

The Spouse's Battle Book IV is here!

In order to use this book most effectively, you should purchase the following:

1. 4-inch binder
2. 11 tabs (Chapters 1-11)
3. Top-loading clear document protectors

A 4-inch binder with the clear pocket on the front and side enables you to insert a unit crest as a cover and the words Battle Book III on the side for identification purposes.

The green pages divide the notebook into chapters. Place the tabs directly on the green paper. **OR** Insert a piece of card stock (it's more durable) on which to insert the tabs.

Add some clear top-loading document protectors to insert extra items that you don't want to hole punch, e.g., cute invitations, etc. You can also use them to stick extra papers in until you have time to file them.

Add more sections as you need them. One friend added a section called "Quotes," which is a selection of thoughts and quotes that she likes to add to newsletters and personal notes.

Good Luck!

THE BATTLEBOOK IV

Spouses' Update AY 2009



A Guide for Spouses' in Leadership Roles

FOREWORD

Today's military serves a Nation at war. The Battle Book IV: A Guide for Spouses in Leadership Roles offers a wealth of information and resources that address the tough requirements of our times. This handbook represents the caring work of spouses of students of the U.S. Army War College (USAWC) Class of 2005 and was updated by the Class of 2007 and most recently by the student spouses of the Class of 2009. It is designed to help Families learn about the military and better understand the Soldier's mission. The Soldier, the spouse, and the Family work together as a team. This guidebook provides a well researched, well written, and well organized view to move that team forward.

Military spouses have always been a cornerstone of support for Soldiers and their Families. Family readiness for Soldiers and their Families depends on education and support programs that promote self reliance and enhance individual and Family well-being. We are confident this book will be a useful and valued resource for you in addressing the many challenges that face today's military leaders, our Soldiers, and their Families.

Robert M. Williams
Major General, U.S. Army
Commandant

June 2009

Dear Military Spouse,

Each year at the United States Army War College (USAWC), the spouses of the students are given the opportunity to participate in a class project. For the past several years, spouse committees have chosen to write handbooks regarding information pertinent to spouses and Family Members in the Armed Forces. Spouses from the USAWC Class of 2007 chose to update the *Spouse's Battle Book*, a compendium that was first written by spouses from the USAWC Class of 1998 and substantially rewritten by spouses from the USAWC Class of 2005. The Armed Forces, and particularly the Army, is continuing with major structural changes which affect Family Members. Both previous *Battle Books* were written in the spirit of helpfulness and provided guidance and information useful for an Army spouse. *Battle Book IV* is written in that same spirit, and builds on the previous handbooks in addressing the recent changes and new information from the past two years. As a "living" handbook, it will never be complete, and another version will be needed a few years hence to keep pace with ongoing change.

With gratitude to the members of the past three committees and encouragement to a future committee, the committee members of *Battle Book IV* present this work gleaned from current information regarding Army and other military Family support. Drawing on years of experience of Army spouses and with a sense of optimism, the committee hopes *Battle Book IV* proves helpful to many who are new or searching for more insight regarding the term "Army Spouse." This is a difficult to explain, but dearly held term, that is part of the wide circle of Army spouses. We wish you, our fellow military spouses, and the very best.

***Battle Book IV* Writers:**

We would like to extend a special thank you to Joe York, USAWC Family Programs Director, for his research assistance and inexhaustible supply of resource materials, and to Deb Williams for guidance and thoughts for discussion.

Battle Book IV is a revision of the two previous Spouses' Battle Books produced by spouses of USAWC students. It is the Spouse Project from the USAWC Class of 2009 and was written for five reasons.

As the Army way of doing business changes, information regarding Family Support requires updating so that new information is disseminated. Clarification of the Army's new regulations for Family Readiness Groups, new Operation Ready materials that assists families with "***gearing up***" for the various stages within the deployment cycle providing tips, ideas, and resources that may be used. Additional information on the reunion phase of deployment and more discussion of Army Care Teams and Memorial Services are included. Mention of the Army's new IMCOM (Installation Management Command), more explanation of the Modular Army, the transition to "life cycle management," and BRAC (Base Realignment and Closure), are just some of the other new topics briefly covered.

All the topics in this book are interrelated. Parts of one include parts of another. Instead of organizing the table of contents alphabetically, a new structure was made to organize the material in a sequential manner in order of need and perceived usage. Hopefully, what a reader wants first is presented first. This made for fewer, but some slightly longer chapters that incorporated all topics of the alphabetical listings from the earlier *Battle Book: A Guide for Spouses in Leadership Roles 2005*, and organized the material more coherently. The same format for all the chapters gives the book a more cohesive look, makes it shorter overall and visually easier to read.

Internet websites are now included in spouse guide literature. The quantity of internet websites from both official and unofficial sites can be confusing. Reliable websites are included here, building on the initial compilation started in the previous book.

