Banking purpose (specify purpose) ▶ ___
☐ Changed type of organization (specify new type) ▶ ___
☐ Purchased going business
☐ Created a trust (specify type) ▶ ___
☐ Created a pension plan (specify type) ▶ ___

11 Date business started or acquired (month, day, year). See instructions.

12 Closing month of accounting year

13 Highest number of employees expected in the next 12 months (enter -0- if none).

If no employees expected, skip line 14.

Agricultural	Household	Other

14 If you expect your employment tax liability to be $1,000 or less in a full calendar year **and** want to file Form 944 annually instead of Forms 941 quarterly, check here. (Your employment tax liability generally will be $1,000 or less if you expect to pay $4,000 or less in total wages.) If you do not check this box, you must file Form 941 for every quarter. ☐

15 First date wages or annuities were paid (month, day, year). **Note.** If applicant is a withholding agent, enter date income will first be paid to nonresident alien (month, day, year) . . . . . ▶

16 Check **one** box that best describes the principal activity of your business.

☐ Construction ☐ Rental & leasing ☐ Transportation & warehousing ☐ Health care & social assistance ☐ Wholesale-agent/broker
☐ Real estate ☐ Manufacturing ☐ Finance & insurance ☐ Accommodation & food service ☐ Wholesale-other ☐ Retail
☐ Other (specify)

17 Indicate principal line of merchandise sold, specific construction work done, products produced, or services provided.

18 Has the applicant entity shown on line 1 ever applied for and received an EIN? ☐ **Yes** ☐ **No**
If "Yes," write previous EIN here ▶

Third Party Designee

Complete this section **only** if you want to authorize the named individual to receive the entity's EIN and answer questions about the completion of this form.

Designee's name

Designee's telephone number (include area code) ( )

Address and ZIP code

Designee's fax number (include area code) ( )

Under penalties of perjury, I declare that I have examined this application, and to the best of my knowledge and belief, it is true, correct, and complete.

Name and title (type or print clearly) ▶

Applicant's telephone number (include area code) ( )

Signature ▶ Date ▶

Applicant's fax number (include area code) ( )

For Privacy Act and Paperwork Reduction Act Notice, see separate instructions.

Cat. No. 16055N Form **SS-4** (Rev. 1-2010)

Do I Need an EIN?

File Form SS-4 if the applicant entity does not already have an EIN but is required to show an EIN on any return, statement, or other document.[1] See also the separate instructions for each line on Form SS-4.

IF the applicant...	AND...	THEN...
Started a new business	Does not currently have (nor expect to have) employees	Complete lines 1, 2, 4a–8a, 8b–c (if applicable), 9a, 9b (if applicable), and 10–14 and 16–18.
Hired (or will hire) employees, including household employees	Does not already have an EIN	Complete lines 1, 2, 4a–6, 7a–b (if applicable), 8a, 8b–c (if applicable), 9a, 9b (if applicable), 10–18.
Opened a bank account	Needs an EIN for banking purposes only	Complete lines 1–5b, 7a–b (if applicable), 8a, 8b–c (if applicable), 9a, 9b (if applicable), 10, and 18.
Changed type of organization	Either the legal character of the organization or its ownership changed (for example, you incorporate a sole proprietorship or form a partnership) [2]	Complete lines 1–18 (as applicable).
Purchased a going business [3]	Does not already have an EIN	Complete lines 1–18 (as applicable).
Created a trust	The trust is other than a grantor trust or an IRA trust [4]	Complete lines 1–18 (as applicable).
Created a pension plan as a plan administrator [5]	Needs an EIN for reporting purposes	Complete lines 1, 3, 4a–5b, 9a, 10, and 18.
Is a foreign person needing an EIN to comply with IRS withholding regulations	Needs an EIN to complete a Form W-8 (other than Form W-8ECI), avoid withholding on portfolio assets, or claim tax treaty benefits [6]	Complete lines 1–5b, 7a–b (SSN or ITIN optional), 8a, 8b–c (if applicable), 9a, 9b (if applicable), 10, and 18.
Is administering an estate	Needs an EIN to report estate income on Form 1041	Complete lines 1–6, 9a, 10–12, 13–17 (if applicable), and 18.
Is a withholding agent for taxes on non-wage income paid to an alien (i.e., individual, corporation, or partnership, etc.)	Is an agent, broker, fiduciary, manager, tenant, or spouse who is required to file Form 1042, Annual Withholding Tax Return for U.S. Source Income of Foreign Persons	Complete lines 1, 2, 3 (if applicable), 4a–5b, 7a–b (if applicable), 8a, 8b–c (if applicable), 9a, 9b (if applicable), 10, and 18.
Is a state or local agency	Serves as a tax reporting agent for public assistance recipients under Rev. Proc. 80-4, 1980-1 C.B. 581 [7]	Complete lines 1, 2, 4a–5b, 9a, 10, and 18.
Is a single-member LLC	Needs an EIN to file Form 8832, Classification Election, for filing employment tax returns and excise tax returns, or for state reporting purposes [8]	Complete lines 1–18 (as applicable).
Is an S corporation	Needs an EIN to file Form 2553, Election by a Small Business Corporation [9]	Complete lines 1–18 (as applicable).

[1] For example, a sole proprietorship or self-employed farmer who establishes a qualified retirement plan, or is required to file excise, employment, alcohol, tobacco, or firearms returns, must have an EIN. A partnership, corporation, REMIC (real estate mortgage investment conduit), nonprofit organization (church, club, etc.), or farmers' cooperative must use an EIN for any tax-related purpose even if the entity does not have employees.

[2] However, do not apply for a new EIN if the existing entity only (a) changed its business name, (b) elected on Form 8832 to change the way it is taxed (or is covered by the default rules), or (c) terminated its partnership status because at least 50% of the total interests in partnership capital and profits were sold or exchanged within a 12-month period. The EIN of the terminated partnership should continue to be used. See Regulations section 301.6109-1(d)(2)(iii).

[3] Do not use the EIN of the prior business unless you became the "owner" of a corporation by acquiring its stock.

[4] However, grantor trusts that do not file using Optional Method 1 and IRA trusts that are required to file Form 990-T, Exempt Organization Business Income Tax Return, must have an EIN. For more information on grantor trusts, see the Instructions for Form 1041.

[5] A plan administrator is the person or group of persons specified as the administrator by the instrument under which the plan is operated.

[6] Entities applying to be a Qualified Intermediary (QI) need a QI-EIN even if they already have an EIN. See Rev. Proc. 2000-12.

[7] See also *Household employer* on page 4 of the instructions. **Note.** State or local agencies may need an EIN for other reasons, for example, hired employees.

[8] See *Disregarded entities* on page 4 of the instructions for details on completing Form SS-4 for an LLC.

[9] An existing corporation that is electing or revoking S corporation status should use its previously-assigned EIN.

(UNIT NAME) FRG Informal Fund Budget

To support FRG operations for Calendar Year _____:

Refreshments at monthly FRG meetings	$30 X 12 = $360
Participation/Volunteer incentives for monthly FRG meetings	$20 X 12 = $240
Command-approved unofficial mail	$10 X 12 = $120
Supplies for fundraisers	$50 X 4 = $200
Holiday FRG social event	$500 X 1 = $500
Summer FRG social event	$500 X 1 = $500
Childcare for quarterly FRG town hall meetings (KOS)	$192 X 4 = $768
	$2688
Reserve funds	$500

Total Annual FRG Budget = $3,188

This FRG Informal Fund Budget for UNIT NAME was approved:

_____ _____

NAME OF COMMANDER Date
RANK, BRANCH
COMMANDING

NOTE: This format can also be used to develop a budget for a fundraiser.

FRG INFORMAL FUND LEDGER FOR (UNIT NAME)

MONTH AND YEAR

BALANCE BROUGHT FORWARD FROM PREVIOUS MONTH					**$34.50**
DATE	**Trans #**	**Description of Transaction**	**Beginning Balance**	**Trans AMT (+/_)**	**Ending Balance**
1/10/2011		Deposit from Motorpool fundraiser (breakfast sandwiches and burritos)	$34.50	**$75.00**	$109.50
1/10/2011	100	Supplies for Motorpool fundriaser (breakfast sandwiches and burritos)		**($20.00)**	$89.50
1/14/2011	101	Refreshments for FRG Meeting		**($15.00)**	$74.50
1/14/2011	102	Dollar Tree volunteer incentives (holiday party volunteers)		**($10.00)**	$64.50
		BANK ACCOUNT END OF MONTH TOTAL			$64.50
MATERIAL DONATIONS					
DATE		**Description of Transaction/Donation**	**Number of Items**	**FMV/Item**	**Ending Balance**
1/7/2011	N/A	Greeting Cards donated by Joan Friendly (mother of SPC Friendly) from her business Snappy Cards	100	$2.50 (price on back of card)	$250.00
		MATERIAL DONATION END OF MONTH TOTAL			$250.00
		END OF MONTH/SHEET TOTAL			$314.50
		TOTAL INCOME FOR CALENDAR YEAR			$359.50

#NAME?

(Unit) Financial Statement
(Unit) Company FRG

Monthly Treasurer's Report

Date: 31 January 20XX

Monetary Income		
Balance Brought Forward		$504.32
Donations		
Fundraisers		
	Total:	$504.32
	Yearly Income Total:	$0.00

Monthly Expenses		
Check #	Description of Monthly Activity	Amount
508	DOLLAR TREE----BABY ORDER SUPPLIES	$6.42
509	DOLLAR TREE----BABY ORDER SUPPLIES	$10.70
	Total:	$17.12

Total Monthly Income		$0.00
Total Monthly Expenses	Minus	$17.12
Ending Balance	Total:	$487.20

I have reviewed this financial statement and to the best of my knowledge, find it true and accurate I.A.W. AR 608-1.

Treasurer: Name

Verified by: Name
CPT, EN
Commanding

INSERT UNIT LETTERHEAD

OFFICE SYMBOL 15 January 20xx

MEMORANDUM FOR COL SMITH

SUBJECT: UNIT NAME FRG Informal Fund Summary for Calendar Year 20XX

1. UNIT NAME Family Readiness Group (FRG), has an Informal Fund bank account at (Bank Name).

2. As of 31 December 20XX, the FRG Informal Fund account balance is $64.90. $34.50 was carried over from Calendar Year 20XX.

3. For the Calendar Year 20XX, the FRG generated $2,000.00 in income, including unsolicited material donations. An itemized list of income is attached.

4. For the Calendar Year 20XX, the FRG spent $1934.20. An itemized list of expenses is attached.

3. All informal fund expenditures for the year are consistent with the FRG's Informal Fund Standing Operating Procedure (SOP). The SOP reflecting the consistency of the expenditures is attached.

COMMANDER NAME
RANK, BRANCH
COMMANDING

Annual FRG Informal Fund Report
1 January 20XX - 31 December 20XX

Unit: _____

Does the FRG have an informal fund? (yes) no

If yes, what is the name of the bank where the account is held? National Bank

Beginning balance on 1 January 2012 $34.50

Income (including cash and material item donations, material items at fair market value)

Activitiy	Date	Income
Motorpool breakfast sandwich fundraiser	1/7/2012	$76.00
Valentine's Day bake sale	2/14/2012	$52.00
Donation from	3/25/2012	$500.00
Commissary Bagging Fundraiser	5/11/2012	$541.00
Food Booth Fundraiser	7/4/2012	$831.00

Total Income $2,000.00

Expenses

Activity	Date	Expense
Jimmy Dean Breakfast Sandwiches	1/6/2012	$15.00
FRG Meeting Refreshments	1/10/2012	$15.00
FRG Meeting Refreshments	2/11/2012	$20.00
FRG Meeting Refreshments	4/10/2012	$15.00
FRG Meeting Refreshments	5/13/2012	$15.00
FRG Meeting Refreshments	6/11/2012	$20.00
FRG Pool Party and Cookout Event (food,	6/29/2012	$728.69
drinks, paper goods, decorations, activities)		
Supplies for Freedom Fest Fundraiser (food,		
drinks, paper goods, serving gloves, and condiments)	7/3/2012	$78.25
FRG Meeting Refreshments	7/14/2012	$20.00
FRG Meeting Refreshments	8/10/2012	$15.00
FRG Meeting Refreshments	9/12/2012	$15.00
FRG Meeting Refreshments	10/11/2012	$30.00

FRG Meeting Refreshments	11/14/2012	$15.00
FRG Meeting Refreshments	12/10/2012	$30.00
FRG Holiday Breakfast With Santa (food,		
decorations, paper supplies, giveaways,		
games, activities, costume rental, place rental)	12/14/2012	$967.66

Total Expenses $1,999.60

Ending Balance (this should match bank statement if no material items obtained as income) $34.90

Total Revenue for 2012 $.40

Fund Custodian's Signature	Date:

FRG Leader's Signature	Date:

Company Commander's Signature	Date:

UNIT LETTERHEAD

Office Symbol 10 January 20XX

MEMORANDUM FOR RECORD

SUBJECT: Audit of (UNIT NAME) FRG Informal Fund

1. An audit of the (UNIT NAME) FRG informal fund was conducted on 7 January 20XX.

2. The reason for this audit: UNIT NAME FRG Fund Custodian/Treasurer Daisy Dollar resigned from her position and CPT James Dollar is leaving command of the unit.

3. The last audit was conducted on 19 August 20XX when the new FRG Leader, Lisa Leader took over this FRG Leader position.

4. Findings:

- Bank statements for January-December 20XX are contained in the notebook.
- Receipts present in the notebook for all expenditures and amounts are consistent with the ledger entries.
- Copies of monthly reports submitted to the commander present for January - December 20XX.
- There is no reference of an Alternate Fund Custodian or Appointment Orders for an Alternate Fund Custodian.
- FRG Annual Budget line items not consistent with actual FRG expenditures.

5. Discrepancies: FRG Informal Fund Reports missing for the months of March, July, and November. No appointment orders for the Alternate Fund Custodian so it is unclear if they are not present or if there is no Alternate Fund Custodian. The FRG Informal Fund Annual Report for 20XX is not contained in the notebook. Checkbook not present in notebook at the time of audit so entries could not be reviewed.

6. Recommended improvements: If there is not an Alternate Fund Custodian, when recruiting for a new primary Fund Custodian also recruit an Alternate. If there is currently an Alternate, ensure a copy of current Appointment Orders are contained in the notebook. As there is no current Fund Custodian and it is unclear if there is an Alternate, the location of the checkbook is a concern as it was not with the notebook. The list of events and anticipated expenditures contained in the FRG Annual Budget is not consistent with actual expenditures.

7. POC for this memorandum is the undersigned at COM: (XXX) XXX-XXXX or Stanley.supply8345.mil@mail.mil.

STANLEY SUPPLY
CPT, AR
S4

STATEMENT OF FINANCIAL PROGRESS
UNIT NAME FRG INFORMAL FUND

FROM_____, _____ TO _____, _____
(Date) (Year) (Date) (Year)

1. INCOME/EXPENSES:
a. INCOME

Date/Type:	Total:
_____	$ _____
_____	$ _____
_____	$ _____
_____	$ _____
_____	$ _____
_____	$ _____
_____	$ _____
_____	$ _____
_____	$ _____
_____	$ _____
_____	$ _____

TOTAL INCOME FOR THE PERIOD $ _____

b. EXPENSES

Category:	Total:
_____	$ _____
_____	$ _____
_____	$ _____
_____	$ _____
_____	$ _____
_____	$ _____
_____	$ _____
_____	$ _____
_____	$ _____
_____	$ _____
_____	$ _____
_____	$ _____

TOTAL EXPENDITURES FOR THE PERIOD $ _____

2. NET INCOME OR NET LOSS (+, -) $ _____

3. RECONCILIATION:
a. Beginning Balance (Ending balance $ _____
from previous period)
b. Add Income (or subtract net loss) $ _____

TOTAL AVAILABLE FUNDS AT END OF THIS PERIOD $ _____

4. VERIFICATION STATEMENTS:

a. The activities and operations of UNIT NAME FRG informal fund have been conducted in compliance with Department of the Army Informal Fund guidance.
Yes_____ No_____
_____
_____
_____

b. The funds expended from the UNIT NAME FRG informal fund were used for the purpose in which the unit commander approved in the FRG informal fund SOP.
Yes_____ No_____
_____
_____
_____

c. The funds expended from UNIT NAME FRG informal fund were consistent with the FRG informal fund budget for Calendar Year _____ approved by the unit commander.
Yes_____ No_____
_____
_____
_____

d. Other comments:
_____
_____
_____-
_____

_____ _____
Auditor Signature Date

_____
Printed Name/Title/Rank

_____
Phone/E-mail Address

_____
(Date)

FRG Informal Fund Audit
Auditor Findings Checklist

Unit Information	
Company/Battery/Troop:	Commander:
Battalion/Squadron:	FRG Leader:
Brigade/Regiment:	Fund Custodian:
	Alt. Fund Custodian:
Date:	
Auditor (Appointed by Commander):	
Reason for Audit (Change of Commander, FRG Leader, Fund Custodian/Alternate, Annual, request of Commander, etc.):	

Auditor Findings/Observations

	Document	Yes	No	In Progress or Partial	N/A	Other (see notes at end if more space needed)
1	Fund custodian appointment orders current					
2	Alternate fund custodian appointment orders current					
3	Fund custodian certificate of training					
4	Alternate fund custodian certificate of training					
5	FRG informal fund SOP current (signed by commander currently in command or RDC)					
6	Bank memorandum listing current authorized signatories (fund custodian and alternate only) Note: SSNs should be redacted					
7	Previous Audit Reports					
8	FRG informal fund budget for current calendar year					
9	FRG informal fund ledger for the current calendar year (all income and expenditures)					
10	FRG fundraiser requests/approvals from commander/legal for current calendar year fundraisers					
11	FRG fundraiser requests/approvals from FMWR for current calendar year					

Auditor Findings/Observations						
	Document	**Yes**	**No**	**In Progress or Partial**	**N/A**	**Other (see notes at end if more space needed)**
12	FRG informal fund report for each month of the current calendar year (must be submitted to the commander every 30 days per AR 608-1, App. J)					
13	Bank statements for each month of the current calendar year					
14	FRG informal fund ledger for the current calendar year					
15	Ledger matches bank statement for all monetary transactions					
16	Receipts maintained for every expenditure recorded on ledger for the current calendar year					
17	Deposit slips maintained for every deposit recorded on ledger for the current calendar year					
18	Withdrawal slips for every withdrawal recorded on ledger for the current calendar year					
19	Expenditures contained on ledger consistent with SOP					
20	Expenditures contained on ledger consistent with FRG Budget for current calendar year					
21	Expenditures contained in budget are appropriate for FRG mission or are FRG related					
22	All expenditures are preapproved by commander (not addressed in SOP/Budget)					
23	Total income less than $10,000 for the current calendar year (unless cap is reduced by commander)					
24	No outstanding bills					
25	No outstanding IOUs					
26	All checkbooks and extra checks/boxes of checks present					
27	Checks in name of the FRG					
28	Address on checks correct (unit address is required)					

Auditor Findings/Observations						
	Document	**Yes**	**No**	**In Progress or Partial**	**N/A**	**Other (see notes at end if more space needed)**
29	Check register updated and consistent with ledger for current calendar year					
30	Memorandum for Record for any missing documentation					
31	Memorandum for Record for any discrepancies					
32	FRG physical property/material item inventory current for calendar year					
33	FRG informal fund documentation organized in a neat or understandable manner in a binder/notebook					
34	FRG informal fund records for the prior three calendar years maintained (with fund custodian, alternate, FRSA/FRL, or at unit)					

Notes:

_____
_____
_____
_____
_____
_____

FRG PURCHASE & REIMBURSEMENT FORM

Note: This portion should be completed prior to making purchase

Date _____

The following items/services are required for the ___(Event Name)_____

Date items needed: _____ **Purchaser Name:** _____

ITEM	QTY	COST	TOTAL

Reason for Puchase:
_____
_____
_____

Total Amount Approved: _____

Approved By _____ **Signature** _____

Reimbursement (Attach Receipts)

Receipt Totals:
$_____
$_____
$_____
$_____
$_____ **(Total Due)**

Reimbursement Check # _____
AMOUNT: _____
Check made out to _____

Approved By _____ **Signature** _____

Received By _____ **Signature** _____

FRG FUNDRAISER REQUEST FORM

UNIT NAME

TODAY'S DATE: _____

REQUESTED BY: _____
(NAME OF FAMILY READINESS GROUP)

*DATE/DATES OF FUNDRAISER: _____

*TYPE OF FUNDRAISER: _____
(EX: BAKE SALE/AUCTION/CAR WASH/RAFFLE, ETC)

***FUNDRAISER (F/R) LOCATION : _____
(EXAMPLES: PX/ COMMISSARY, ETC)

PURPOSE OF FUNDRAISER: -_____
_____
_____

FUNDRAISER HOURS FROM _____'TIL _____

POINT OF CONTACT NAME FOR FUNDRAISER (PRINTED) _____

TELEPHONE NO: _____ E-MAIL ADDRESS:_____

I, The Commander or Acting Commander of this FRG, has verified that the FRGs' annual fund raising total is **UNDER** the allowed limit of **$10,000.00**.
I have **consulted with an ethics advisor** (e.g. the Brigade Judge Advocate or AdLaw Attorney) for advisement.

_____
COMMANDER AUTHORIZING FUNDRAISER SIGNATURE AND DATE

***NOTE**: FUNDRAISER REQUESTS MUST BE SUBMITTED NO LATER THAN 8-10 **WORKING** DAYS PRIOR TO FUNCTION.

***NOTE**: COMMANDER MAY APPROVE FUNDRAISERS HELD IN THE CO, BN, BDE, AND/OR MOTOR POOL AREA PROVIDED THE FUNDRAISER HAS BEEN REVIEWED BY THE DA ETHICS ADVISOR. ANY FUNDRAISER OUTSIDE OF THE UNIT FOOTPRINT MUST BE APPROVED THROUGH DFMWR.

Fundraiser Planning Check List

Initial Planning

- ___ Decide on a financial goal
- ___ Decide on a product/service
- ___ Obtain Command approval
- ___ Commander consults w/ SJA or Ethics Counselor (if necessary)
- ___ Establish a POC/Committees
- ___ Formulate a plan
    - ___ Identify key tasks
    - ___ Choose a product vendor (if applicable)
    - ___ Recruit volunteers
    - ___ Identify required supplies
    - ___ Determine a budget
    - ___ Obtain Food Handler certificates
- ___ Choose a date
    - ___ Primary date
    - ___ Alternate date
    - ___ Check Unit Training Calendar
    - ___ Check Installation events calendar
    - ___ Check local schools calendars
- ___ Choose a venue
    - ___ Coordinate with facility management for date (consider possible events that conflict/support)
    - ___ Reserve facility
    - ___ Obtain and review facility use policies
- ___ For events held outside of unit footprint, submit Fundraising Request Packet to DFMWR
- ___ Market event
    - ___ Place information in FRG Newsletter month prior and month of
    - ___ Include on monthly FRG Agenda
    - ___ Communicate event at Command & Staff
    - ___ Make Flyers/posters
    - ___ Post early marketing materials in unit area
    - ___ Installation/community media formats (if applicable)

Pre Event

- ___ Check venue to understand layout and any special considerations
- ___ Gather supplies
- ___ Confirm volunteers attendance
- ___ Review plan

Event

- ___ Arrive early for set-up
    - ___ Food supplies
    - ___ Service supplies (plates, napkins, trash bag, buckets, hoses, hair nets, hats gloves etc.)
    - ___ Cookware (if applicable)
    - ___ Tables/chairs (if required)
    - ___ Electronics (power strip, extension cords, CD player, etc.)
    - ___ Cash box/change
    - ___ Administrative items (approvals, volunteer schedule, contact numbers)
- ___ Hang marketing tools
- ___ Present a positive attitude
- ___ Communicate goal and milestones to volunteers/customers
- ___ Keep notes of success/challenges for AAR
- ___ Clean up
- ___ Remove marketing materials

Post Event

- ___ Deposit funds raised
- ___ Communicate event outcome to FRG/Command
- ___ Compile and share AAR
- ___ Recognize volunteers

FRG FUNDRAISER AFTER ACTION REVIEW

EVENT: _____
LOCATION: _____
DATE: _____ TIME: _____
EVENT POC/CHAIRPERSON: _____
APPROXIMATE NUMBER ATTENDING EVENT: _____

NAMES OF AFTER ACTION REVIEW ATTENDEES:

COST OF ITEMS:	**Estimated Cost/Actual Cost**
Food	_____/_____
Beverages	_____/_____
Condiments	_____/_____
Miscellaneous	
Item_____	_____/_____
Item_____	_____/_____
Item_____	_____/_____

SUPPLIES:	**Estimated Cost/Actual Cost**
Cups	_____/_____
Napkins	_____/_____
Plates	_____/_____
Eating Utensils	_____/_____
Decorations	_____/_____

RENTAL COSTS:	**Estimated Cost/Actual Cost**
Location	_____/_____
Equipment	_____/_____
Transportation	_____/_____

OTHER COSTS:	**Estimated Cost/Actual Cost**
Item_____	_____/_____
Item_____	_____/_____
Item_____	_____/_____

ESTIMATED CHARGE PER: _____ _____ _____
(SINGLE) (COUPLE) (GUEST)

ESTIMATED COST OF EVENT: $_____
ACTUAL COST OF EVENT: $_____
CASH DONATIONS RECEIVED: $_____
MATERIAL DONATIONS RECEIVED (FAIR MARKET VALUE): $_____
PROFIT/LOSS: _____

NOTES:

How many volunteers and who (names) participated in executing the event?

What went well?

What challenges did the FRG face with the event?

Recommendations for future events:

- Recommendation #1
- Recommendation #2

Commander Signature: _____ Date: _____

FRG Leader Signature: _____ Date: _____

Treasurer Signature: _____ Date: _____

Insert Local Donation and Fundraising Policies

ENGAGING • EMPOWERING • CONNECTING

REAL: Readiness Essentials for Army Leaders

RESOURCES

Community

NATIONAL GUARD

Each state National Guard program operates a Family Assistance Center (FAC) in order to provide information, referral and outreach to geographically dispersed Service members and Families to support them to help build resilience.

FAMILY ASSISTANCE CENTERS

Nearest FAC: _____

Phone Number: _____

To find the FAC nearest you or a geographically dispersed Family member: https://www.jointservicessupport.org/FP/

Services are provided to Soldiers, Family members, retirees, veterans and Survivors regardless of their status or component. Located in the communities FACs are able to build partnerships with local community agencies and are easily accessible. Due to their location FACs serve as a go-to agency to serve those that are geographically dispersed, parents and other Family members that are non-id card holders.

Individuals who access a FAC will find specialists who:

- Conduct outreach to Families of deployed Service members.
- Listen when a Service member or Family member needs to be heard.
- Provide information, resources, and referral when a Service member or Family member has an issue that requires assistance from internal or external organizations.
- Provide follow-up services to ensure that needs are being met and determine if any further assistance is needed.

Services include:

- Community, State and National resources
- Education services
- Financial education, planning, and resources
- Legal services
- Employment services
- Crisis intervention and referral
- ID Card/DEERS
- Tricare

JOINT SERVICES SUPPORT (JSS)

Website: https://www.jointservicessupport.org

Services Locator: https://www.jointservicessupport.org/spn

JSS is a web-based service advocating for National Guard Service members, Families and Veterans by leveraging a network of strategic partners. Through JSS individuals can access programs and community resources. Programs include:

Yellow Ribbon Reintegration Program (YRRP)

The Yellow Ribbon Reintegration Program is a DoD-wide effort to promote the well-being of National Guard and Reserve members, their families and communities, by connecting them with resources throughout the deployment cycle. Through Yellow Ribbon events, Service members and loved ones connect with local resources before, during, and after deployments. Reintegration during post-deployment is a critical time for members of the National Guard and Reserve, as they often live far from military installations and other members of their units. Commanders and leaders play a critical role in assuring that Reserve Service members and their families attend Yellow Ribbon events where they can access information on health care, education and training opportunities, financial, and legal benefits.

The Yellow Ribbon Reintegration Program web-site provides on-line classes focused on deployment cycle support, methods with how to connect to the community, event information, handouts for on-line classes, and more. Classes can be accessed at http://yellowribbon.mil

Employer Support of the Guard and Reserve (ESGR)

ESGR is a Department of Defense office that develops and promotes supportive work environments for Service members in the Reserve Components through outreach, recognition and educational opportunities that increase awareness of applicable laws, and resolves employment conflicts between the Service members and their employers. The ESGR provides education, employment opportunities, ombudsman services, and outreach to help maintain employment relationships, including Employer Awards for those employers who go above the call of duty to support a Service member employee. Employer Support Specialists and volunteers provide services across all 50 states.

For additional information about ESGR programs, nomination processes, etc. visit their website at http://www.esgr.mil

Family Programs

National Guard Family Programs are located in each state and consist of: a state Family Program Director, 1-4 Wing Family Programs Coordinators, Family Readiness Groups/Key Volunteer Groups, Family Readiness Assistance, and Family Assistance Staff.

The National Guard Family Program Community Outreach focuses on connecting National Guard Families with local, regional, and national organizations in support of their everyday lives at home. Current partnerships include:

- Veterans of Foreign Wars
- American Veterans
- Disabled American Veterans
- American Legion
- United Service Organizations
- America's Adopt A Soldier

Family Readiness assists Service members and their Families to prepare for separations during short and long term deployments. Through an integrated Family readiness and support program information is provided to all members regardless of the parent service or component of the member. The Family readiness system is a network of programs, services, people and agencies promoting the quality of life of Service members and their Families.

National Guard Volunteer Program exists to serve the Family readiness needs of Army and Air National Guard Service members and their Families. The program provides assistance and support in the development and administration of volunteer programs at the state level in accordance with statutory requirements. The goal of the Volunteer Program is to enhance military Family readiness through an effective Volunteer network by educating, assisting and advocating for the readiness and well-being of military Families and Volunteers. The Volunteer Program is comprised of the following:

- Regional Volunteer Team (RVT): Provide guidance to other National Guard volunteers based on their time of service, experience and expertise as volunteers in their respective states. They administer the National Awards Program, and re often invited guest speakers to their regional state training conferences. The RVT assists the national Volunteer Program manager by serving as representatives at meetings and via Webinars to share accumulated information and are responsible for providing the National Guard Bureau with "Best Practices." They serve as Points of Contact for volunteer concerns from their region.

- Volunteer Training Team (VTT): A grass roots program that provides opportunities for geographically dispersed volunteers to attend training courses through an online/ conference call platform. Creates new volunteer opportunities for state level volunteers to aspire to and continue providing their time and skills at the national level. Training courses are designed for members of all branches of service, Family members, volunteers, paid staff, and community resource members. There are 8 sub-teams to the VTT:

    - Data
    - Communications/Marketing
    - Education and Curriculum
    - Facilitator
    - Graphic Design/Seminar Enhancement
    - Human Resources
    - Quality Assurance
    - Special Projects

- Volunteer Support Staff (VSS): Assists the National Guard Bureau with the operation of the annual National Guard Volunteer Workshop and Youth Symposium.

Child and Youth Program (CYP)

CYP is an integral component of the National Guard's comprehensive approach to Family Readiness. The CYP is available to school age dependents ages 6-18 years, of National Guard Soldiers and Airmen, regardless of deployment status, Survivors and Active Component Soldiers and Airmen geographically-separated from installation-based program support. Age-appropriate activities and support services are offered in four service delivery areas:

- Art, Recreation & Leisure
- Sports, Fitness & Health
- Life Skills, Citizenship, character Development & Leadership
- Academic Support, Career Development, Mentoring & Intervention

The Core Program Elements Include:

- National Guard Teen Panel
- National Youth Symposium
- State Teen Panel
- State Youth Symposium
- Youth Development Programming
- State Opportunities & Military Youth Adventure Camps
- Yellow Ribbon Reintegration Program Support

To find more information about the program in your area visit: https://www.jointservicessupport.org/spn or call 703-607-5409.

Financial Management Awareness

A Consumer Education and Financial Services Program that is designed to facilitate a comprehensive array of financial support tools within the Defense Department. The program has an objective of providing every guard member and Family member access to services and tools that will help them obtain and maintain financial health. Using a variety of media the program aims to ensure National Guard members and their Families have at least awareness of easily accessible resources to help them manage their financial health to ensure mission readiness. Program Components include:

- Classes and Individual Tutorials
- Counseling and Consultations
- Information & Referral

Joining Community Forces

Joining Community Forces aims to maximize the impact of civilian and military resources to Service members, Families, and veterans; in order to build resilience and foster a community network that is both sustainable and relevant. Inter-Service Family Assistance Committees, a cooperative partnership at regional or state level, are organized to provide a comprehensive view of the needs of Service members, Military Families and veterans within their specific locations and to recommend solutions from the resources of that community. The website: https://www.jointservicessupport.org/communityforces/ has direct links to resources and partnerships that are available through the Joining Forces initiative.

Psychological Health Programs

The National Guard Psychological health Program is designed to advocate, promote and guide National Guard members and their Families by supporting psychological fitness. Services will be offered in every state and territory and are tailored and delivered according to the needs of each individual through various combinations of psychological health resource identification, communication of applicable benefits and other counseling services within the State and military system framework. Initial contact will have a greater emphasis on assessment, referral, and resource identification; for example, connecting the National Guard member or family member with a confirmed appointment or other mental health resource. Services that address longer term or more complex problems will also receive support through to the appropriate health care provider. Goals include:

- Provide high-quality services that are National Guard member specific; friendly and comprehensive, while typically increasing state/territory utilization rates to promote National Guard member readiness.
- Assist National Guard program managers and supervisors to improve a National Guard member's readjustment to civilian life by managing professional services and/or overseeing an individual's mental health needs.
- Provide consultation and support to help address organizational and individual health care situations, which have a detrimental effect on the National Guard member's reintegration to civilian life.
- Offer consultative guidance and support to state and territory National Guard senior management on state specific mental health needs based on Guard member demographics and mental health status.
- Provide National Guard oriented mental health training throughout the full spectrum of the deployment cycle.

Sexual Assault Prevention and Response

Program Manager: _____

Phone Number: _____

Sexual Assault Prevention & Response Program is part of a Department of Defense-wide initiative to end sexual assault in the military and encourage Service members to protect and defend one another against unwanted sexual contact.