Finally, a chapter is included on the Army National Guard and Army Reserve, written by two spouses from the Reserve Component (RC), to attract RC spouses and provide them with a starting point.

While this book was written with Army spouses of mid-level and senior voluntary leadership experience in mind, the information presented is useful to any military spouse at any level. One aspect of the current changes in the Army is that spouses are dealing with more information and more complex situations at all levels. They are finding how interrelated the different branches and components of the Army and sister Services are as we move toward full military joint interdependence. Spouses are positively working with sometimes confusing bureaucracy because they realize they are in the midst of change to structures and procedures created for a Cold War, 20th century Army that are now being adjusted for the 21st century.

If you are a spouse reading this book for the first time or a repeat time, thank you. Your interest reflects both a search for information, knowledge, and your concern for others. As you seek to learn more about your position and possible conditions as a military spouse, you are made aware of the Army's core values of selfless service and connectedness. As you volunteer as a leader, whether intermittently or continuously, in large or small, very diverse or more similar groups ... thank you. *Battle Book IV* will hopefully provide some assistance.

REFERENCES

Military Family Programs page of the U.S. Army War College website at <http://www.carlisle.army.mil/usawc/dclm/milfam.htm>

Military Spouse: Published bi-monthly, Subscription Rate (2009) \$19.97/year, \$29.97/2 years to subscribe, send a check or money order to Military Spouse Magazine, P.O. Box 26, Sewickley, PA, 15143, or call (877) 445-6271, x122, or subscribe on-line at: www.milspousemag.com.

AmeriForce: Published semiannually for Service members' military families available through participating MWR offices or to request distribution: http://www.ameriforce.net/PCS-TDY_Deployment_Guide, published annually for deploying service members. Copies are available through participating finance offices at no cost. To request distribution for your unit, please go to: <http://www.ameriforce.net/> and fill out a form.

Army One Source: Your connection to the Army integrated support network at: <http://www.myarmylifetoo.com/skins/malt/home.aspx?mode=user>.

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Every effort has been made to ensure that the information provided is current and accurate. However, policy and regulatory changes could have occurred since publication. It is always best, before taking significant action, to contact a subject matter expert in your chain of command regarding current information.

Comments pertaining to this book are invited and should be forwarded to: Chairman, Department of Command, Leadership, and Management, ATTN: Director, Military Family Program, U.S. Army War College, Carlisle Barracks, PA 17013-5240. Comments may also be conveyed directly by calling commercial (717) 245-4787 or DSN 242-4787.

ACKNOWLEDGEMENTS FOR *BATTLE BOOK IV*

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We wish to thank the USAWC Department of Command, Leadership and Management for their support through Joe York, that department's Director of Military Family Programs.

We want to thank our husbands for their support, understanding, ideas, and patience in the writing of this book.

ACKNOWLEDGEMENTS FOR *The Battle Book III: A Guide for Spouses' in Leadership Roles, AY2007*

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ACKNOWLEDGEMENTS FOR *The Battle Book II: A Guide for Spouses in Leadership Roles, 2005*

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Assistance from military uniformed and DOD civilians: LTC Tom Ayres, Susan Blubaugh, COL Frank Childress, Mr. Darrell Clay, Lisa Doyle, Rick French, Carol Kerr, MAJ Kateni Leakehe, LTC Tyrone McPhillips, Larry Olson, Chaplain Richard Pace, Mark Van Drie, Dana Whitis

Further thank you to:
Dr. John Bonin, (USA Ret) for his assistance with Chain of Command.

ACKNOWLEDGEMENTS FOR Spouse's *Battle Book*, 1998

Sue Weidenthal, Mary Ellen Keen, Kathy Krueger, Carla Bergner, Chris Kohler, Lynn
McNamara, Cindy Scaparrotti, Melissa Helmick, Donna Madden

If we have forgotten to mention anybody, it was our oversight. Please forgive us.

Individual Synopsis for each Chapter

CHAPTER 1--ENTERING AND LEAVING A UNIT LEADERSHIP (BN Model Is Used)

This section will provide information for the senior spouse who may find herself/himself in a Battalion or Brigade leadership role. This section will cover senior spouse leadership styles, entering and leaving a unit, and helpful hints to ease the transition. The leadership section includes: wellness and time management, recruiting volunteers, and moving resources. These are only guidelines and your military experience will allow you to modify accordingly.

CHAPTER 2--CHAIN OF COMMAND JOINT ASSIGNMENT

This section will discuss the major structural changes the U.S. Army has recently undergone. Some of the changes will look familiar while some will not. Also this section will discuss the joint world. This world is considerably more diverse than what most Army families have experienced previously. Many of our wonderful Army traditions remain valuable, but we must use judgment in following them so as to not give offense to personnel and families from other traditions. At the end are frequently asked questions with answers.