Through preventative education, civilian partnerships, bystander intervention, and victim advocacy, SAPR empowers Service members to report incidents they've experienced, and recognize when they or someone they know may be in a dangerous situation.
Links on the JSS SAPR page include:

- Military Resources
- National Helplines and Hotlines
- Sexual Assault Organizations
- Domestic Violence Organizations
- Law Enforcement Organizations
- Legal Action and Prosecution
- Government Offices
- Policies and Regulations
- Research, Tools and Articles
- Training and Consulting

National Hotlines:
National Domestic Violence Hotline: 800-799-SAFE and 800-787-3224 (TTY)
National Sexual Assault Hotline: 800-656-HOPE

Transition Assistance

Program Manager: _____

Phone Number: _____

Transition Assistance Advisors (formerly State Benefits Advisors) work with other Joint Forces Headquarters staff members and Directors of State Family Programs to build a state network of support with Veterans Affairs and community organizations for Service members and their Families to access in their community.

Transition Assistance Advisors (TAAs) will:

- Help you get through the red tape. Provides information and assistance to Service members and their Families to help them understand and access Veterans Affairs (VA) benefits as well as services through the Department of Veterans Affairs and the Military Health System.
- Meet your Post-Deployment needs. Coordinates with VA, TRICARE, Veteran Service Organizations, and other federal, state and community resources to provide important information and help with obtaining services to meet the needs during the post-deployment period.
- See you through changes in your Military Service. Participate in the mobilization and demobilization process to brief and advise National Guard members and their Families about available VA entitlements and available resources in their communities.
- Ensure your health and wellbeing are taken care of. Help coordinate activities for the Post-Deployment Health Reassessment event (a screening evaluation for any lingering physical and mental health conditions Service members may experience at 3-6 months post-deployment).
- Strive to be your personal problem solver. Research and resolve issues associated with entitlements whenever you or your Family members encounter problems.
- Get the right folks involved when you need their help. Advise the Joint Forces Headquarters and coordinate with Family Support Specialists, Employer Support Group to give you the access to entitlements available through Department of Veterans Affairs, Department of Labor and other veterans' entitlement and benefit programs.

Youth ChalleNGe Program

Reclaiming the lives of at-risk youth, producing program graduates with the values, life skills, education and self-discipline to succeed as productive citizens.

Youth ChalleNGe is an alternative program which offers youth, who have dropped out of school, the opportunity to change their future. Participants looking for a way to succeed outside of a traditional school setting learn self-discipline, leadership, and responsibility while working to obtain a high school equivalency diploma.

To find a Youth ChalleNGe program near you visit: https://www.jointservicessupport.org/ngycp

US ARMY RESERVE COMMAND

ARMY RESERVE FAMILY PROGRAMS
Connecting Soldiers • Families • Communities

Family Programs is a comprehensive blend of quality of life programs in support of Department of Defense activities. Family Programs is a Commander's force multiplier for mission readiness. Family programs staff serve as the primary coordinating resource, who provide a multitude of unit and community-based services that foster the growth, development, and readiness of Soldiers and Families assigned to the Command.

ARMY RESERVE FAMILY PROGRAMS TRAINING OPPORTUNITIES

Program Manager: _____
Phone Number: _____

The Army Reserve Family Programs Directorate provides a variety of Life Skills training and support designed to assist Commanders, Family Programs Staff members, Soldiers, Family members, and volunteers navigate through each phase of the Soldier's life cycle. Classes are offered telephonically as well as in a classroom setting. To learn when and where classes are offered visit: http://arfp.org/training.php

Classes are offered in the following areas:

- Command Family Readiness
  - Chain of Command Training
  - Family readiness Groups in a New Era
  - BBPCC Spouse Training
  - Soldier Life Cycle Training
- Soldiers and Families
  - Army Family Team Building (AFTB)
  - Telephonic Mobilization and Reunion Briefings
  - Youth Leadership, Education, and Development
- Volunteers
  - Volunteer Orientation to the Army Reserve
  - Volunteer Orientation to the Unit
  - Family Readiness Groups in a New Era
  - Instructor Training Course
  - Briefer Training Course

ARMY RESERVE FAMILY PROGRAMS

www.arfp.org

Army Reserve Family Programs provides education, training, awareness, outreach, information, referral, and follow-up. Our mission is to provide commanders with relevant and responsive quality-of-life programs and services in support of Soldiers, Families, and DA civilians.

FORT FAMILY

Live Support 24/7, 365 DAYS
1-866-345-8248

Fort Family provides a single gateway to responsive Family Crisis Assistance, available 24/7, 365 days a year. It provides a unit and community based solution to connect people to people. By pinpointing Families-in-need and local community resources, the Fort Family Outreach and Support Center can quickly connect the Soldier Family and resources thus providing installation-commensurate services in the geographic location of the crisis. Fort Family Outreach and Support Center has established a community based capacity by engaging our Nation's "Sea of Goodwill" to support Soldiers and Families closest to where they live.

Receive Information and Referral from Fort Family Outreach and Support for needs such as:

- Temporary Housing
- Emergency Funds
- Disaster Relief
- Debt Management
- Emergency Home Repair
- Assistance with locating nearest installation
- Separation or Coping issues
- Information on how to find a CAC office

CHILD AND YOUTH SERVICES

To find a Reserve Child and Youth Services Program near you visit:
http://arfp.org/cyss.php

Program Manager: _____

Phone Number: _____

Child, Youth & School Services (CYSS) has a range of quality programs to help Army Families meet their parental challenges and maintain their mission readiness. Whenever you need it and wherever you are, CYSS is prepared to make life better for Army Reserve Families.

CYS Services helps geographically dispersed Soldiers and Families find affordable childcare and youth supervision options within local communities. Provide and connect Soldier & Families to school-age and youth command/unit events, school-age and youth community - based partnership events, school support services, and community-based resources. CYSS also has opportunities for youth volunteers for example: Army Reserve Teen Panel Member, Command Teen Councils Member, Youth, Leadership, Education and Development Summits, assist with FRG, Family Days, Battle Assembly Snack area and many more.

Army Fee Assistance for Child Care

Army Fee Assistance (AFA) was created to assist qualifying Army Sponsors with the cost of off-post child care allowing Families to pay fees comparable to those charged at an installation. If you do not have access to an on-installation child care provider, you may be eligible to participate in AFA. The benefit is available to children from birth through 12 years of age of Families of AGR, Deployed, Wounded Warriors and Survivors of Fallen Warriors.

- Full Day Care (25+ hours per week)
- Part-Time Care (16-25 hours per week)
- Before and After School/Summer Care
- (Must meet eligibility requirements)

Children must be enrolled in child care a minimum of 16 hours per week in order to qualify for AFA. The AFA will be paid directly to the Sponsor's child care provider and their statement/bill should reflect the reduction in cost that will result from the AFA.

Army Fee Assistance for Respite Care

The Army Child, Youth & School Services (CYSS) is offering Respite Child Care assistance to support Families of Deployed, Wounded Warriors and Survivors of Fallen Warriors.

Child care providers must be State Licensed and/or Nationally Accredited in order to be deemed an eligible provider to receive AFA.

Respite Care for Deployment Status may be authorized for 30 days prior to deployment and for an additional 90 days after the Sponsors return.

Because most Army Reserve Families are geographically dispersed, they typically do NOT live near an active duty installation; therefore, they may not have access to the same services that active duty Families have.

Fee Subsidy

- AGR, Deployed, Wounded, Injured, Fallen Warrior/ SOS Families
- Full Day/Part Day child care fees comparable with on post
- Respite Care
- Licensed/Accredited Providers
- Referrals available in 50 states

All questions on eligibility and application for the AFA should be addressed to the GSA Subsidy Administration Section.

Link: https://financeweb.gsa.gov/childcare_portal/childcare_army_home
Phone: (866) 508-0371
Fax: (816) 823-5410

FAMILY RESOURCES

Resources listed in this guide are subject to availability by location and affiliation. Please Check your local office for more information.

ARMY EMERGENCY RELIEF (AER)

Helping the Army Take Care of Its Own Since 1942
ARMY EMERGENCY RELIEF

Local Program Manager: _____

Local Phone Number: _____

AER provides support and emergency financial assistance through reciprocal agreements to those geographically separated from an AER section through Air Force Aid Society, Coast Guard Mutual Assistance, Navy-Marine Corps Relief Society and the American Red Cross at 908 locations around the world. Service members must be on Title X orders in order to obtain an AER loan.

- Provides emergency financial assistance to Soldiers, Retirees and their Families
- Offers grants and no-interest loans to qualified applicants
- Serves as the Army's own emergency financial assistance organization
- AER funds are available to commanders to provide emergency financial assistance based on a valid need
- 81 AER Sections are located at U.S. Army installations worldwide

ARMY ONE SOURCE (AOS)

www.myarmyonesource.com

AOS strives to standardize the services and delivery of support to Soldiers and the Families regardless of their component or geographical location. AOS has two main components: Program Outreach and Technology.

Program Outreach: To establish and strengthen the partnerships within the following four focus areas: behavioral health, faith, legal and financial in local communities. AOS Community Support Coordinators support this effort by working with local agencies to establish partnerships.

Technology: The AOS portal, located at www.myarmyonesource.com, complies important, credible, and up-to-date information in a single location providing Soldiers and Families access at any time of the day, regardless of component or physical location.

ARMY FAMILY ACTION PLAN (AFAP)

Local Program Manager:

_____

Local Phone Number:

_____

AFAP provides Active and Reserve Component Soldiers, Army Civilians, Family members, Survivors and Retirees a voice in shaping their standards of living by identifying issues and concerns for Army Senior Leadership resolution.

Issues can be submitted at the garrison Army Community Service office or to a unit Family Programs liaison. Army OneSource (www.myarmyonesource.com) also facilitates AFAP issue online submission and routes the issue to the garrison/unit selected by the submitter for entry into the AFAP process. AFAP is the primary tool to communicate the important issues facing Soldiers, Army Cviliians, Families, Survivors and Retirees.

Each installation conducts issue-generating and developing events that allow the community to be a part of the AFAP process, ensuring the voice of the Army is heard. Individuals interested in learning more about their installation's process and how to get involved are encouraged to contact their local AFAP program manager.

Army Community Service Centers (ACS) are located on installations; requiring an individual to have an ID card in order to gain access to the center. Services offered through ACS are open to Active Duty, Reservists and National Guard members, DoD Civilians, Retirees, and Family members. Some ACS programs such as Army Emergency Relief, Exceptional Family Member Program, and Victim Advocacy require service members to be on Title X orders in order to receive full services.

ARMY FAMILY TEAM BUILDING (AFTB)

Program Manager: _____

Phone Number: _____

AFTB is a Family training and readiness program that provides participants with a better understanding of Army culture as well as the skills and resources needed to become resilient, self-sufficient and self-reliant members of the military community. AFTB provides education for those new to the military as well as to those looking to increase their leadership skills. Individual topics can be requested for meetings and unit training. Topics include:

Military Knowledge:

- Military Knowledge…What Does It Mean?
- Military Acronyms and Terms
- Chain of Command
- Customs, Courtesies, Ceremonies and Traditions
- Military Social Functions
- Military Benefits and Entitlements
- Introduction to Military and Civilian Community Resources
- Introduction to family Readiness Groups
- Military Family Preparedness
- Resiliency, Be the Bouncing Ball

Leadership Development

- Leadership Through Understanding Needs
- Examining Your Leadership Style
- Effective Communication for Leaders
- Developing Great Meetings
- Establishing Team Dynamics
- Resolving Conflict
- Supporting Others Through Coaching and Mentoring
- Virtual Meetings Tips and Techniques

Personal Growth and Resiliency:

- Learn to Communicate
- Effective Conflict Management
- Problem Solving Strategies
- Exploring Personality Traits
- Improving Personal Relationships
- Successful Team Dynamics
- Growing Through Change
- Resiliency During Crisis and Grief
- Overcoming Stress
- Winning at Time Management
- Time to Serve: The Volunteer Experience
- Heading Towards Leadership

ARMY VOLUNTEER CORPS (AVC)

Program Manager: _____

Phone Number: _____

Through dedicated service volunteers transform military installations into communities. Volunteerism helps connect individuals to their community, increases resilience, and helps individuals develop skills for future career development.

AVC assists in connecting individuals interested in volunteering with volunteer positions in their community and matching organizations and interested volunteers. Volunteer hours are tracked through the Volunteer Information Management System (VIMS), which provides documentation of volunteer hours and training. AVC is responsible for installation volunteer recognition events.

EMPLOYMENT READINESS PROGRAM (ERP)

Program Manager: _____

Phone Number: _____

ERP assists Family members as well as Soldiers (Active/Guard/

- Hiring events (e.g., career and job fairs, employer panels)
- Training classes (resume writing, dress for success, interviewing)
- Resume assistance (includes certified Federal Resume Assistance)
- Support for Transitioning Soldiers where SFL-TAP is not available
- Skills assessment and career counseling
- Military Spouse Employment Partnership (MSEP) information (Spouses resume posting and job matching, portable careers)
- Resource computers
- Referral resources – community & national resources (states' employment offices, DOL)

FAMILY ADVOCACY PROGRAM (FAP)

Local Program Manager: _____
Local Phone Number: _____

The US Army Family Advocacy Program is dedicated to the prevention, education, prompt reporting, investigation, intervention and treatment of spouse and child abuse. The program provides a variety of services to soldiers and families to enhance their relationship skills and improve their quality of life. This mission is accomplished through a variety of groups, seminars, workshops and counseling and intervention services.

Seminars and Workshops include:

- Command and Troop Education
- Community Awareness
- Conflict Resolution
- Couples Communication Skills
- Stress Management
- Prevention Programs and Services
- New Parent Support Program
- Parent Education
- Domestic Violence Prevention
- Victim Advocate Program
- Relationship Support
- Safety Education
- Respite Care Program
- Emergency Placement Care Program
- Reporting Procedures

New Parent Support Program (NPSP)

Local Program Manager: _____
Local Phone Number: _____

NPSP delivers intensive, voluntary, strengths based home visitation services developed specifically for expectant parents and parents of children from birth to 3 years of age, to build strong, healthy military families. Through a variety of supportive services including home visits, support groups and parenting classes, the NPSP helps Soldiers and Families learn to cope with stress, isolation, post-deployment reunions and everyday demands of parenthood.

Home Visitor Services: Home visitors are Licensed Clinical Social Workers or Registered Nurses. Home visitors provide intensive home visitation to “at risk” Families as identified by the Family Needs Screener (FNS). Family Service Plans (FSP) are developed and are designed to meet the unique needs of each Family. Continual risk assessments, role modeling, education, mentoring and forming positive relationships are critical skills for positive program outcomes

Transitional Compensation (TC) Program:

Local Program Manager: _____

Local Phone Number: _____

May be implemented after “dependent-abuse offenses”. TC provides temporary financial assistance to eligible Family members while they reestablish their lives after the abusive Soldier is separated from the Army for a dependent-abuse offense

Dependent-Abuse Offense: Crimes such as sexual assault, rape, sodomy, assault, battery, child abuse (to include child neglect), murder, and manslaughter, when acted out by a Soldier on his/her Family member

Transitional Compensation Benefits:

- Monthly Payments
- ID CARD
- Commissary and Exchange
- Medical and Dental Care

Victim Advocacy Program

Local Program Manager: _____

Local Phone Number: _____

IAW AR, 608-18 the primary mission of VAP is to provide comprehensive assistance and support to victims of spouse abuse

DAVAs Provide:

- Briefings on domestic violence and child abuse prevention awareness
- 24/7 crisis intervention
- Assistance in obtaining medical treatment for injuries
- Risk Assessments/Safety Planning
- Provide information on legal rights and proceedings
- Referrals to military and civilian shelters and other community resources
- Emotional support throughout the court/court-martial process
- Case Management Services

DAVAs Don’t Provide:

- Clinical Triage/Assessment
- Clinical Case Management/CRC Prep
- Counseling/Treatment
- Services to/for the Offender(s), “Couple” or “Family”

EXCEPTIONAL FAMILY MEMBER PROGRAM (EFMP)

Program Manager: _____

Phone Number: _____

EFMP is a mandatory enrollment program based on public law and Department of Defense directives. Army Regulation 608-75 provides the directives regarding how the Army is implementing EFMP.

An Exceptional Family Member (EFM) is any Family member (child or adult) with any physical, emotional, developmental, or intellectual disability that requires special treatment therapy, education, training, or counseling.

Services Provided through EFMP:

- Assess, screen, and document special education and medical needs of Family members
- Consider special education and medical needs in assignment process
- Ensure Family members receive community support services to meet needs
- Ensure facility and program accessibility
- Provide Educational and Developmental Intervention Services
- Systems Navigation: is a community support component of EFMP
  - ✓ The primary role of a Systems Navigator is to navigate Families through the available systems of care:
  - ✓ Make Referrals to required services
  - ✓ Provide resource information pertaining to the disability or medical condition
  - ✓ Identify support groups and social activities
  - ✓ Strengthen the Family's ability to advocate for their EFM

MILITARY AND FAMILY LIFE COUNSELORS (MFLC)

Program Manager: _____

Phone Number: _____

MFLCs provide non-medical, short-term, solution-focused counseling and briefings for issues amenable to brief intervention. The counseling is psycho-educational, which teaches participants to anticipate and resolve challenges associated with the military lifestyle. The aim is to prevent exacerbation of mental health conditions that detract from military and Family readiness. Eligible recipients include Soldiers, Military Family members, DoD Civilian Expeditionary Workforce in support of combat missions.

- Anger management
- Conflict resolution
- Parenting
- Relationship Issues
- Deployment and reintegration concerns
- Relocation adjustment
- Separation
- Coping skills
- Homesickness
- Loss and grief
- Financial counseling

RELOCATION READINESS PROGRAM

Program Manager: _____

Phone Number: _____

Relocation Readiness Program (RRP) – Army Community Service Center RRP assists Soldiers (AC / RA / ANG / Reserve), Civilians and their Family members with Permanent Change of Station (PCS) relocation.

Comprehensive relocation training, information, tools and support to lessen relocation-related stress and to ensure a smoother and shorter settling in process to include the following:

- Education and Training classes (e.g. pre-entry workshops, newcomers' orientation, post move, mandatory overseas orientations and cultural classes
- Individual counseling / assistance is available to both inbound and outbound personnel and families
- Resource computers
- Referral resources – Community and national resources
- Unit Sponsorship Training upon request (also available 24/7 through the Army Career Tracker)
- Lending Closet – Items to bridge the gap between pickup and delivery of household goods

FINANCIAL READINESS PROGRAM

Program Manager: _____

Phone Number: _____

FRP assists Soldiers (AC / RC / NGB / Retirees), Civilians and their Family members with personal financial management support

ACS's FRP supports Transitioning Soldiers where SFL-TAP FCs not available .

FRP services include:

- Training classes (e.g., Spend Plan, TSP, Savings and Investing, Consumer Awareness, Credit Management, Home Buying, Insurance)
- Financial counseling (e.g., debt reduction, consumer advocacy, first-term and annual budgets)
- Resource computers
- Referral resources – Community and national resources (installation banks and credit unions, AER, Consumer Federation of America, Army OneSource, Military OneSource, BBB, Consumer Financial Protection Bureau)

MOBILIZATION, DEPLOYMENT, AND STABILITY SUPPORT OPERATIONS (MD&SSO)

Program Manager:

_____

Phone Number:

_____

MD&SSO acts as a community integrator and is available to all personnel on an installation regardless of status; this enhances community readiness. Services include; providing resources and referrals throughout the deployment cycle, assisting and advising commanders with Family readiness plans, assisting installation programs to align with the unit deployment cycle, Soldier readiness processing, non-combatant evacuation operations (NEO), repatriation, and emergency assistance. Preparing, connecting and empowering the Total Army Family – MD&SSO enhances community readiness and resilience for the challenges ahead.

Training Topics and Support Services include:

- Family Readiness Group Leader Training
- Family Readiness Liaison Training
- Family Readiness Support Assistant Training
- Command and Rear Detachment Command Training
- Care Team Training
- Deployment Cycle Readiness/Preparedness
- Coping with Separation
- Preparing to be Together
- Deployment and Separation Finances
- Emotional Cycle of Deployment
- Pre and Post Deployment Resiliency
- Deployment Fairs
- Emergency Family Assistance
    - Provide authoritative and accurate information
    - Continuous support and assistance during all-hazards events
    - Timely and Effective Assistance
    - Non-combatant evacuation preparation workshops
    - Assistance during repatriation

VIRTUAL FAMILY READINESS GROUP

Army FRG is a platform designed and monitored by the Army to create a virtual FRG that commanders can control and monitor. The site is secure – members must be approved and must register using their Sponsor's last four. This ensures only people who should have access do and those that should not don't while replicating the major components of an FRG:

Allows Commanders to securely communicate to the FRGs using a variety of tools:

- Forums
- News Modules
- Calendar
- Telephone Tree Administration
- Download Center
- Streaming Videos
- Frequently Asked Questions
- Links
- Unit Store
- Facebook Interface
- E-Army Family Messaging

ADPAAS | ARMY DISASTER PERSONNEL ACCOUNTABILITY and ASSESSMENT SYSTEM

MD&SSO staff are responsible for ensuring individuals who have completed an assessment asking for assistance during all-hazards event are provided timely and effective assistance. Through ADPAAS individuals can complete a needs assessment that allows and individual to assess for assistance in 19 different categories such as: temporary housing, finances, child care, mortuary affairs, medical assistance, counseling, and more. To access the ADPAAS system go to: https://adpass.army.mil

SURVIVOR OUTREACH SERVICES (SOS)

Program Manager:

_____

Phone Number:

_____

The National Defense Authorization Act of 2006 (NDAA 2006) directed all the Military Services to develop a long-term support program for Survivors of the Fallen. Survivor Outreach Services (SOS) is the Army's official program for long-term Survivor Support and integrated into the Army's casualty continuum of care (the overall casualty framework which provides comprehensive support to Survivors). SOS works closely with the Casualty Assistance Center (CAC) and the Casualty Assistance Officer (CAO) during the initial phases of Survivor support. Introduced early in the casualty process, SOS coordinates services such as grief/bereavement counseling and financial assistance. Official transfer for long-term support occurs once all CAO duties and all required actions are complete.

SOS is a "One Army" Program made up of Regular Army, ARNG and USAR staff. The "One Army" concept means that Survivors receive support by the office closest to where they reside, regardless of Army component of the deceased, or component of the staff providing service. Services are also provided regardless of the manner of death (e.g., combat, training accident, vehicle accident, suicide, illness, etc) or location of death (e.g., during deployment, at garrison, mass casualty, hospital, etc). Lastly, access to services are for as long as the Survivor desires and NOT time limited.

SOS provides support to surviving Uniformed Soldiers, Family members of Soldiers who died on Active Duty, Army National Guard (ARNG) M-Day Soldiers, United States Army Reserve (USAR) Troop Program Unit members or those designated as Prisoner of War/ Missing in Action (POW/MIA). Survivors are not only primary and secondary next-of-kin, but may include other Family members and even unrelated loved ones such as fiancés and battle buddies.

The SOS program offers services that seek to build Survivor independence and resilience using a holistic, multi-agency and multi-component approach. Support Coordinators serve as the long-term support advocate for Survivors and is responsible for service delivery. They facilitate support groups, provide life skills education, assist Survivors in managing applicable life-long benefit transition milestones, connects Survivors with counseling resources, and has working relationships with local Non-Governmental Agencies to assist with other Survivor needs. Financial Counselors help Survivors by assisting with long-term financial goals, budget counseling, debt management, estate planning education, tax issues and higher education needs.

SOS is a ready resource to military units and leadership in casualty support operations. SOS and CAC staffs should be considered as a training partner in mass casualty exercises, and a go-to resource when real life events occur.

More information is available through your local SOS office. Regular Army SOS staff are a part of the Army Community Service (ACS)/Army Support Activity (ASA) Center and located in the ACS/ASA building or in a separate facility on post. ARNG and USAR staff, who may be your Survivor's closest support, are located in Armories, State Joint Forces Headquarters and Family Centers. More information on Survivor resources (including your closest Survivor Outreach Services office) is available online at www.sos.army.mil or by calling the SOS toll free # (1-855-707-2769).

It is important to recognize and understand symbols the Army has adopted to honor and recognize Survivors of Fallen Soldiers. This includes the:

Gold Star Service Banner is displayed in memory of those who paid the ultimate sacrifice. During World War I, service flags were displayed in homes, businesses, schools and churches with a Blue Star for each Family member serving in the United States Armed Forces. A gold star was stitched over the blue one to represent when that Service member died during service to our nation.

Gold Star Lapel Button presented to immediate Family members of Service Members who die while deployed during any armed hostilities in which the United States is engaged (or die from wounds sustained in theater), dating back to World War I. This includes Service Members who die while deployed in support of military operations against the enemy or during an international terrorist attack.

Lapel Button for Next of Kin of Deceased Personnel (also referred to as Next of Kin Lapel Button) presented to immediate Family members of Service Members who die while serving honorably outside of a combat theater of operations (such as illness, suicide, training accident, vehicle accident, etc). This includes Service Members who die while assigned to a Reserve or National Guard unit in a drill status. It is authorized for issue retroactive to March 29, 1973.

The Gold Star Lapel and Next of Kin Lapel Buttons are normally presented to eligible family members prior to the military funeral service. Although they are less than an inch in size, they are packed with great meaning and emotion. They are not awards. They are symbols of honor. When you see someone wearing either the Gold Star or Next of Kin Lapel Button, know that he or she has lost a loved one who selflessly served our nation.

SOLDIER AND FAMILY ASSISTANCE CENTER (SFAC)

Program Manager:

_____

Phone Number:

_____

Wounded Soldier and Family Hotline: 1-800-984-8523

SFAC services are tailored and responsive to the needs of the Soldier and their Families. Most services will be present in the SFAC location in order to maximize the convenience to the Soldier and their Families. Other services requiring less than a full-time presence will be brought forward to the SFAC at designated times. Still other services will be provided through priority off-site appointments coordinated by the SFAC staff. SFAC sites will provide a warm, relaxed environment where Soldiers and their Families can gather to foster physical, spiritual and mental healing. The AOS SFAC site provides links to installation SFAC web-sites.
Services identified to date to be present or coordinated in the SFAC are:

- Entitlement Benefits
- Educational Services
- Transition/Employment Assistance
- Travel pay for Family members
- Substance Abuse
- Coordination of Legal and Pastoral Services
- Lodging resources
- Child Care referral
- Coordination with Army Reserve, National Guard, State and Local Agencies

MORALE WELFARE AND RECREATION (MWR)

Family and MWR programs, services and activities offer Soldiers and Families opportunities to enrich their lives culturally and creatively. Our programs relieve stress, build strength and resilience, and help the Army Family stay physically, mentally, and financially fit.

- Child, Youth & School Services
- Army Family Programs
- Soldier Programs & Community Recreation
- Family and MWR Business Initiatives
- Armed Forces Recreation Centers
- MWR Recreation Delivery to theater operations

The Army's investment in delivering the highest quality programs and services – from Family, child and youth programs to recreation, sports, entertainment, travel and leisure activities – reflects its commitment to Soldiers, Families, Civilians and Retirees.

BETTER OPPORTUNITIES FOR SINGLE SOLDIERS (BOSS)

Local Point of Contact:

_____

Local Phone Number:

_____

Better Opportunities for Single Soldiers (BOSS) is a dynamic Department of the Army program. Participants enhance their QUALITY OF LIFE, contribute to their community through COMMUNITY SERVICE activities, and assist in the planning and execution of their own RECREATION AND LEISURE events. The mission of the BOSS program is to enhance the morale and welfare of single Soldiers, increase retention, and sustain combat readiness. BOSS is the collective voice of single Soldiers through the chain of command which serves as a tool for commanders to gauge the morale of single soldiers regarding quality of life issues..

CHILD, YOUTH AND SCHOOL SERVICES

Local Point of Contact:

_____

Local Phone Number:

_____

Child, Youth and School (CYS) Services recognizes the challenges of our Soldiers and their Families. By offering quality programs for children, youth and students, CYS supports the Army Family Covenant by reducing the conflict between mission readiness and parental responsibility.

Child, Youth & School Services (CYSS) are a wide range of quality programs to help Army Families meet their parental challenges and maintain their mission readiness. Whenever you need it and wherever you are, CYSS is prepared to make life better for Army Families.

Services include:

- Offer child care on installations and in communities
- Offer youth programs on installations and in communities through partnership arrangements
- Assist in locating child care and youth services; (e.g., Operation Military Child Care)
- Conduct outreach to schools (school liaison program)
- Provide child care training to FRG volunteers (Volunteer Child Care in a Unit Setting program)
- Child care for geographically dispersed Families
- Child care under the Army Family Covenant (AFC)

CHAPLAINS AND UNIT MINISTRY TEAMS

Chaplains perform religious support activities according to their faith and conscience and provide religious support of other faith groups by coordinating with another chaplain or qualified individual to perform the support needed. At the unit level, a chaplain and chaplain assistant form a Unit Ministry Team, or UMT, and are embedded throughout all three components of the Army -- Active, Guard and Reserve.

Program Manager: _____

Phone Number: _____

Army Chaplain services are open to all Service Members and their Families and provide the following services:

- Pastoral Counseling
- Family Life Chaplains – provide marriage counseling services
- Strong Bonds Retreats for Couples and Singles
- Conduct training
- Suicide Prevention training
- Serve as part of the Casualty Notification Team
- Serve as part of the Care Response Team
- Provide information and resources on grief and bereavement

SOLDIER FOR LIFE

Soldier for Life connects Army, governmental, and community efforts to build relationships that facilitate successful reintegration of our Soldiers, Retired Soldiers, Veterans, and their Families in order to keep them Army Strong and instill their values, ethos, and leadership within communities.

- Established on posts, camps, and stations
- Provides resources for planning during all phases of military life

https://soldierforlife.army.mil

Local Point of Contact:

_____

Local Phone Number:

_____

Virtual Center

1-800-325-4715

TRANSITION ASSISTANCE PROGRAM

The SFL-TAP process must be initiated early. Allowing Soldiers to start early provides you and the Soldier the flexibility needed to prevent a conflict between mission requirements and SFL-TAP services. It also ensures compliance with timeliness standards and promotes the program's effectiveness. As they prepare for transition, Soldiers need an average of 40 hours, spread over a 12-24 month period of time, to take advantage of SFL-TAP services.

COMPREHENSIVE SOLDIER AND FAMILY FITNESS (CSF2)

Comprehensive Soldier and Family Fitness (CSF2) is designed to build resilience and enhance performance of the Army Family — Soldiers, their Families, and Army Civilians. CSF2 does this by providing hands-on training and self-development tools so that members of the Army Family are better able to cope with adversity, perform better in stressful situations, and thrive in life.

- Family Resiliency Training
- Global Assessment Tool
- On-line self-development tools

MILITARY SPOUSE EMPLOYMENT PARTNERSHIP (MSEP)

https://msepjobs.militaryonesource.mil/msep/

MSEP is a part of the DoD Spouse Education and Career Opportunities (SECO) initiative which seeks to strengthen the education and career opportunities of military Spouses by providing career exploration opportunities to help them find rewarding career opportunities. MSEP is a targeted recruitment and employment solution for Spouses and companies that:

- Partner Fortune 500 plus companies with all military services.
- Provide human resource managers with recruitment solutions – military Spouses,
- Prepares military Spouses to become competitive, "job ready" applicants
- Connects military Spouses with employers seeking the essential 21st century workforce skills and attributes they possess.

MILITARY ONE SOURCE

Website: www.militaryonesource.com

24/7 Phone: 800-342-9647

Central hub and go-to-place for the military community

Military OneSource is a confidential Department of Defense-funded program providing comprehensive information on every aspect of military life at no cost to active duty, Guard and Reserve Component members, and their families. Information includes, but is not limited to, deployment, reunion, relationship, grief, spouse employment and education, parenting and childhood, and much more.

Military OneSource has policy and programmatic information, helpful resources, products, articles and tips on numerous topics related to military life. Confidential services are available 24 hours a day by telephone and online. In addition to the website support, Military OneSource offers confidential call center and online support for consultations on a number of issues such as spouse education and career opportunities, issues specific to families with a member with special needs, health coaching, financial support, and resources.

Military OneSource also offers confidential non-medical counseling services online, via telephone, or face to face. Eligible individuals may receive confidential non-medical counseling addressing issues requiring short-term attention, including everyday stressors, deployment and reintegration concerns, parenting, grief and loss, and marital problems as well as assistance with financial management, taxes, career services, health and wellness, and much more. This personalized support is available 24/7 no matter where you live or serve.

Military OneSource provides information, downloadables, and products in the following areas:

- Casualty Assistance
- Children, Youth, and Teens
- Crisis and Prevention
- Deployment
- Disaster Resources
- EFMP/Special Needs
- K-12 and College Education
- Morale, Welfare and Recreation
- Non-medical Counseling
- Parenting
- Relationship Health & Family Wellness
- Transition Assistance

MY CAREER ADVANCEMENT ACCOUNT (MYCAA)

The My Career Advancement Account (MyCAA) Scholarship Program is a workforce development program that provides up to $4,000 of financial assistance to eligible military spouses who are pursuing a license, certification or Associate's degree in a portable career field and occupation.

For more information, visit https://aiportal.acc.af.mil/mycaa

SPOUSE EDUCATION AND CAREER OPPORTUNITIES (SECO)

The Department of Defense established the Spouse Education Career Opportunities program to provide education and career guidance to military spouses worldwide, offering comprehensive resources and tools related to career exploration, education, training and licensing, employment readiness and career connections.

The Military OneSource SECO Career Center offers comprehensive counseling services at no cost to all eligible military spouses. Certified SECO Career Counselors offer specialty consultations six days a week by calling 800-342-9647 and can help with the following:

- **Career exploration.** Explore your career interests and skills.
- **Education, training and licensing**. Learn about education options and licensure or credential requirements.
- **Employment readiness**. Prepare to join or re-enter the workforce and sharpen your skills throughout your career.
- **Career connections**. Find network and career opportunities.

The MySECO website is a one-stop online career and education toolbox filled with valuable information, resources and interactive features. Resources include the following:

- Research Occupations tool, powered by CareerOneStop, helps you find the latest government statistics on occupational wages and employment trends nationwide or in your area.
- SECO Scholarship Finder makes searching for education funding and career development opportunities fast and easy. Search for financial assistance resources and professional development opportunities offered specifically to military spouses and family members.
- My Individual Career Plan, or MyICP allows you to access interactive tools and resources designed with you in mind.
- College Scorecard finds schools that are a good fit based on factors that are most important to you—location, size, degree, major and more.
- SECO Resume Builder
- Import your LinkedIn profile

For more information visit the website at https://myseco.militaryonesource.mil.