CHAPTER 3--FRG OUTLINE

The Family Readiness Group (FRG) is an important asset to any military organization. Its role has evolved to meet the challenges that deployment has brought to the home front. Though the primary role of the FRG is to disseminate information, it is also a great source of support and resources for Family Members. It has been proven that a good FRG improves unit cohesiveness and above all increases readiness. The new term "stages of deployment" will greatly influence the role of the FRG during the various cycles of the unit. See below the seven stages:

- Stage 1 – Anticipation of Departure
- Stage 2 – Detachment and Withdrawal
- Stage 3 – Emotional Disorganization
- Stage 4 – Recovery and Stabilization
- Stage 5 – Anticipation of Return
- Stage 6 – Return Adjustment and Renegotiation
- Stage 7 – Reintegration and Stabilization

It is important to realize that not all FRGs are the same, rather, they are a reflection of the leadership and mission of the unit. The procedures utilized in each unit may not be ideal for another unit's needs. Therefore, flexibility is key in determining the role of the FRG. One installation's policies regarding the multiple FRGs under its jurisdiction may differ slightly for another installation.

This section is a basic guideline of what an FRG is; your role within the FRG; how to create or maintain an FRG; and other important pieces of information that may help provide better insight into the functions of an FRG. "Operation Ready" is a wonderful resource referenced in this section. It is a must for every FRG leader!

CHAPTER 4--LEGAL ISSUES/FUNDRAISING

In this chapter we will cover some basic legal information to inform military family members about personal legal affairs and preventative law. The information here is not legal advice: for that you should consult an attorney. The best place to start is your installation's Legal Assistance Office.

CHAPTER 5--GROUP DYNAMICS AND COMMUNICATION

In this section, you will find information that focuses on strategies for handling group conflict and communication techniques. The intent of this information is to assist you, as a leader, in handling some of the common situations that leaders usually face. It is recommended that you also contact your local Army Community Servicer/Soldier and Family Support Center as well as your Army Family Team Building Program to receive other information as well as classes on these topics. Additionally, there is a list of reference books that you may want to consider re

CHAPTER 6--DEPLOYMENT

This foe will not go away nor will he give up easily, and the next decade is likely to be one of persistent conflict, Casey said. We are engaged in a long war.

General George Casey, Chief of Staff
Washington Examiner
April 20, 2007

It is no longer a question of *if* but rather *when* you will be confronted with deployment. We hope that this chapter will enable you to see deployment as not only challenging but also as an opportunity to learn and grow.

This chapter discusses the three phases of deployment, and within each section additional resources are listed that you may want to explore.

- The first section, ***Preparing for Deployment***, is an overview of how to prepare the FRG for unit deployment. It discusses roles and responsibilities, provides suggestions for briefing and meeting topics, and provides numerous samples and checklists to help you in readying spouses.
- The second section, ***During Deployment***, addresses your role in emergency situations and challenges and offers possible solutions. This section also

includes information on military entitlements and services and offers examples of support from the military and civilian communities.

- The third section, ***Post-Deployment***, provides suggestions on how to make the reunion and reintegration of the family a success. It touches on the four dimensions of reintegration, discusses the worry of Post-Traumatic Stress Disorder, addresses changes within the FRG, and provides key lessons learned. The last two pages present the lighter side--Planning Happy Homecomings.

Lastly, because your unit may unfortunately be faced with war casualties, we have included some contact information for the Soldier Family Assistance Center at Walter Reed Army Medical Center, Washington, DC, and the Landstuhl Regional Medical Center, Landstuhl, Germany. You may also gain additional, in-depth casualty information through "Operation Ready," the "Care Team Handbook" or in Chapter 7, entitled "Trauma in the Unit and Coping with Casualties." A separate book entitled "Our Hero Handbook," which focuses on WRAMC can be found under the Military Family Programs page of the U.S. Army War College website at: <http://www.carlisle.army.mil/usawc/dclm/milfam.htm>.

CHAPTER 7--TRAUMA IN THE UNIT AND COPING WITH CASUALTIES

In this section, basic material regarding the difficult process of coping with trauma within the unit has been provided. While this material is not comprehensive, it follows the Department of the Army's policies on the notification process and the Care Team concept.

CHAPTER 8--ARMY NATIONAL GUARD AND RESERVES

This section gives you information on the difference between "Active Army," "National Guard," and "Army Reserve." It also touches on the unique role of being a Command Spouse in the Reserve Component, mobilization and deployment challenges, and resources available specific to the Army National Guard and Army Reserve.

CHAPTER 9--VOLUNTEERS/AWARDS AND RECOGNITIONS

This section discusses how to recruit volunteers, how to retain happy volunteers, and how to let them know they are appreciated. The Awards and Recognition section contains samples of frequently used and much-loved poems and thoughts used in volunteer recognition and retention.