ADDITIONAL MILITARY AGENCIES

JUDGE ADVOCATE GENERAL (JAG)

Local Point of Contact:

_____

Phone Number:

_____

- Provides legal counsel
- Prepares wills, powers of attorney, and other legal documents
- Conducts information briefings for deployment related legal issues

FINANCE

Local Point of Contact:

_____

Phone Number:

_____

- Pay and allotment issues
- Thrift Savings Plan
- Savings Deposit Program
- Conducts information briefings on pay benefits during deployments
- Tax issues

SOCIAL WORK SERVICE

Local Point of Contact:

_____

Phone Number:

_____

- Family Advocacy Intervention and Treatment Services
- Mental Health Services
- Counseling
- Stress Management

BEHAVIORAL HEALTH/ MEDICAL SERVICES:

Local Point of Contact:

_____

Phone Number:

_____

- Briefings on health and stress issues
- Counseling services
- Mental health intervention and treatment services
- Deployment mental health screening
- Mental Health and Medical assessments and screenings
- Community Health Nurse

TRICARE

Local Point of Contact:

_____

Phone Number:

_____

- Health insurance and Benefit Information
- www.tricare.mil
    - On-line appointments
    - Resources
    - Insurance information
    - Referrals
    - Manage Prescriptions

ARMY SUBSTANCE ABUSE PROGRAM

Local Point of Contact:

_____

Phone Number:

_____

- Substance Abuse Counseling
- Employee Assistance Program (for DA Civilians)
- Risk Reduction
- Suicide Prevention

SEXUAL HARASSMENT ABUSE RESPONSE PROGRAM (SHARP)

Local Point of Contact:

_____

Phone Number:

_____

- Victim Advocacy for victims of sexual assault and harassment
- Restricted and Unrestricted Reporting options
- Education and Briefings

AGENCIES OUTSIDE THE NETWORK

Organizations listed are nonprofit non-federal entities and not part of the Department of Defense or any of its components and have no government status. This is not a complete list of NFEs, but only an example of agencies providing support to the Department of Defense. Listing them does not express or imply endorsement.

AMERICAN RED CROSS

Local Point of Contact:

_____

Phone Number:

_____

Website: http://www.redcross.org/find-help/military-families

The American Red Cross provides specific services for military Families:

Emergency Communication Services: When an emergency strikes Soldiers and Family members can use the American Red Cross emergency communication services to ensure those that need to know about the emergency have the information they need. Inidivduals needing to send an emergency message can submit a request on-line through the website or call: 877-272-7337

Financial Assistance: The American Red Cross works with AER and other service emergency relief funds to ensure that Service Members in need of emergency financial assistance are able to receive it on weekends, holidays, and after hours. The American Red Cross also provides emergency financial assistance when disaster strikes.

Information and Referral: The American Red Cross provides counseling, guidance and information, referrals, and social services for all military personnel.

Deployment Services: Before, during and after deployment the American Red Cross provides training, information and support for military members and their Families.

UNITED SERVICE ORGANIZATION (USO)

Local Point of Contact:

_____

Phone Number:

_____

Website: www.uso.org

The USO works to lift the spirits of US Military Members and their Families by providing services through a variety of programs offered around the world. Through the USO Service Members have been provided free phone calls home, received entertainment while forward deployed, and recorded bedtime stories for kids through the United Through Reading program. The USO offers services in the following categories:

- Deployed Troops
- Military Families
- Warrior and Family Care Programs
- Families of the Fallen
- USO Centers
- USO Events and Entertainment

NATIONAL MILITARY FAMILY ASSOCIATION (NMFA)

Program Manager:_____

Phone Number: _____

Website: www.nmfa.org

The NMFA is a private organization that advocates for Military Families and strives to be the voice of military Families. The NMFA has been involved in legislative changes, as well as programs that have made a difference in the life of military Families. They fund RAND research projects on military life that help inform program and legislative changes. Programs offered through the NMFA include:

- Military Spouse Scholarships
- Operation Purple Camps
- Operations Purple Family Retreats
- Operation Purple Healing Adventures
- MyMilitaryLife App

H.E.R.O.E.S. CARE

Website: www.heroescare.org

H.E.R.O.E.S. Care is a collaborative effort among well established non-governmental organizations (NGOs) designed to provide complete and proactive support for members of all branches of the military and their families through pre-deployment, deployment, family reintegration and post-deployment.

The program consists of a network of tens of thousands of trained caregivers and thousands of professional mental health care and service providers working together to provide an unprecedented system of support for military members and their families

Members of the military enroll on a voluntary basis. Each service member designates an individual to receive support during deployment as their Primary Care Receiver. This person can be any adult family member or 'significant other'. A volunteer from the local community who has been trained in care-giving and the deployment cycle is assigned to that individual. Assignments are gender matched. This Hometown Support Volunteer (HSV) stays in regular contact with the designated family member coordinating local support efforts. The HSV has direct access to affiliated organizations which can provide employment and emergency financial support. The HSV has also been trained to recognize behaviors that might indicate the need for professional mental health care. The HSV can recommend any member of the family or assigned significant other for this service. The HSV continues in the support relationship for up to two years post-deployment at the discretion of the Primary Care Receiver.

BLUE STAR FAMILIES

Website: https://www.bluestarfam.org/

Blue Star Families seeks to connect Military Families and communities through local chapter-based community events and by serving as a bridge between families and support and service organizations that are striving to help make military life more sustainable. Through outreach and involvement with national and local organizations, civilian communities and government entities, Blue Star Families works hand in hand to share the pride of service, promote healthier families, aid in our military readiness and contribute to our country's strength. Programs include:

- Books on Bases
- Blue Star Museums
- Operation Honor Corps
- Blue Star Theaters
- Operation Appreciation
- Military Spouse Employment Initiatives
- Blue Star Spouse networks
- Blue Star Jobs
- Fellow Programs

VETS 4 WARRIORS

Website: www.vets4warriors.com
Veteran Help-line 24/7 – 855-838-8255

The mission of Vets 4 Warriors is to provide 24/7 confidential, stigma free peer support by veterans to Active Duty, National Guard and Reserve service members, Veterans, Retirees, and their families/caregivers. Share lived experiences to create an environment of trust that demonstrates you are never alone, there is a caring, empathic voice ready to connect and follow up.

NATIONAL SUICIDE HOTLINE—VETERAN CRISIS LINE

Website: www.vets4warriors.com
Veteran Help-line 24/7 – 855-838-8255

The Veterans Crisis Line connects Veterans in crisis and their families and friends with qualified, caring Department of Veterans Affairs responders through a confidential toll-free hotline, online chat, or text. Veterans and their loved ones can call 1-800-273-8255 and Press 1, chat online, or send a text message to 838255 to receive confidential support 24 hours a day, 7 days a week, 365 days a year. Support for deaf and hard of hearing individuals is available.

The caring responders at the Veterans Crisis Line are specially trained and experienced in helping Veterans of all ages and circumstances. Some of the responders are Veterans themselves and understand what Veterans and their families and friends have been through and the challenges Veterans of all ages and service eras face.

GIVE AN HOUR

Website: www.giveanhour.org

Give an Hour™ is a nonprofit 501(c)(3), founded in September 2005 by Dr. Barbara Van Dahlen, a psychologist in the Washington, D.C., area. The organization's mission is to develop national networks of volunteers capable of responding to both acute and chronic conditions that arise within our society. Currently, GAH is dedicated to meeting the mental health needs of the troops and families affected by the post-9/11 conflicts in Iraq and Afghanistan. We provide counseling to individuals, couples and families, and children and adolescents.

Give an Hour treatment services include:

- Anxiety
- Depression
- Substance Abuse
- Post-traumatic Stress Disorder
- Traumatic Brain Injuries
- Sexual Health and Intimacy Concerns
- Loss and Grieving
- And more…

In addition to direct counseling services, Give an Hour providers are working to reduce the stigma associated with mental health by participating in and leading education, training, and outreach efforts in schools and communities and around military bases.

OPERATION HOME FRONT

Website: www.operationhomefront.net

Program Manager: _____

Phone Number: _____

By connecting the American donor community to our military families through a robust array of valued and life-changing programs that address the specific short-term and critical assistance, long-term stability and recurring support needs they experience, Operation Homefront is able to help military families overcome many of the challenges inherent in military life. The result: stronger, more stable and more secure military families. Our programs include:

Short-Term and Critical Assistance

- Financial assistance for food, utilities, home repairs, rent/mortgage payments, etc.
- Rent-free transitional housing for wounded service members

Long-Term Stability

- Mortgage-free homes awarded across the U.S.

Ongoing Family Support

- Hearts of Valor caregiver support program
- Baby showers to help new military moms welcome the newest member of the family
- Homefront Celebrations to recognize military spouses
- Holiday programs to provide meals and toys
- Backpacks filled with school supplies for military kids

MILITARY CHILD EDUCATION COALITION (MCEC)

Website: www.militarychild.org

The MCEC is focused on ensuring quality educational opportunities for all military-connected children affected by mobility, family separation, and transition through programs such as:

Parent to Parent: The MCEC Parent to Parent program empowers parents to be their child's strongest advocate on educational and social issues through MCEC Parent Workshops. More than 170,000 parents have attended these workshops since the program's beginning in 2006. In the MCEC Parent Workshops, trainers share practical ideas, proven techniques, and solid resources to support military-connected families.

Student 2 Student: The MCEC Student 2 Student (S2S) program trains civilian and military-connected high school students to establish and sustain peer-based programs in their schools to support mobile children as they transition to and from the school.

WOUNDED WARRIOR PROJECT

Website: www.woundedwarriorproject.org

The Wounded Warrior Project raises awareness and enlists the public's aid for the needs of injured service members. They help injured Service members aid and assist each other, and provide unique, direct programs and services to meet the needs of injured Service Members. Programs focus on mind, body, economics, and engagement through efforts such as:

- Combat Stress Recovery Program
- Long-term Support Initiatives
- Physical Health and Wellness Programs
- Transition Training Academy
- Warriors to Work
- Education Services
- Family Support
- International Support
- Peer Support
- International Support
- Resource Center
- Policy & Government Affairs

VETERANS OF FOREIGN WARS (VFW)

Website: www.vfw.org

The VFW seeks to foster camaraderie among United States Veterans of overseas conflicts and to serve veterans, the military and communities. The VFW is an advocate on behalf of all veterans. The VFW provides assistance in the following areas:

- Filing a VA Claim
- Separation Benefits
- Using Education Benefits
- Veterans' Scholarships
- Financial Aid

AMERICAN VETERANS (AMVETS)

Website: www.amvets.org

AMVETS has a proud history of assisting veterans and sponsoring numerous programs that serve our country and its citizens. Membership in AMVETS is open to anyone who is currently serving, or who has honorably served, in the U.S. Armed Forces from World War II to the present, to include the National Guard and Reserves.

The helping hand that AMVETS extends to veterans and their families takes many forms:

- Veterans Services
- Scholarships
- Volunteerism (AMVETS in Action)
- Advocacy
- AMVETS Against Drug and Alcohol Abuse
- AMVETS Americanism Program
- Warrior Transition Program
- AVETS Career Centers
- Healing Heroes

DISABLED AMERICAN VETERANS (DAV)

Website: www.dav.org

The DAV is dedicated to a single purpose: empowering veterans to lead high-quality lives with respect and dignity. They accomplish this by ensuring that veterans and their families can access the full range of benefits available to them; fighting for the interests of America's injured heroes on Capitol Hill; and educating the public about the great sacrifices and needs of veterans transitioning back to civilian life. DAV provides the following services:

- Providing free, professional assistance to veterans and their families in obtaining benefits and services earned through military service and provided by the Department of Veterans Affairs (VA) and other agencies of government.
- Providing outreach concerning its program services to the American people generally, and to disabled veterans and their families specifically.
- Representing the interests of disabled veterans, their families, their widowed spouses and their orphans before Congress, the White House and the Judicial Branch, as well as state and local government.
- Extending DAV's mission of hope into the communities where these veterans and their families live through a network of state-level Departments and local Chapters.
- Providing a structure through which disabled veterans can express their compassion for their fellow veterans through a variety of volunteer programs.

All information provided in this section was obtained through the "About Us" pages from each of the web-sites listed next to the corresponding organization.

Family Readiness Group

For FRG Members

ENGAGING

CONNECTING

EMPOWERING

ARMY COMMUNITY SERVICE
ACS
Real-Life Solutions for Successful Army Living

What is an FRG?

Family Readiness Groups (FRGs) are an established official Army entity to provide information, activities and support that enhance the resiliency of unit Soldiers, Civilians, and their Family members. FRGs provide resources and practical tools that facilitate self-reliance during military deployments, separations and transitions. Support from the FRGs may directly impact the well-being and esprit de corps within the unit.

Why should I be a part of the FRG?

One of the main missions of the FRG is to disseminate information on behalf of the commander. Active participation in the FRG ensures that you are getting the most current and accurate information from authorized sources. The FRG is also a great place to network and develop community connections.

I am interested in volunteering with the FRG

Volunteers are the foundation of all FRGs. Command teams often rely on FRG volunteers to help execute their Family Readiness plan. There are many different volunteer opportunities within the FRG. Some require greater time commitment than others. Volunteering in the FRG provides an opportunity to get connected, help others in the unit, and develop a sense of pride and accomplishment. Contact the unit FRG leader, Family Readiness Liaison or commander for information on how you can be a part of the FRG volunteer Family.

REAL: Readiness Essentials for Army Leaders

RESOURCES

Glossary

GLOSSARY OF TERMS

Abbreviation or term	*Definition or description*
Numerical	
1SG	First Sergeant; generally serves as the senior enlisted member of a unit, such as a company, battery, or troop.
A (Alpha)	
AAFES	Army and Air Force Exchange Service; operate Post Exchange (PX) and Base Exchange (BX).
AAR	After Action Report; report submitted after an event or exercise.
AC	Active Component; The full time component of the military branches; non-Reserve/Guard.
ACE	“Ask, Care, Escort”; Department of the Army Suicide Intervention Program
ACS	Army Community Service; provides family support services on an installation for active duty members and retirees, civilian employees, and their Families.
ACU	Army Combat Uniform; uniform whose pattern is digitized to prevent detection by electronic means.
AD	Active Duty; a period of time a Service member is working for and paid by the military on a Title 10 order/status.
ADOS	Active Duty Operational Support; military orders for active duty for a specific tasking.
ADT	Active Duty for Training; Military active duty status for training.
AER	Army Emergency Relief; a program that provides limited financial assistance through loans or grants to qualifying individual during times of emergency.
AFAP	Army Family Action Plan; program that allows Soldiers, Family members, Civilians and retirees a venue to identify quality of life issues and recommend solutions.
AF	Appropriated Funds (See APF)
AFTB	Army Family Team Building; a three-tiered training course for Families and FRGs to learn about the Army, Family Readiness, personal growth and leadership skills.
AGR	Active Guard and Reserve; Soldiers who work full-time in Reserve or Guard units and have the same benefits as Active Duty.
AIT	Advanced Individual Training; job-specific training
AKO	Army Knowledge Online; the Army’s intranet site for information
Alert	Emergency call to be ready for further action
ANG	Air National Guard
AO	Area of Operation.
APF	Appropriated Funds; federal funds given to the military unit/or a program

	to accomplish its mission. Allocated by legislation passed by Congress and signed by the President.
APFT	Army Physical Fitness Test
APO	Army Post Office; part of all military addresses in overseas areas
APOC	Alternate Point of Contact; Secondary contact of a Service member
AR	Army Regulation
ARC	American Red Cross; a national non-profit that supports communities in times of crisis or disaster.
ARNG	Army National Guard
ASIST	Applied Suicide Intervention Skills Training; A two-day training providing awareness of person-at-risk concerns, caregiver tasks, and development of intervention skills.
ASU	Army Service Uniform
AT	Annual Training
ATP	Army Teen Panel; website for children with parents in the military
AWOL	Absent Without Leave; when a Service Member is away from the military without authorized leave.
B (Bravo)	
BAH	Basic Allowance for Housing; a financial allowance given to individuals on active duty when government housing is not available.
BAS	Basic Allowance for Subsistence; additional pay given for meals
BCT	Basic Combat Training
BDE	Brigade; a military organization usually exercising command and control of subordinate Battalions.
BN	Battalion; a military organization usually exercising command and control of subordinate companies.
BOSS	Better Opportunities for Single Soldiers; a program to enhance the morale and welfare of single Soldiers, increase retention and sustain combat readiness.
C (Charlie)	
CAC	Common Access Card; Casualty Assistance Center
CAO	Casualty Assistance Officer
CAR	Chief of the Army Reserve; The commanding general of the United States Army Reserve. Responsible for plans, policies and programs affecting all Army Reserve Soldiers, including those who report directly to the Army.
CASCOM	Casualty Command; normally located at a military treatment facility
CDR/CO	Commander/Commanding Officer
CG	Commanding General
Chain of Command	The military leadership structure used when requesting assistance
Chain of Concern	An informal personnel chain used to bring problems to the attention of

	the proper parties.
Chaplain	Military religious/pastoral care individual
CHPC	Community Health Promotion Council
CMAOC	Casualty and Mortuary Affairs Operation Center
CNGB	Chief of the National Guard Bureau
CNO	Casualty Notification Officer
Co.	Company; a section of military personnel of about 100. A company is within a Battalion.
CO	Commanding Officer
COLA	Cost of Living Allowance; supplemental pay in predetermined areas where the cost of quarters is unusually high.
Commissary	Worldwide chain of stores on an installation providing groceries to military personnel, retirees and their families in a safe and secure shopping environment.
CONUS	Continental United States
CSM	Command Sergeant Major; the senior enlisted Soldier at Battalion level (or above). For ARNG, each state has a State CSM.
CSF2	Comprehensive Soldier and Family Fitness; program based on 30-plus years of scientific study and results that uses individual assessments, tailored virtual training, classroom training and embedded resilience experts to provide the critical skills our Soldiers, Family members and Army Civilians need.
CYS/CYSS	Child and Youth (and School) Services; programs that provide comprehensive child and youth programs for infants through 12th grade.

D (Delta)

DA	Department of the Army
DCS	Deployment Cycle Support
DEERS	Defense Eligibility Enrollment System; the database used to verify that Service Members and Family members are authorized military privileges to include health care.
Deployment	Activation of military units in support of contingency operations.
DFAC	Dining Facility
DFAS	Defense Finance and Accounting System. The system that pays the military.
Dining In	Formal social gathering for members only
Dining Out	Formal social gathering with spouses/guests
Discharge	Separation from the military
DMDC	Defense Manpower Data Center; governing authority over DEERS. Ability to resolve data discrepancies in service member's record.
DoD	Department of Defense

DOR	Date of Rank; used when a Service member is promoted.
DSN	Defense Switched Network; a cost-free system for calling between military installations or from civilian phones to military.
DTW	Duty to Warn; responsibility to inform chain of command when someone poses a threat to self or others; suicidal ideation/behavior, child abuse/neglect, sexual abuse, domestic violence, homicidal ideations/behavior, etc.

E (Echo)

EEO	Equal Employment Opportunity
EFMP	Exceptional Family Member Program; a method of identifying family members who have unique needs to ensure duty stations are assigned appropriately that can/will provide adequate support.
EIN	Employer ID Number; a nine-digit number assigned by the IRS used to identify the tax accounts of employers and certain others who have no employees. The IRS uses the number to identify taxpayers who are required to file various business tax returns.
EM	Enlisted Member; a military member with the rank of Private (PVT) to CSM
EOM	End of Month
ESGR	Employer Support of the Guard and Reserve; an agency that provides assistance to Reserve and National Guard who have problems with their civilian employers as a result of military training/deployment.
ETS	Expiration of Term of Service; the end of a Service member's statutory obligation (i.e., a total of 8 years).

F (Foxtrot)

FAC	Family Assistance Center; a centralized location for all family resources.
Family Readiness Advisor	Individual that provides guidance and mentorship to Family Readiness Group volunteers.
Family Readiness Program	The way the commander chooses to manage his FRG.
Family Readiness System	The DoD and Army programs available for use by commanders, service members, Families, and FRGs for information and support.
FAP	Family Advocacy Program; assists with the prevention of domestic abuse and child abuse and neglect by providing education and awareness programs for all members of the military community.
FAS	Family Assistance Specialist; personnel who provide assistance and outreach to military members, veterans, and dependents. (ARNG)
FCP	Family Care Plan; a plan drawn up by the Service member and approved by the unit Commander to outline care of children when a parent is not available.
FC	Financial Counselor
FERP/FMEAP	Family Employment Readiness Program/Family Member Employment Assistance Program; provides information and referral on employment, education, training, and volunteer opportunities for spouses.
FMP	Family Management Program; an online database used by NG FAS to maintain contact information on Service Members and Families and track

	cases and outreach contacts.
FMWR	Family and Morale, Welfare and Recreation; administers special programs on and off base (e.g., tickets for sports and cultural activities in the community).
FOUO	For Official Use Only
FRG	Family Readiness Group; a group of Soldiers, spouses, partners, parents, significant others, retirees, and civilians who meet on a regular basis to provide support and communication between the unit and these representatives; may be multi-service.
FRL	Family Readiness Liaison (AKA, MPOC or Military Point of Contact); official command-sponsored individual, who provides liaison between Service members and their Families and the command, promoting a culture of mutual support and communication.
FRSA	Family Readiness Support Assistant; Civilian employee working directly for BN/BDE commander providing logistical and administrative support.
FSGLI	Family Service member's Group Life Insurance; program extended to the spouses and dependent children of members insured under the SGLI program. FSGLI provides up to a maximum of $100,000 of insurance coverage for spouses, not to exceed the amount of SGLI the insured member has in force, and $10,000 for dependent children.
FTUS	Full-Time Unit Support; course responsible for training unit Readiness NCOs
FTX	Field Training Exercise
Fund Custodian	Command appointed individual(s) responsible for the unit informal fund custody, accounting, and documentation.
FY	Fiscal Year (1 Oct – 30 Sep for all U.S. government agencies)
G (Golf)	
GFEBS	General Fund Enterprise Business System; web-enabled financial, asset and accounting management system.
GI Bill	A program to which a Service member contributes money that is matched by the service to attend college or vocational training after leaving military service.
GSA	General Services Administration; the government office that oversees the government supply procurement program. This term is also used for Government issued vehicles.
GWOT	Global War on Terrorism; the action commenced after 9/11/2001 to fight terrorism.
H (Hotel)	
HHC	Headquarters and Headquarters Company; the administrative and supply offices for a large unit.
HOR	Home of Record; what a Service member considers a permanent address (e.g., parents' address) or from where they entered service.
HQ	The portion of the command made up of the Commander and his/her staff.
HQDA	Headquarters, Department of the Army

I (India), J (Juliet), K (Kilo), L (Lima)

ID Card	An identification card that identifies the cardholder and authorizes privileges that can be used.
IDT	Inactive Duty Training; authorized training performed by a member of the reserve component not on active duty for training.
IG	Inspector General; serves as an independent and objective official for conducting, supervising, monitoring, and initiating audits and investigation relating to the programs of operation of the services or DoD.
IMA	Individual Mobilization Augmentee; The overall objective of the IMA program is to facilitate the rapid expansion of the Active Army wartime structure of the department of Defense and/or other departments or agencies of the U.S. Government to meet military manpower requirements in the event of military contingency, pre-mobilization, mobilization, sustainment, and / or demobilization operations. IMA Soldiers participate in a large number of CO-ADOS, ADOS, and mobilization tours to support various commands and areas of operation.
IMCOM	United States Army Installation Management Command
IPR	In-progress Review; A meeting to inform interested parties about the status of a project.
IRR	Individual Ready Reserve; a group of individuals who have previously served in the Active component or Selected Reserve and may have a period of military service obligation remaining. May be called upon to replace Soldiers in Active Duty, Guard, and Reserve Units.
ISFAC	Inter Service Family Assistance Committee; A community capacity/collaboration initiative to build local partnerships between military, federal, state and local resources to support military members.
ITA/ITO	Invitational Travel Authorization/Invitational Travel Order; an order authorizing travel by someone not in the military.
JAG	Judge Advocate General; the military lawyer
JFHQ	Joint Forces Headquarters; headquarters for the State National Guard
JSS	Joint Services Support; a National Guard system of resources and information for volunteers, service members, and families. The volunteer tracking system for National Guard volunteers.
Key Contact	Individual within the FRG who provides mutual support and assistance, through a network of communications among FRG members, the chain of command and community resources. Typically maintains contact with 5-10 FRG members.
KIA	Killed in Action
Leave	Authorized time away from the duty station
LES	Leave and Earnings Statement; military pay stub
LOD	Line-of-Duty investigation; required when a Service member is injured or killed.

M (Mike)

MACOM	Major Army Command
MCEC	Military Child Education Coalition; program focused on ensuring quality educational opportunities for all military children affected by mobility, family separation, and transition. (www.militarychild.org)
MDAY	A Traditional Guard Service member who attends drill once per month and two weeks of annual training during the year.
METL	Mission Essential Task List; tasks which are imperative to accomplish in a unit/project.
MFLC	Military Family Life Consultant; Individual contractor which provides short-term solution focused counseling services to the military.
MIA	Missing in Action; a Service member not known to have been killed but is unaccounted for.
Military OneSource	Website that provides free assistance to locate schools, moving companies, housing, etc. (www.militaryonesource.com)
MOS	Military Occupational Specialty; the job the service member trained to do.
MPOC	Military Point of Contact; any designated military member who could be contacted by a Family member.
MRT	Master Resilience Trainer; leads, trains on resiliency issues and teach life skills to others.
MTF	Military Treatment Facility; a hospital or clinic administered by one of the services.
N (November)	
NAF	Non-Appropriated Funds; federal funds derived from sources other than congressional appropriations.
NCO	Non-Commissioned Officer; any Service member in the grade of E-5 through E-9.
NCOER/OER	Non-Commissioned Officer/Officer Evaluation Report; a periodic job performance review.
NCOIC	Non-Commissioned Officer-in-Charge; usually the senior ranking Service member in a group; may be temporary depending on the duty.
NGB	National Guard Bureau; the national command for the state National Guard forces.
NMFA	National Military Family Association; a not-for-profit association dedicated to improving the quality of life for military Families.
NOK	Next of Kin; person considered to the closest in bloodline
O (Oscar)	
OCONUS	Outside Continental U.S.; refers to assignments overseas
OCS	Officer Candidate School; the Army's main training academy for prospective Army Officers.
OEF	Operation Enduring Freedom; Official name for U.S. military operations in Afghanistan.
OIF	Operation Iraqi Freedom; Official name for U.S. military operations in

	Iraq.
OND	Operation New Dawn; follow-on operation to OIF
OMK	Operation Military Kids; program initiated to support military youth of all components.
OPSEC	Operational Security; The process of identifying and safeguarding critical information about our military operations, to include, past, present, or future operations.
OSD	Office of the Secretary of Defense; office of the cabinet official responsible for national defense.
P (Papa), Q (Quebec)	
PAO	Public Affairs Office; responsible for clearing all interaction with the media.
PCS	Permanent Change of Station; military assignment changes from one location to another greater than 50 miles.
PDHRA	Post Deployment Health Re-Assessment; Service Members health check after a deployment.
PII	Personally Identifiable Information; Any data that could potentially identify a specific individual. This includes name, social security number, biometric records etc. alone or when combined with other personal or identifying information linked or linkable to a specific individual such as date and place of birth, mother's maiden name, etc.
PNOK	Primary Next of Kin
POC	Point of Contact; a designated person for an action
POA	Power of Attorney; legal document that enables one person to sign documents or take actions on behalf of another person.
POV	Privately-Owned Vehicle; one's personal vehicle
Privacy Act	Law that establishes a code of fair information practices that governs the collection, maintenance, use, and dissemination of information about individuals maintained in systems of records by federal agencies.
Protocol	Military customs and courtesy; rules that explain the correct conduct and procedures to be followed in formal situations.
PT	Physical Training; training performed to increase physical capabilities.
PX	Post Exchange; military store
R (Romeo)	
R&R	Rest & Recuperation; time given to those who are in a combat area; they may be permitted to return to the U.S. or another designated area.
Rank	What the Service member is called (e.g., Sergeant, Chief, Captain, and Colonel)
RC	Reserve Component; Reserve Components of the Armed Forces of the United States are: (a). the Army National Guard of the United States; (b). The US Army Reserve; (c). The US Naval Reserve; (d). The US Marine Corps Reserve; (e). The Air National Guard of the United States; (f). The US Air Force Reserve; and (g). The US Coast Guard Reserve.
RCAS	Reserve Component Automation System

RDC/Rear Det	Rear Detachment Commander; an officer appointed and assigned on orders to act as the Commander at home station.
REFRAD	Release from AD; applies to a Service member who has completed his or her active duty tour but still has time remaining on their statutory obligation.
REG	A regulation; written instructions for implementing military policies and procedures.
RNCO	Readiness Non-Commissioned Officer; generally the full-time human resources member within a unit.
RST	Rescheduled training; Commanders use RST when a training activity is better accomplished at a different date/time/location than the schedule UTA/MUTA. Individual Soldiers and section leaders can also request RST. (AR)
RTA	Resilience Training Assistant; Individuals trained to assist MRTs in teaching resilience-training skills.

S (Sierra)

SARC	Sexual Assault Response Coordinator; military member appointed on orders to supervise VA/SHARP SPC and the SARC Administrative Assistant. The SARC monitors all reported sexual assault cases to ensure they receive the attention necessary to help the victim and to meet NGB report dates.
SBP	Survivor Benefit Program; a contributory program where a retiree designates a portion of his or her pay that is to be paid to a family member upon the retiree's death; the premium is paid through deduction from retired pay.
SC	SOS Support Coordinator
SCRA	Civil Relief Act; gives protection to military personnel when their legal rights or financial obligations are negatively impacted financially by going on an unexpected tour of active duty; must show that the inability to pay is due to entry into military service; must be requested.
SFL	Soldier for Life; A program designed to enable Army, governmental and community efforts to facilitate successful reintegration of Soldiers, Veterans and Families.
SFL-TAP	Soldier for Life- Transition Assistance Program (formerly known as ACAP, Army Career and Alumni Program); Connects transitioning Soldiers to meaningful civilian employment and education opportunities.
SFPD	State Family Program Director; person in charge of a state's Family Program in the National Guard.
SGLI	Servicemen's Group Life Insurance; an amount designated by the Service member paid to a named beneficiary upon the Service member's death.
SHARP	Sexual Harassment, Assault, Response and Prevention; part of a Department of Defense-wide initiative to end sexual assault in the military and encourage Service members to protect and defend one another against unwanted sexual contact/sexual assault.
SHARP VA	Victim Advocate; Provides essential support, liaison services and care to

	victims of sexual assault. The VA ensures victims continue to receive the necessary care and support until the victim states or SARC determines that support is no longer needed. VA will be an NCO (SFC or higher), officer (CPT/CW3 or higher) or civilian (GS-11 or higher).
SIDPERS	Standard Installation/ Division Personnel System
SJA	Staff Judge Advocate office/officer; the military's legal assistance office
SM	Service Member; any member of a branch of the military
SNOK	Secondary Next of Kin
SOP	Standard Operating Procedure; a brief outline of how certain actions are accomplished; unique to each unit/installation.
SOS	Survivor Outreach Services; program assigned to assist surviving Family members of a deceased Service Member.
Space A	Space Available; refers to flights that Service Members and family members can take on a stand-by basis.
SRP	Service member Readiness Processing; a process that begins when a unit is notified of pending deployment; consists of personnel, finance, medical and dental records review and examinations for the service members preparing for deployment.
SSN	Social Security Number; used to identify the sponsor
STAMIS	Standard Army Management Information System
SYC	State youth Coordinator; Family Program member responsible for youth programs and benefits.
T (Tango)	
TAA	Transition Assistance Advisor; serve as the statewide point of contact to assist Service Members in accessing Veterans Affairs' health care services and benefits.
TAG	The Adjutant General; title of the individual in charge of the State National Guard (Army and Air).
TAMP	Transitional Assistance Management Program; provides 180 days of transitional health care benefits to help certain uniformed services members and their families transition to civilian life.
TAP	Transition Assistance Program. (See SFL-TAP)
TDP	TRICARE Dental Program; a voluntary plan that is administered separately from the TRICARE Prime Remote health care program and is administered by United Concordia; is available to active duty, family members, National Guard and Reserve.
TDY	Temporary Duty; a short-term absence from the current duty station.
TPU	Troop Program Unit; Soldiers that serve part time. They typically train on selected weekends and perform annual training which typically is 2 weeks long. These soldiers spend one weekend a month on duty and two weeks a year in training. (AR)
TRICARE	Tri-Service Medical Care; the DoD medical and dental entitlement program for people in uniform and their Families.

TRS	TRICARE Reserve Select; a premium-based health plan available worldwide to Selected Reserve members of the Ready Reserve (and their families).
TSGLI	Traumatic Servicemember's Group Life Insurance; a rider to Servicemember's Group Life Insurance (SGLI) that provides automatic traumatic injury coverage to all service members covered full-time or part-time under the Servicemembers' Group Life Insurance (SGLI) program. The TSGLI rider provides payment to service members who are severely injured (on or off duty) and suffer a loss as the result of a traumatic event.
TSP	Thrift Savings Plan; voluntary military saving plan created to provide retirement income.

U (Uniform), V (Victor), W (Whiskey), X (X-ray), Y (Yankee), Z (Zulu)

UCMJ	Uniform Code of Military Justice
USAF	United States Air Force; the active component of the Air Force.
USARC	United States Army Reserve; Reserve component of the Army.
USERRA	Uniformed Services Employment and Reemployment Rights Act; a federal law that gives members and former members of the armed forces (active and reserve) the right to go back to a civilian job they held before military service without penalty.
USPFO	United States Personnel and Fiscal Office; the office responsible for processing travel vouchers and shipping household goods.
VA	Department of Veteran Affairs; administers and adjudicates all VA benefit claims; responsible for operation of VA Medical Centers. VA may also refer to a Victim Advocate, the person assigned to a unit or installation to provide support to victims of sexual assault/harassment or domestic violence.
vFRG	Army Virtual FRG; the Army approved social media platform that can be used to keep FRG members informed in a secure environment.
VGLI	Veterans Group Life Insurance; premium based life insurance program offered to veterans.
VMIS	Volunteer Management Information System; assists the Army Volunteer Corps manage dedicated volunteers and allows volunteers a way track their hours, awards, trainings and certificates.
WIA	Wounded in Action
WO	Warrant Officer; a technical specialist in certain military occupations (e.g., helicopter pilots, maintenance technicians).
YRRP	Yellow Ribbon Reintegration Program; program to provide services to Service members and Family Members for pre-deployment through post-deployment phases.

ENGAGING • EMPOWERING • CONNECTING

REAL: Readiness Essentials for Army Leaders

RESOURCES

Fre uently As ed uestions

Family Readiness Group (FRG)
Frequently Asked Questions

What is the FRG relationship to the Rear Detachment Commander (RDC)?

A. The RDC is the FRG's link to the deployed unit. All resource support for FRGs, such as meeting rooms, non-tactical vehicle use, office equipment and computers, newsletters, telephones, volunteer costs, and child care costs would be authorized through the RDC.