CHAPTER 10--PROTOCOL, CUSTOMS, AND COURTESIES

This section is an overview of basic information regarding military protocol, customs, and courtesies. It is provided to enlighten the reader and to curtail fear concerning military social settings. An in-depth explanation is provided to better understand the responsibilities associated with extending and receiving invitations to various functions,

and the details both the host and invitee are expected to adhere. General information concerning formal dinners, teas, and coffees, as well as other traditional military social functions, is provided. The "Flag Etiquette" section offers invaluable facts on properly displaying and caring for our Nation's flag.

CHAPTER 11--ARMY RESOURCES AND ORGANIZATIONS

ACRONYMS, AFAP, AFTB - This chapter contains military acronyms, abbreviations, and terms commonly used across the military. While most acronyms and terms are prevalent mainly in the Army, the chapter also includes acronyms and terms used in the Air Force, Navy, and Marines. It also includes information about Army Family Action Plans (AFAP) and Army Family Team Building (AFTB).

- **AFAP** is a program established to provide a forum for input from all the members of a military community to the Army leadership regarding anything military-related that affects military communities. It is a process that allows Soldiers, retirees, government civilians, and/or their Family Members to provide feedback on what is or is not working and to present ideas they think could fix or improve **QUALITY OF LIFE**. It alerts commanders at all levels, as well as senior Army leadership, of areas of concern that may need attention. It provides the leadership a process for resolving issues whether at the local installation, Regions/MACOM (Major Command), or Department of the Army (DA) level. It enables commanders to validate concerns and measure satisfaction, and also helps to safeguard well being for the **TOTAL FORCE**.
- The **AFTB** Program is a highly successful Army-wide, sequential training program. It addresses military lifestyle, mission, and volunteer leadership, and is designed to prepare all members of the **TOTAL FORCE** to better cope with the challenges of military life. AFTB is an in-depth set of training modules ranging from acronyms and military customs to leadership and motivational techniques. It is available to all members of the Army Family: Active, Reserve, National Guard, Family Members, Soldiers, and Civilians. These classes are open to all ranks regardless of time in service, age, or gender. The on-line classes are available in English (Levels 1, 2, 3) and Spanish (Level 1) at this time, while printed material is available in English, Spanish, German, and Korean.

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CHAPTER 1

ENTERING AND LEAVING A UNIT (Battalion (BN) Level Used as the Model) AND LEADERSHIP

- Entering a Unit
- Leaving a Unit
- Practical Ideas for a Commander's Spouse/Senior Leader Spouse
- Leadership Styles

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WHO IS A SENIOR SPOUSE? (Battalion Commander's Spouse/ Senior Leader Spouse)

When your military husband or wife reaches the level where he or she is considered a "senior military leader," what does that mean for you, the spouse? In today's military it can mean different things. If you choose to participate in the role of a senior spouse, your role is strictly voluntary. Military spouses do not have specifically assigned duties or responsibilities; this can be both good and bad. There are no job descriptions, no contractual assigned duties, or legal responsibility. However, being married to someone in the military often comes with certain expectations resulting from the military spouse's duty position and rank. The role that you choose and the extent to which you choose to fulfill that role is up to you.

On occasion the senior military leader may not be married, and another individual may be asked by this leader to assist with the expected "duties" of the senior spouse. If this occurs, and you are that individual, make sure that your expectations and those of the military senior leader are discussed and clarified to avoid role confusion.

The term used above--"senior military leader"--can mean both a Commander or a non-Commander in a senior staff position. There are often expectations of senior spouses, just because they are senior, whether their military spouse is in a Command position or not. Command has additional considerations and responsibilities when discussing a senior spouse position. Command is also for a limited amount of time; whereas you will always be regarded as a senior spouse after a certain point, no matter where your military spouse is in his/her career. You are often thought of as experienced and informed, if it is assumed or you actually have been, married to the military leader for awhile. (There are more "late," second, and third marriages, and combined families in the military now.) It is also sometimes assumed that you have access to "inside" information. While this is usually not accurate, experience does count. You can inform yourself and become aware of available resources to assist military family members, if you do not have much experience, and always improve your knowledge or gain new insights if you are an experienced spouse. As a Commander's spouse, you can be important to the "climate" of the unit by your participation and attitude.