I have assumed command of a battalion that has not had an active FRG. Would you recommend I establish one FRG for the Battalion or one for each Company?

A. We recommend FRGs be established at the company level and that a FRG steering committee be established at the battalion level as a forum to discuss FRG guidance and direction and serve as an information conduit. While company level FRGs serve as the model, commanders may decide that a battalion level FRG may be more effective due to the unit's mission or demographics.

Our FRG structure includes an assistant FRG leader, treasurer, secretary, welcome committee chair. Does the Commander's Guide require us to re- organize?

A. No. Your FRG structure is consistent with the Guide.

How much money should the FRG receive?

A. FRG needs vary widely. Location, deployment, climate, composition of the FRG members, mission, the military member's component (Active, Guard, Reserve) will influence FRG budget needs.

Who manages the FRG official funds?

A. The brigade, or equivalent, commander is ultimately responsible for the proper use and expenditure of mission funds. During deployments, the Rear Detachment Commander is the Commander's representative at the home station and has responsibility for mission funds. The FRG is the responsibility of the RDC during deployments; therefore, funding support during deployments would be authorized by the RDC. FRG mission activities are mission funded with appropriated funds (APFs), just like all other unit administrative requirements. This includes the provision of office supplies, computer equipment, newsletter publication and mailings, volunteer travel and training, and other resources support for FRG mission activities. FRG leaders should familiarize themselves with the commander's SOPs for requesting resources support.

Can FRG volunteers travel to geographically separated units?

A. Yes. Commanders, may, at their discretion, authorize APFs to pay for travel and training of official statutory volunteers, who must in-process through the local ACS center or Family Programs Office. Authorized FRG volunteer travel can include FRG volunteer visits to geographically disbursed members of the FRG when unit Commander approved and directly in support of the FRG mission. Statutory volunteers may also be authorized to use a non-tactical vehicle for official travel.

An FRG leader establishes a registered non-profit private organization. The FRG leader requests permission to continue serving as the FRG leader in a statutory volunteer capacity. What should the unit Commander do?

A. The unit Commander should coordinate a response with the servicing ethics counselor for the Garrison. The Commander must request the FRG leader choose either to manage the non-profit PO, or serve as a volunteer FRG leader. Serving in both capacities could lead to a conflict of interest. Should the FRG leader decide to continue managing the non-profit private organization, he or she can still participate as an FRG member and volunteer in a non-leadership role, but not as the FRG leader. The Garrison Commander should seek ethics counselor guidance regarding the limits of providing support to private organizations, particularly those that seek permission to fundraise, and should ensure volunteers under his or her command are aware of government ethics rules regarding the proper use of government resources. See AR 210-22, JER, and AR 600-29. Government officials cannot provide one non-profit organization with support beyond that which they normally provide similar types of non-profits.

Our FRG includes Family of Soldiers who are not ID card holders. Is this OK? Do FRG members have to be ID cardholders?

A. The unit's Soldiers, civilian employees, and Family members, both immediate and extended (parents, siblings, fiancée, and other loved ones; Family as defined by the Soldier) may belong to the FRG. There is no requirement that FRG members be ID cardholders. Soldiers bear primary responsibility for their Family and personal affairs readiness. As a minimum, they should keep themselves and their Families informed concerning key unit personnel information, benefits, programs and ensure that information regarding the Total Army Family Program is provided to Family members. Adding Family members to the FRG newsletter distribution list and vFRG can support the Soldier's and Family's readiness. Belonging to the FRG doesn't automatically mean installation access. Installation access requirements must still be met.

Can the Commander's spouse be the informal funds custodian?

A. Yes, as long as the spouse is not the FRG Leader.

Can the FRG co-leader be the informal funds custodian?

A. No, the volunteer must choose to be either the co-leader for informal funds custodian. Holding both volunteer positions is a conflict of interest and in violation of AR 608-1, Appendix J.

What is the FRG leader's role in Care Team?

A. The FRG leader's role should be very limited. The FRG's role should be directed by the command and FRG leader's should not do anything until contacted by command. FRG's can be a conduit of information and updates to the FRG membership as authorized by command.

FRSAs

What are the Family Readiness Support Assistant's (FRSA) responsibilities?

A. FRSAs perform a variety of clerical and administrative duties in support of the commander and FRG leaders. Their primary duties include preparing and distributing correspondence, newsletters, flyers, rosters, reports and requests; providing content for the vFRG or AKO website; serving as vFRG system administrator if assigned; maintaining regular contact with FRG leaders and Army Community Service/Family Programs; scheduling and coordinating FRG

meeting and event logistics; and recruiting and maintaining an active volunteer force within the unit. Moving these administrative tasks to FRSAs, allows volunteer FRG Leaders more time to work directly with Families.

My FRSA wants to be a volunteer FRG leader in the unit to which her spouse is assigned. Is this allowed?

A. No. Federal employees may not volunteer for a program area in which they are employed. If they wish to volunteer it must be in a different program area such as chapel or hospital, any program area other than FRG

FRG FUNDING

How is the FRG funded?

A. The FRG APF SOP should include a requirement that FRG leaders fill out purchase request forms and submit them to the Commander for approval. Commanders can use their government purchase card to purchase supplies, equipment, room rental, or any other approved item to support FRG mission activities. By using the government purchase card, the unit purchases the items, pays the bills and maintains a detailed record of APF support to FRGs.

Will funding come from each brigade, or from a garrison account?

A. The funds come from the unit commander's appropriated funds (APF). The unit commander should project budget needs, request funds, and discuss funding guidance with the chain of command. Budgeting for mission activities is not new for a commander.

How can Appropriated Fund provide support to the FRG?

A. Commanders, with FRG leader input, should develop a budget plan. The commander should review the appropriated fund support provided to the FRG the previous fiscal year (1 October – 30 September) and then develop a plan for the upcoming year. The commander and FRG leader should review and modify the plan, if necessary, to fit within the unit's available mission funds. After the annual budget projections are received, the Commander should develop a Standard Operating Procedures (SOP) for the FRG which describes what type of APF support is available, the budget allocation, and the procedures for requesting support.

MY FRG leader would like to hold an FRG meeting and luncheon. The meeting agenda includes discussing upcoming training exercises, introducing new members, reviewing ACS classes for FRG members, and planning for a unit car wash. What actions are authorized, and what funds can be used?

A. APFs may be used to support the meeting, provide equipment, and print newsletters and materials necessary towards carrying out the meeting activities. All refreshment or luncheon costs may be paid using the FRG's informal fund or the Supplemental mission account intended for FRGs, if money is available. APF monies cannot generally be used for food or refreshments. Regarding the unit car wash, FRGs may only conduct internal fundraising for their FRG informal fund. They must request permission to fundraise as described above. Commanders should not approve internal fundraising unless consistent with the FRG's informal fund SOP. If it is approved, the proceeds are kept in the FRG's informal "cup and flower" fund, IAW AR 600-20.

Our FRG has many social activities. Why not include "socializing" with the FRG mission activity, so that we can use the commander's government credit card to pay for FRG parties and outings?

A. FRG's are established as official Army entities to provide activities and support that enhance the flow of information, increase the resiliency of unit Soldiers and their Families, provide practical tools for adjusting to military deployments and separations, and enhance the well-being and esprit de corps within the unit. FRG mission activities which are funded with APFs, must abide by all laws and regulations governing the use of those monies. APFs shall not be used for social activities.

Our unit commander would like to send the FRG leader, who is a statutory volunteer, to Family readiness training. What funds are authorized?

A. The unit commander uses APFs to pay for this expenditure. Statutory volunteers may be sent on Invitational Travel Orders to training, as provided in AR 608-1, 10 U.S.C. §1588, and the Joint Travel Regulation, Appendix E, Part I, paragraph A, and the Secretary Army Travel Policy. If the FRG leader is the unit Commander's Family member, the unit Commander must send the request to authorize travel to the next higher level officer in the Commander's chain of command, to avoid potential violation of the JER, conflict of interest provisions.

My commander said that the unit has arranged with the Child Development Center to provide childcare for the unit's statutory volunteers. Since the unit will pay the bill monthly using the APF Government Purchase Card, he won't reimburse our childcare if we use a different provider. Can he do that?

A. Yes he can. In fact, this is the most efficient way for a unit to manage childcare for statutory volunteers if they are located on a garrison. The CDC provides a bill monthly to the unit for all of the childcare charged that month to the unit and the APF credit card holder pays the bill. As a management control mechanism, the commander should also implement a childcare coupon for the volunteer to give to CDC after it has been signed by the designated unit representative. The coupons can then be matched to the charges on the bill. Commanders of units not located on the installation or with geographically dispersed Families will need to provide FRG volunteers with childcare policies and procedures.

My unit was denied a global phone for morale or operational purposes by the commander due to limited funding. Can the FRG raise funds to purchase and provide maintenance/use costs for a commercially purchased global phone?

A. No. APFs are authorized for the purchase and maintenance/use costs of a global phone. FRGs cannot use their private or informal funds for something that is authorized to be purchased with APFs.

My unit was denied use of a VTC. A commercial company has agreed to conduct a VTC for us. Can the FRG raise funds to pay for the VTC?

A. No. For the same reason the FRG cannot fund the global phone – it is an appropriated fund expense.

REIMBURSEMENT

Under what specific conditions is reimbursement granted for volunteers?

A. AR 608-1, para 5-10g covers the reimbursement criteria for volunteers. This is provided the commander has approved the expenditure and funds are available. It is recommended the unit commander have an SOP which informs the volunteers what funds are available, and how to request reimbursement.

How will the reimbursement of volunteer incidental expenses for child care costs be made, and to whom -- the volunteer or the provider?

A. We assume you are requesting information regarding the reimbursement of incidental expenses for statutory volunteers registered through ACS, IAW 10 U.S.C. 1588 and AR 608-1, chapter 5. The unit commander must approve the expense in advance and should provide an SOP on the reimbursement procedures. The reimbursement depends upon the commander's approval and availability of funds. The money comes from the unit commander's appropriated mission funds.

What forms will govern the monies used for reimbursement?

A. Check with the commander's SOP for FRG budget procedures.

Is the FRG volunteer required to register with the CDC prior to requesting reimbursement of child care?

A. If the volunteer is using the CDC, registration is a requirement. The volunteer must be a statutory volunteer. If the volunteer wants to be reimbursed for childcare costs, he/she should check with the commander on whether or not childcare expenses are being reimbursed. The volunteer should review the Commander's SOP on the reimbursement of incidental expenses, including childcare. Note that the volunteer does not have to use the Childcare Center, unless the commander has decided that the Childcare Center must be used for reimbursement.

May the unit commander reimburse an FRG volunteer's child care expenses incurred while conducting FRG business?

A. Yes, statutory volunteers may be reimbursed for incidental expenses, to include child care costs. The Commander may reimburse child care expenses incurred while the volunteer was conducting FRG business, consistent with AR 608-1 and 10 U.S.C 1588. However, FRG social events are not considered official FRG business so the Commander may not pay FRG volunteer childcare costs incurred while participating in a social event.

What is the definition of volunteering (in order to qualify for the reimbursement of incidental expenses) - FRG leadership roles or does attending the FRG meeting constitute time as a volunteer?

A. FRG members attending an FRG meeting are not volunteers. Statutory volunteers provide voluntary services to the unit commander in furtherance of the FRG mission. The definition of statutory volunteer can be found at AR 608-1, para 5-4c; Statutory volunteers are required to have a job description, and to be supervised like an employee (AR 608-1, para 5-9k). The FRG leader, Treasurer, Newsletter Editor, and others who hold designated leadership positions should all be statutory volunteers. They should in-process through the Mobilization and Deployment Program Manager and Army Volunteer Corps Coordinator and receive a signed job description from the command. The unit commander should prepare a SOP covering the procedures for reimbursement for incidental expenses, so that volunteers know what is and is not covered.

DONATIONS

Can my FRG accept a donation and deposit it into our informal funds checking account?

A. Yes. Check with local and command policy. The Commander should request legal review of the gift offer prior to acceptance.

Unit Commander stationed at Garrison "X" receives an offer from a local business, to make a $20,000 donation to support "local Army Families". May the Unit Commander accept the donation?

A. The unit Commander should inform the Garrison "X" Commander of the donation offer. The Garrison Commander may accept this donation meant for Family support, into the Garrison FRG supplemental mission activity, as provided by AR 608-1. The donations become nonappropriated funds (NAFs), and are accounted for using department code/sub-account, SA J9, so that FRG intended gifts/donations are accounted for separately from other supplemental mission uses. The Garrison Commander should request the garrison Judge Advocate's office review the gift offer prior to acceptance.

Are the rules for the use of Morale, Welfare and Recreation (MWR) NAFs the same as for supplemental mission NAFs?

A. No. Supplemental mission NAFs are used for a different program and purpose than MWR NAFs. Therefore, the rules for the disbursement and use of SM NAFs are different for MWR NAFs.

I was told that FRG Supplemental Mission Activity donations must be shared equally with all FRGs on the garrison. Has that changed?

A. Yes. Garrison Commanders will coordinate distribution of donations to FRGs based upon need and donor intent. The donation does not have to be divided among all FRGs. For example, the garrison commander can choose, with the RDCs input, to divide the donation among FRGs with deployed Soldiers only or only to units that are planning reunion activities for redeploying Soldiers.

What use is authorized for FRG Supplemental Mission Activity use?

A. FRG Supplemental Mission Activity donations intended for Family support or FRG use are not Morale, Welfare and Recreation (MWR) NAFs. These supplemental mission NAFs are managed separately under a different account code, and the rules regarding their expenditure are different than the rules for the expenditure of MWR NAFs. ACS supplemental mission NAFs intended for FRG or Family support may only be used to supplement the FRG mission activity. Commanders may use ACS supplemental mission donations intended for FRG use, for any purpose that the commander determines clearly supplements an established mission of the FRG. The use must be consistent with AR 215-1, and DoDI 1015.15. The first priority in using these supplemental mission NAFs should be to encourage maximum attendance and participation at FRG meetings, such as by providing food and refreshments. Using supplemental mission donations to support a unit ball is an example of an unauthorized expenditure because it fails to supplement an established mission of the FRG. Commanders may not authorize the use of supplemental mission funds for any purpose that cannot withstand the test of public scrutiny or which could be deemed a misuse or waste of funds. Using supplemental mission donations to fund a lavish cruise to promote "cohesion" among FRG members is an example of an excessive and inappropriate use of supplemental mission NAFs.

Do supplemental mission donations given to an FRG count as income to the FRG Informal Fund?

A. No, these are two entirely separate pots of monies. Supplemental mission donations belong to the Army's NAF Instrumentality. Informal "cup and flower" funds belong to the informal fund's members. Supplemental mission donations have no impact on the FRG informal fund income cap.

Several FRGs which receive support from the Garrison "X" ACS, have heard about a donation to the ACS supplemental mission account. The FRGs request permission to use the supplemental mission NAFs to provide transportation and tickets to a festival or amusement park. May they do so?

A. Possibly. Supplemental mission NAFs may be used for FRG social activities. To receive some of the donated funds, unit commanders must submit an approved purchase request which includes a brief description of the item(s) requested, total funds required, dates the items are needed, and vendor or source of the items to be purchased to the DFMWR for processing.

My mother wants to donate $100 to our FRG Informal Fund. Can we accept it?

A. Yes, as long as the FRG has not exceeded the $10,000 annual income cap and local policy authorizes it. The FRG can accept donations of $1000 or less for its informal fund; however these donations count as income to the FRG.

A local car dealer wants to donate $2000 worth of products to the FRG to put into care packets that will be sent to the unit's deployed Soldiers. Can the FRG accept the donation?

A. No. The unit can only accept money or tangible goods valued at $1000 or less. Donations valued at more than $1000 must be given to the Garrison Commander (after the donation has been approved by the Legal Ethics Counselor. However, the donation does not have to be shared with all FRGs - the Garrison Commander may decide what units receive the donated goods.

FUNDRAISERS

Should FRG fund-raising caps be based on number of people in the unit the FRG is supporting vice a standard amount based on echelon of the FRG

A. AR 608-1 Appendix J states that the FRG fund-raising cap is $10,000 per calendar year from all sources, including fundraising, gifts, and donations. Unit commanders may establish a lower annual income cap. State and local laws and the requirements of Status of Forces Agreements may also make a lower FRG informal fund cap necessary at some locations.

I was told our FRG could only hold fundraisers at our own motor pool? Is this correct?

A. Not necessarily. The JER authorizes official fundraising by organizations composed primarily of Department of Defense or Department of the Army employees and their dependents when fundraising among their own members or dependents for the benefit of their own welfare funds. The Army Office of General Counsel (Ethics and Fiscal Law) and the Army Standards of Conduct Office have interpreted this to mean that an Army organization -including but not limited to units, installations, and Family Readiness Groups - may officially fundraise from its own community members or dependents and from all persons benefiting from the Army organization. For example, an installation may benefit from the Brigade or Unit FRG, thus permitting a Brigade or Unit FRG to fundraise throughout the installation. Fundraising must be (1) for the FRG informal fund, as opposed to a private charity; and (2) approved by the unit commander and coordinated with the commander with cognizance over the location of fundraising, if different from the organization area. Commanders shall consult with their SJA or Ethics Counselor and avoid all conflicts with other authorized fundraising activities.

I am the FRG Leader for an Army Reserve unit. Our Reserve unit trains at a public building not located on an Army installation. Can we hold a fundraiser in front of the building?

A. No. Since the unit is located in a public building that is shared with non-Army businesses, the FRG may only fundraise among its own members in its own spaces.

I am an FRG leader…. In the past we held many big fundraisers which these new guidelines limit in scope. Frankly, these events built esprit de corps. We are struggling to re-define the purpose of FRG activities. Suggestions?

A. Certain FRG mission activities are essential and include FRG member meetings, FRG staff and committee meetings, welcome activities for new members, and the publication and distribution of FRG newsletters. FRGs should provide activities that enhance the flow of information from command to the Family, and serve as a referral resource. FRGs should consider holding classes and workshops relevant to their membership. FRG leaders and commanders should speak with their members to better identify training needs and contact ACS or one of the many other garrison agencies available for FRG support. FRGs can create resilient Families that stick together in both celebration and crisis.

My FRG is unhappy with the prohibition against external fund raising and wants me to set up a private organization to do our FRG fundraising? As a commander, may I do this?

A. No. Commanders cannot organize private organizations (POs) or direct their activities, including how POs spend their money. Private organizations (POs) may be established by individuals, including FRG members if they so desire, to support shared goals and objectives. However, as stated in the G1 ALARACT message, "These POs may not receive preferential treatment and must be treated the same as all other similarly situated POs IAW the Joint Ethics Regulation (JER), and AR 210-22, Private Organizations on Department of the Army Installations. To prevent potential conflicts of interest, if such POs are established, its leaders must consist of different persons than the FRGs' leaders." FRG members and commanders should remember not to use government or FRG resources or government equipment for PO business.

You might also take into consideration that donations to the FRG Informal Fund cannot exceed $1000 and that the donation counts as FRG income for the annual income cap. The FRG would benefit more from a local private organization donating to the Supplemental Mission Account intended for FRGs. The donations do not count as income to the FRG.

My division is planning a Division Ball. Can my FRG conduct fundraising activities to support the Division Ball?

A. No. Planning and contributing funds to support a Division Ball is not an FRG responsibility. The Division Ball is also not an MWR event for which non-appropriated funds or commercial sponsorship would be authorized. Division Balls are a private social event which should be funded by the attendees, or their private organizations (established IAW AR 210-22, Private Organizations) should their members choose to do so.

My Battalion is planning a Holiday Party. Can the FRG conduct fundraising to support the Battalion Holiday Party?

A. Yes. FRGs can conduct internal fundraising following their commander's approval after consultation with their ethics counselor, IAW AR 600-29 and the JER, to support this Family event.

May the FRGs which fall under my Brigade hold a fundraiser to benefit our FRGs' informal funds?

A. Yes. It is possible that a Brigade could hold an internal fundraiser for its own members, to benefit its own members, consistent with AR 600-20 and the JER. It is essential that no fundraiser be held without the permission of the commander, in consultation with the Brigade's Judge Advocate ethics counselor.

If my Brigade FRG is selling unit magnets as a fundraiser, and a non-member of the Brigade wishes to purchase a magnet, could we sell it to the non- member without violating the "internal" fundraising limitations?

A. Yes. FRGs who are given permission by their command, in consultation with their Judge Advocate's ethics counselor, to have an internal fundraiser should make every effort to abide by their commander's rules regarding that fundraiser.

May my FRG do a fundraiser in their own community as long as it doesn't infringe on another unit?

A. We can't tell from your question which community you are referring to. If you mean off-post, in the civilian community, then the answer is no. Official Army activities, to include FRGs, are prohibited from engaging in external fundraising. However, your FRG may be able to do a fundraiser at a central location on the installation. Your unit commander should consult with the servicing Judge Advocate's ethics counselor regarding this specific fundraising question.

May the FRG use Square or Pay Pal as a form of payment during fundraisers?

A. Maybe, be sure to check your local policy.

INFORMAL FUNDS

Informal funds "may be used for purely social activities", etc....Does that include helping to defray the cost for a unit formal?

A. Informal funds are private monies which belong to the informal funds' members. Planning and contributing funds to support a unit formal is not an FRG responsibility. Therefore, our guidance is not to use FRG informal funds monies for unit events. Unit formals are also not an MWR event for which non-appropriated funds are available, nor would commercial sponsorship be authorized. Formal balls are a private social event which should be funded by the attendees, or their private organizations should their members choose to do so.

Is the $10,000 cap for informal funds enforceable retroactively?

A. FRGs informal funds may not exceed an annual gross income cap of $10,000 per calendar year. If your FRG informal funds exceed $10,000, the FRG needs to not engage in any internal fundraising.

If the FRG Informal Fund account has reached the limit of $10,000, are they unable to make any additional deposits from fundraisers currently scheduled?

A. Commanders should not authorize FRG fundraisers when the FRG informal funds account has reached the $10,000 cap. We advise commanders to cancel fundraisers for FRGs who are already at their maximum limit. FRGs are not established as a fundraising organization.

Our battalion is having a holiday ball, in which the battalion pays for reserving the location, DJ, etc and the soldiers buy tickets for their dinner. Normally the FRG helps the battalion with this event by decorating (and purchasing the decorations for) the tables for the ball. Can we use our informal funds to purchase the decorations?

A. The Battalion should use their informal funds to purchase the decorations for their holiday ball. The Battalion holiday ball is not an FRG responsibility. FRG members' informal funds should only be used for the benefit of the FRG members, not the entire Battalion.

My commander wants the FRG informal fund to be bonded. This is expensive; does the Army have a program that covers this?

A. No, First, bonding the informal fund is not a requirement but it is the commander's option. The Army does not provide bonding for FRG informal funds. We recommend the commander consider the value of the FRG informal fund and the cost of bonding when making this decision.

My FRG would like to give going away gifts to our deploying Soldiers, such as books, magazines, calling cards and gift certificates. We also want to send "care packets" to the Soldiers during the deployment. Should we use the FRG's informal funds for the gifts and care packets, or the unit's informal funds?

A. You have an option – the FRG Informal Funds or the unit's Informal Funds. The FRG Informal Funds may be used if the membership agrees and Soldier care packages are included in the Informal Fund SOP. Since this activity only benefits the unit members and not the FRG Family members, the FRG may consider asking the commander if unit Informal Funds may be used.

My Unit Commander wants to organize an FRG picnic, provide transportation, buy welcoming gifts to new FRG members, and pay for pony rides. What APF support is authorized?

A. None. APFs may not be used for this purely social activity. If the FRG has informal funds, they may be used. Also, the FRG may request funds from the FRG Supplemental Mission Activity, if available. The use of government vehicles to support the picnic is also not authorized, since the FRG activity is purely social.

Our FRG has $15,000 in its informal fund checking account. What do we do?

A. Follow the guidance in AR 608-1, Appendix J to insure your informal fund procedures and paper work are in order. FRG informal funds are capped at $10,000.

How can our FRG establish an informal "cup and flower" fund for births, birthdays, meals and parties?

A. Commanders may authorize FRGs to maintain informal funds for social events, similar to a cup and flower fund. The commander, or delegated representative, should sign a letter designating an FRG informal fund custodian and alternate, responsible for informal fund custody, accounting, and documentation. Operation of the fund will be consistent with Army Values, DoD 5500.7-R, Joint Ethics Regulation (JER) and AR 600-20, Command Policy. The brigade commander, or delegated representative, must publish an organizing SOP for informal funds management procedures.

My FRG has a bank account for its informal funds. Do we need to close the account and await funding from the chain of command?

A. No. Commanders may authorize FRGs to keep informal funds for activities which cannot be funded with government money. The informal funds are private monies belonging to the individual FRG members. FRG mission activities are funded by commanders using government money. The commander's mission funds (APFs) must be spent when supporting the official FRG mission, in accordance with fiscal and ethics law principles.

One of my Soldiers is taking R&R leave at Edelweiss in Germany. Her spouse lives in Texas. This Soldier has not seen her Family for 3 years. Can the FRG pay for the spouse's ticket, or a portion of the ticket, with their informal funds?

A. No. FRG Informal funds must be used for activities that support all of the members of the FRG. However, there are other agencies that may be able to assist the spouse, such as Army Emergency Relief and local charitable and volunteer organizations.

Can the FRG's informal funds be used to buy food and drink for the FRG meetings?

A. Yes. The FRG's informal funds could be used to purchase refreshments for FRG meetings, as long as some of the funds had been earmarked for refreshments. Informal funds use is limited to expenses consistent with the purpose and function of the fund. Other examples of authorized uses of informal funds include social events such as FRG parties or outings. Any disbursements of the informal funds that are made should be for specific planned purposes and should be for the benefit of the FRG members as a whole.

Our FRG is having a holiday party. We are using our informal funds. Can we also use NAFs?

A. No. You are correct to use FRG informal funds, assuming doing so is consistent with the FRG's informal fund SOP. However, since the FRG is not an MWR activity or NAFI, NAFs cannot be used to support this FRG event.

Is an audit required when there is a change in funds custodian?

A. Maybe, there is no regulatory requirement for an audit, but may be a local policy. This is a best practice.

CHILDCARE

I have a unit requesting child care for Bible study that will be part of an FRG meeting. Is that an appropriate use of funds?

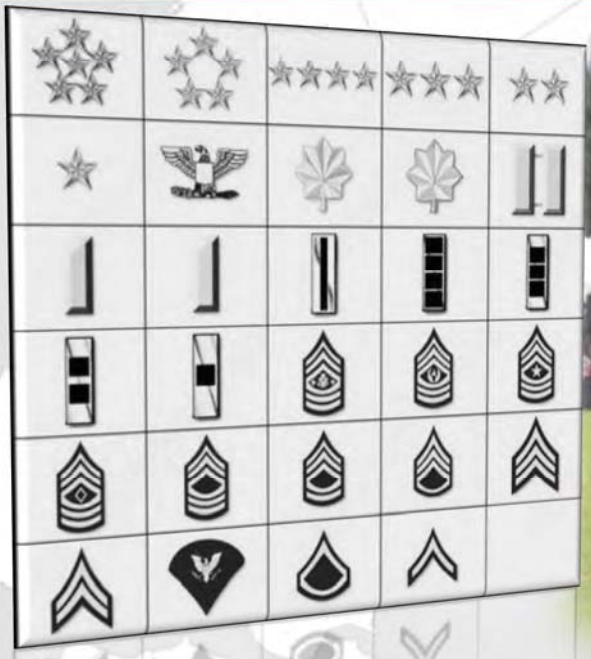
A. We cannot support Bible study as an appropriate FRG activity.

ENGAGING • EMPOWERING • CONNECTING

REAL: Readiness Essentials for Army Leaders

RESOURCES

Rank and Structure



Rank Insignia of the U.S. Armed Forces

ENLISTED

E-1	E-2	E-3	E-4	E-5	E-6	E-7	E-8		E-9		Senior Enlisted Advisors
Army											
no insignia			Corporal (CPL)								
Private E-1 (PV1)	Private E-2 (PV2)	Private First Class (PFC)	Specialist (SPC)	Sergeant (SGT)	Staff Sergeant (SSG)	Sergeant First Class (SFC)	Master Sergeant (MSG)	First Sergeant (1SG)	Sergeant Major (SGM)	Command Sergeant Major (CSM)	Sergeant Major of the Army (SMA)
Marines											
no insignia											
Private (Pvt)	Private First (PFC)	Lance Corporal (LCpl)	Corporal (Cpl)	Sergeant (Sgt)	Staff Sergeant (SSgt)	Gunnery Sergeant (GySgt)	Master Sergeant (MSgt)	First Sergeant (1stSgt)	Master Gunnery Sergeant (MGySgt)	Sergeant Major (SgtMaj)	Sergeant Major of the Marine Corps (SgtMajMC)
Air Force											
no insignia											
Airman Basic (AB)	Airman (Amn)	Airman First Class (A1C)	Senior Airman (SrA)	Staff Sergeant (SSgt)	Technical Sergeant (TSgt)	Master Sergeant (MSgt)	First Sergeant (E-7)	Senior Master Sergeant (SMSgt)	First Sergeant (E-8)	Chief Master Sergeant (CMSgt)	First Sergeant (E-9)	Command Chief Master Sergeant (CCM)	Chief Master Sergeant of the Air Force (CMSAF)
Navy											
no insignia											
Seaman Recruit (SR)	Seaman Apprentice (SA)	Seaman (SN)	Petty Officer Third Class (PO3)	Petty Officer Second Class (PO2)	Petty Officer First Class (PO1)	Chief Petty Officer (CPO)	Senior Chief Petty Officer (SCPO)		Master Chief Petty Officer (MCPO)	Force or Fleet Command Master Chief Petty Officer (FORMC) (FLTMC)		Master Chief Petty Officer of the Navy (MCPON)
Coast Guard											
Seaman Recruit (SR)	Seaman Apprentice (SA)	Seaman (SN)	Petty Officer Third Class (PO3)	Petty Officer Second Class (PO2)	Petty Officer First Class (PO1)	Chief Petty Officer (CPO)	Senior Chief Petty Officer (SCPO)		Master Chief Petty Officer (MCPO)	Command Master Chief (CMC)		Master Chief Petty Officer of the Coast Guard (MCPO-CG)

Rank Insignia of the U.S. Armed Forces

OFFICERS

0-1	0-2	0-3	0-4	0-5	0-6	0-7	0-8	0-9	0-10	SPECIAL
Army - Air Force - Marines										
Second Lieutenant (2LT)	First Lieutenant (1LT)	Captain (CPT)	Major (MAJ)	Lieutenant Colonel (LTC)	Colonel (COL)	Brigadier General (BG)	Major General (MG)	Lieutenant General (LTG)	General (GEN)	General of the Army (GA)
Navy - Coast Guard										
Ensign (ENS)	Lieutenant Junior Grade (LTJG)	Lieutenant (LT)	Lieutenant Commander (LCDR)	Commander (CDR)	Captain (CAPT)	Rear Admiral Lower Half (RADM)(L)	Rear Admiral Upper Half (RADM)(U)	Vice Admiral (VADM)	Admiral (ADM)	Fleet Admiral (FADM)

W-1	W-2	W-3	W-4	W-5
Army				
Warrant Officer (WO1)	Chief Warrant Officer (CW2)	Chief Warrant Officer (CW3)	Chief Warrant Officer (CW4)	Chief Warrant Officer (CW5)
Navy - Coast Guard				
Warrant Officer 1 W-1 * The grade of Warrant Officer W-1 is no longer in use.	Chief Warrant Officer (CW02)	Chief Warrant Officer (CW03)	Chief Warrant Officer (CW04)	NO Chief Warrant Officer (CW05)
Marines				
Warrant Officer (W0)	Chief Warrant Officer (CW02)	Chief Warrant Officer (CW03)	Chief Warrant Officer (CW04)	Chief Warrant Officer (CW05)
Air Force				
NO WARRANT	NO WARRANT	NO WARRANT	NO WARRANT	NO WARRANT

Military Chain of Command

Four Corps
I Corps
III Corps
V Corps
XVIII ABC

Corps
2-5 Div

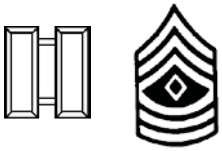
ACOM

Division
3 Brigades

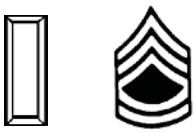
Brigade
3 or more Bn

Battalion
3-5 Cos.

Company
3-4 Plts



Platoon
3-4 Squads



Squads
3-4 Teams

Teams
3-4 Soldiers

MILITARY TIME

The military operates off a 24-hour clock, beginning at midnight (which is 0000 hours). See below for the complete time conversion chart.

For most daily things, military personnel use local time as a reference. In other words, "report to duty at 0700," would mean you have to be at work at 7:00 AM, local time.

When it comes to operational matters (such as communications, training exercises, deployments, ship movements aircraft flights, etc.), the military must often coordinate with bases and personnel located in other time zones.

Midnight (12:00 AM) -- 0000 hours	12:00 PM -- 1200 hours
1:00 AM -0100 hours	1:00 PM -- 1300 hours
2:00 AM -- 0200 hours	2:00 PM -- 1400 hours
3:00 AM -- 0300 hours	3:00 PM -- 1500 hours
4:00 AM -- 0400 hours	4:00 PM -- 1600 hours
5:00 AM -- 0500 hours	5:00 PM -- 1700 hours
6:00 AM -- 0600 hours	6:00 PM -- 1800 hours
7:00 AM -- 0700 hours	7:00 PM -- 1900 hours
8:00 AM -- 0800 hours	8:00 PM -- 2000 hours
9:00 AM -- 0900 hours	9:00 PM -- 2100 hours
10:00 AM -- 1000 hours	10:00 PM -- 2200 hours
11:00 AM -- 1100 hours	11:00 PM -- 2300 hours

PHONETIC ALPHABET

A phonetic alphabet is a list of words used to identify letters in a message transmitted by radio or telephone. Spoken words from an approved list are substituted for letters. For example, the word "Army" would be "Alfa Romeo Mike Yankee" when spelled in the phonetic alphabet. This practice helps to prevent confusion between similar sounding letters, such as "m" and "n", and to clarify communications that may be garbled during transmission.

A: Alpha	**H:** Hotel	**O:** Oscar	**V:** Victor
B: Bravo	**I:** India	**P:** Papa	**W:** Whiskey
C: Charlie	**J:** Juliet	**Q:** Quebec	**X:** X-Ray
D: Delta	**K:** Kilo	**R:** Romeo	**Y:** Yankee
E: Echo	**L:** Lima	**S:** Sierra	**Z:** Zulu
F: Foxtrot	**M:** Mike	**T:** Tango	
G: Golf	**N:** November	**U:** Uniform	