The following was written with the Battalion Commander's spouse (BN CDR's spouse) in mind. The term "Command Team" has also been used in the Army, meaning a Commander and Spouse and is used sometimes in this handbook. It is often used at the Army's Pre-Command course (PCC) for the Command Team seminar (CTS), portion of the course for spouses at Ft. Leavenworth, Kansas. Of course, the term "Command Team" can also mean those who serve the Commander in running the unit in other publications. The BN Command example was used, as it is a clear and relevant level to explain a Senior Spouse leadership position in the Army. Aspects of the following sections of this chapter can be useful to all Army Senior spouses (Commander's spouses or not) and spouses of other Services. The reader is encouraged to take whatever is useful. However, mention should be made of the difference between the Battalion (BN) and Brigade (BDE) levels regarding the

Commander's spouse. The BDE Commander's spouse does not interact as often or as directly with the Soldiers and Family Members of the BNs in the BDE, and is more of an adviser, coach, and mentor to the BN CDR spouses.

The BDE CDR spouse interacts more directly with the Soldiers and Family Members of the BDE Headquarters and Family Readiness Groups (FRGs) associated with the Headquarters but does not try to "run the BNs" for the BN spouses. The interaction between the BDE CDR Spouse and BN spouses has some similarities to that of the Division (DIV) CDR spouse and the BDE spouses within the DIV; however, the role of the BDE CDR spouse is becoming more involved, with an expanding range, as the Army transitions to its new structures. (See Chapter 2, Chain of Command, BCTs.)

Insert "BDE" or another unit or Service leadership title, for "BN" when reading the following, to see if it is applicable for you and your unit or organization. Some units are large; some are "non-traditional;" some are very geographically dispersed; some organizations have many nonmilitary civilian members and are not that closely related to the BN structure, etc. As a Senior Spouse read the following BN Command example and adapt as needed, always, with the foremost, positive attitude of trying to help families and "junior" spouses, now that you are trying to figure out what being a "Senior Spouse" is.

COMING INTO THE BATTALION (or your particular unit/organization)

WHY IT'S IMPORTANT

It's important to consider your role as you prepare to enter the unit. Accepting the role as the senior spouse comes with certain expectations. Think about your command team role early as you make preparations for your arrival.

HOW TO APPROACH IT

The following guidelines may be effective in getting you off to a favorable start. In the period leading up to command, you might want to:

- Review unit composition and communication procedures; be aware of National Guard, Reserves, and/or individual augmentees, or other attached units.
- Talk, with your spouse/unit commander regarding expectations you each have.
- Ask your spouse/unit commander how he/she envisions your participation with the FRG. What role does he/she want you to have? How do you see your participation?
- If possible, attend the Pre-Command Course at Ft. Leavenworth.
- Formulate your individual and Command Team goals.

- Review deployment/reunion procedures with your spouse/unit commander, including forthcoming interaction with the Rear Detachment Commander (RDC) if a deployment may be scheduled.
- Decide methods for achieving your objectives.
- Look for Army resources both on line and within your military community
- Estimate and budget for the expenses you may encounter during command.

Discuss the responsibilities and commitments you intend to take on with your children, Oparents, in-laws, and friends. Assist others in knowing about and understanding, if possible, the changes that may occur in your routine.

BEFORE COMMAND BEGINS

- Meet and talk with the outgoing commander's spouse or command team. She/he may provide useful information to you. You may want to talk to her/him/her several times (if necessary by phone or e-mail). If not, graciously pose your questions and request guidance.
- Give yourself time to settle into your new home and attend to Family matters. Familiarize yourself with the military and civilian communities; learn about programs, facilities, and resources; get to know neighbors.
- Familiarize yourself with change of command ceremony (COC) and reception requirements, financial or otherwise.
- Know what your role will be at the COC and reception. Reacquaint yourself with military protocol. Be sensitive to the outgoing command team's wishes and arrangements; after all it is their ceremony. Mention tactfully any special requests for the change of command or reception (i.e., having someone videotape the ceremony or having your guest book at the reception).
- Have your guest list ready for the COC ceremony. Try to have complete, legible, up-to-date addresses. Be prompt in meeting the due date. Your military spouse, not you, will communicate with the unit staff regarding the COC.
- Consider your individual and/or command team gift philosophy, when you decide what you want to do personally. See Ideas for Gifts (page 22 of this chapter) for your thorough consideration of this topic.
- Check your local PX and gift store. It may be a good place to pick up small presents, posters for your spouse's office or the unit, such as branch slogans, plaques, and other mementos.
- Begin a journal, scrapbook and/ or continuity book.
- Be ready to attend a large number of varying social functions.
- Consider how much entertaining you both want to do; e.g., space in your home, how large a group, what supplies you have or may need, where to get needed supplies, and the style of entertaining that is most comfortable for you.

AS COMMAND BEGINS

- Develop a social roster, FRG roster, and/or any other spouse's roster as quickly as possible. Make a point to learn and use first names. Think about or consider your

best method to remember names, e.g. some people have a little notebook to jot down names after a conversation, others have mental association techniques to help remember new information.

- Agree on how you wish to be addressed by military and nonmilitary members. Avoid confusion by informing others, or gently restating your desired name after an introduction. Accept that some people may not comply with your request.
- Take the lead in socializing. Think about if you may want to open your home for social or other events.
- As soon as possible meet with other key spouses. That probably would mean the BN Command Sergeant Major's (CSM) spouse and the BN Executive Officer's (XO) spouse. Begin to get to know each other and begin to discuss each other's role in BN activities. Offer your support to the next higher level headquarters commander's spouse, also.
- Meet with the current FRG leader and/or the contracted FRSAS (Family Readiness Support Assistant). (FRSAs have now been approved down to the BN level for Forces Command.)
- Know what to expect at different spouses' gatherings. Does the unit have a spouse coffee group and with what membership criteria? Are the BN FRGs organized at different levels (Steering Committee down to Company/Battery/Troop)? What role will you play with the different groups? (See Matrix on page 26 of this chapter)
- Forge a strong working relationship with the unit S-1 personnel and chaplain. They are usually excellent resource people concerning unit personal and Family matters. (FYI: On every BN staff there are four, sometimes six, categories of functions called Shops. S-1 is Personnel; S-2 is Intelligence; S-3 is Operations; S-4 is Logistics; S-5 is Civil-Military Operations, and S-6 is Communications-Electronics. You usually hear about the first four.)
- Keep notes and files on EVERYTHING regarding BN activities you are associated with. Prepare after-action reports for major projects with contacts, supplies, etc. (see page 14 of this chapter). All details and information may be invaluable to the next commander's spouse and a useful reference for you.
- Develop a system for receiving any paperwork that needs your attention.
- Use name tags at functions.
- Consider carefully what you advocate as others will see you as a role model.
- Attend as many BN events that include the BN Commander's spouse/Senior Spouse Leader as possible. Give people the opportunity to see that you are interested, that you care about knowing others, and that the unit matters to you and you want to support it.
- Show your interest in people! They may be shy and even unwilling to approach you. Take the initiative! Introduce yourself, start conversations, and ask friendly questions.
- Recognize that there is truth in the saying "it's lonely at the top." Seek support from your military spouse. Develop friendships outside the unit. Network with peers (including other BN Commander's spouses if possible). Share public information, support, and concerns. Be there for each other.
- Take time for yourself although it may seem impossible. Allow yourself personal space and time for your family.

FRUSTRATIONS

Keep in mind, you are a newcomer. BN spouses may welcome you with warmth and open arms -- or they may hold back and come around slowly. Do not take it personally. They may have lost a friend with the departure of the last BN commander's spouse. Give them time to respond to the change and their sadness.

The individuals in the unit may be different from what you expected; you may need to adjust your perspective.

You are no longer one of the gang, depressing though that realization may be. You may wonder why the unit spouses do not call you to go out to eat, to go shopping, or to a movie. Think back to when you were a Lieutenant's or Captain's spouse -- did you run around with the battalion commander's spouse and spend most of your time with her? Probably not. This is no different. Don't be discouraged. Accept that there will be some limitations that come with the territory. Turn to your peers outside the battalion for the deeper friendships and special closeness you may seek.

Your relationships with the spouses in your BN and your peers should not be the same. For example, other outside BN commanders' spouses and senior leader spouses are your peer group, not junior spouses in the BN. Recognize the fine line between friend and confidante. Choose your friends wisely. It is nice to have a trusted buddy and confidante, but it should be somebody unrelated to the BN and preferable not anyone younger than you. Don't be perceived as having favorites among the spouses in your BN. Spot the informal leaders in your group and draw upon their talents, ideas, and energies.

As the BN commander's spouse/senior leader spouse you may find the spouses questioning you regarding BN-related decisions. Try to be understanding, but also frank. Tell them that official Army business and decisions come through official Army authority, and that is relayed directly from them. You are a spouse too and do not have "inside" information. You relay information that you were asked to by official Army after it has been initially given. Keep BN business issues and Family and social issues separate.

Will everyone like you? You may not please the entire group--but as long as you are fair and give guidance to the best of your ability you will do your volunteer job as a senior leader. Keep a sound perspective on who you are and where you are.

Don't be surprised if people treat you in a stereotypical way, especially in the beginning. They may see only the position or the role and not you, the person. Be patient and know that people will initially only see you by this position and you must behave accordingly to earn their respect.

Error may occur in the most carefully crafted plans. Try to prepare and act wisely while also considering your circumstances. Give it your best effort.

IMPLICATIONS

BN spouses and Soldiers may expect that you will arrive as a prepared and competent individual. Due to any number of factors, correct or not, people seem to identify a BN commander's spouse with certain skills and aptitudes.

Give yourself every chance to establish your credibility by thinking and planning ahead. Otherwise, you may face an uphill battle. People will be assessing you from the start. Show them your talents and strengths. Flexibility and consistency will be key factors in determining your role as a senior spouse.

It is important for your peace of mind to try to define how active a role you want to take as a senior spouse. It is hard to change course once you have engaged in activities in the BN. The Leadership section on page 25 of this chapter discusses this further.

LEAVING THE BATTALION (OR YOUR PARTICULAR UNIT/ORGANIZATION)

WHY IT'S IMPORTANT

The departure of a command couple is a major event in the life of the unit. It is the end of your chapter in the continuing story of the battalion and the beginning of another. This period encompasses strong emotions, much social activity, the meeting of final responsibilities, the expression of gratitude, and the difficult task of saying farewell. With forethought and an abiding concern for others, this can be a positive and special time for all.

HOW TO APPROACH IT

Consider giving at least as much effort and energy to leaving the battalion as you did to joining the unit and its people. In many regards, you may wish to invest even more of yourself.

Having now lived, worked, made friends, shared experiences, and been intertwined in the life of the battalion, you will undoubtedly have many ideas about how you want to leave. The following recommendations may be helpful:

- Decide, in advance, as a couple and as an individual how you will leave the battalion. Plan the activities you will host.
- As early as you can, and as deemed appropriate, establish contact with the incoming commander's spouse. Begin to coordinate with him/her to smooth her/his way into the unit.
- Discuss the change of command and reception with your spouse. Though both affairs are official military functions, offer your input.
- Lay the groundwork for moving if you will move or PCS (Permanent Change of Station).
- Watch for and prepare to handle heightened emotions.

- A heart-to-heart talk with a friend who has already been there will help you to anticipate your feelings and understand they are normal.
- Expect your military spouse (now a "former" commander) to have some difficulties in coping with the loss of "being in charge," and you may experience similar emotions.
- Contemplate your public and private thank yous.
- Determine how you're going to thank your volunteers and friends, both outside and within the BN.
- Ensure that a welcome (separate from the COC ceremony), traditionally planned by the XO's spouse, is being planned for the incoming Commander's spouse. (Quietly monitor the arrangements if necessary.)
- Delegate to another BN Headquarters spouse if there is no XO spouse so that this new commander's spouse welcome does not get forgotten.
- Complete your continuity book and/or After-Action Report (AAR).

When the incoming commander's spouse arrives:

- Personally and warmly welcome her/him.
- Offer your assistance with getting settled.
- Invite the new command team into your home for a casual, unofficial meeting.
- Brief him/her on specifics of the unit and provide him/her with any after action reports, notes, historical material, or details at your disposal.
- Check to make sure the incoming BN commander's spouse has no questions and understands the plans for the COC and reception and their role.
- It is thoughtful if you can arrange to meet with her/him before the actual start of the ceremony. A small welcome gift is nice at this point.

Following the Change of Command:

- Leave the field once the COC is finished. Goodbyes and discussions with those wishing you well should be held away from the field or ceremony location.
- Have plans for the rest of the COC day. Think about getting away.
- Understand the need to cut ties. Allow loyalties to begin to shift. Accept that the unit and you must move on.
- Don't attend the new commander's spouse's welcome. You have now left the unit and have to relay that message to all the unit spouses. You also ask the unit spouses just before you leave to give their support and loyalty to the new incoming commander's spouse.
- If staying in the area or joining your old unit's higher headquarters (for example, your military spouse goes to the BDE headquarters), be kind and keep your distance. This may be impossible in all instances, but generally, try not to interfere or impede the changes that should be taking place.
- Send thank you notes for any farewell gifts, dinners, parties, get-togethers. If you received gifts, you may want to know who participated so that the appropriate people can be thanked.

- Talk about the command tour with your spouse and Family. Discuss the pros and cons, what you learned; how you fared in reaching your goals, what was a surprise, and what were never-to-be-forgotten moments.

HELPFUL HINTS

Think about what you have learned and gained as a person from the command experience. Feel good about yourself and take pride in your contributions. It may literally be years before others truly understand or appreciate what you did for them or gave to the unit. Personally feel satisfied and happy about your efforts.

When talking with your successor, honestly share both the ups and downs of your command experience, remembering to be professional and respectful in deciding what to share. You can be honest without relaying negative opinions.

Don't feel guilty if you're glad the command tour is over. There are lots of valid reasons why you could be ready to move on. There are probably as many reactions to leaving as there are people involved. Don't be drawn into comparisons with others.

Avoid making promises that you can't keep. If you say you'll write, follow through. Explain you'd rather not discuss unit business once you've left, and don't initiate contact with BN spouses still in the unit.

FRUSTRATIONS

You may just be getting the hang of your role, and it's time to call it quits. You may feel frustrated and/or sad that the role is coming to an end; this is normal.

You may find that the spouses and people in the battalion show more emotion, interest, and friendship toward you at the end of your tour than at any other point. Accept their attention and special kindnesses with gratitude and grace.

Try not to be perturbed when the new commander's spouse does not follow in your footsteps; change is good.

IMPLICATIONS

How you handle leaving the battalion sets the example. Some BN spouses will be going through the experience of a BN COC for the first time and not know what to expect. Others will know or realize that they can look to you for their cues.

If you organize in advance for your departure, you should have time for "special touches." You will be glad you aren't rushed beyond belief and have the chance to show people how much they mean to you. Particularly at this point, everyone appreciates your gratitude and individual attention.

If you choose not to brief your successor and do whatever possible to ease the transition, there probably will be a considerable cost to both her/him and the unit. This incoming commander's spouse will be forced to work in a vacuum and may suffer the consequences of poor communication.

Moving on can be a time of excitement. Look back with a sense of accomplishment, knowing you've helped others and grown as a person.

SUGGESTIONS FOR BRIEFING THE INCOMING COMMANDER'S SPOUSE

One of the most significant final contributions you will make to the unit is the information you pass on to your successor. You can play a critical role in assisting EVERYONE by paving the way for a smooth transition.

One way this can be accomplished is by familiarizing the incoming commander's spouse with virtually all aspects of unit and community life. Try not to overlook or underestimate this important aspect of leaving the BN. The final decision, of course, regarding what and how much information to share is yours.

Possible subjects to discuss or items to make available are:

- Offer to give her/him any after action reports, notes, historical materials, sample newsletters, meeting minutes, rosters, important names, addresses/phone numbers, or other written miscellaneous information which might be of help in a notebook/continuity book.
- Cue her/him on responsibilities or commitments she/he should be aware of immediately and give her/him time to think about what commitments she/he wants to accept
- Let her/him know about your experience when coming in new to the battalion.
- Discuss the units' Family readiness program. (FRG and deployment, including FRG funds)
- If there has been trauma or crisis in the unit, explain fully.
- Discuss social activities during the command period; this could include what you and/or your spouse have arranged, spouses' gatherings, unit functions, and any outside obligations (community, higher headquarters, post).
- Tell her/him how you have interacted with the CSM's spouse and other NCO/enlisted spouses.
- Explain your relationship and how you worked with anyone from higher headquarters or sister battalions.
- Inform her/him of major rules or regulations she/he may find worthwhile.
- Be open about frustrations you faced and how you overcame them.
- Discuss coffee group structure (just BN level or also Company level).
- Advise her/him on communication networks within the unit--how information is dispensed, publicity handled; possible means of establishing contact between her/him and others.

- If asked, have recommendations on what you might suggest phasing out or definitely continuing. Give reasons.
- Give her/him background on the unit's participation in past and popular events.
- Indicate any special projects you took on. Explain why.
- Specify resources available within the unit, community, and Army-wide.
- Make her/him aware of key people who have supported you and the unit.
- Speak with her/him about any particular personal policies you and/or your spouse had in place (responding to RSVPs, dress, how you asked to be addressed, attendance, etc.).
- Be straightforward, if there is interest, about your individual goals or leadership philosophy.
- Ask for her/his questions. Show a willingness to honestly and frankly respond to her/him. Allow time, if possible, for a follow-up meeting.

SPECIFIC INFORMATION TO BE INCLUDED IN THE INCOMING COMMANDER'S SPOUSES CONTINUITY BOOK OR AFTER-ACTION REPORT (AAR)

- BN spouses' rosters – social, FRG, coffee groups, etc.
- BN FRG contacts and/or Chain of Concern chart including the CSM's spouse position and contact with 1SGT's spouses or representatives
- Battalion Handbook
- Info on:
 - a. BN FRG/deployments (including the new operating materials)
 - b. BN ceremonies
 - c. BN coffees
 - d. BN welcomes
 - e. BN farewells
 - f. BN gifts
 - g. BN obligations that pertain to the particulars of the present military community, such as community bazaars, formals, etc.
- Info for new company/battery FRG spouse leaders
- After-action reports such as:
 - a. Bake sales
 - b. BN level parties (Christmas, Easter etc.)
 - c. BN Formals (spouses' role)
 - d. Unit deployment activities/trainings
 - e. Single Soldiers' Christmas dinner or similar activities
 - f. Christmas stockings for Soldiers in barracks
 - g. Newsletter info
- Brigade, Division, BSB, ASG information, and Garrison/Installation events
- List of supplies belonging to the BN FRG and where items are stored
- Standard Operation Procedures (SOP) from all BN FRG committees such as
 - a. "Meals on wheels"
 - b. Treasurer's report

After-Action Reports (AARs)

Writing an AAR is very helpful. Here are questions to consider when you are responsible for writing a report.

1. Why are you writing the after action report?

- The AAR serves as an historical record of the operation, event, or position.
- The AAR lays the foundation for future planning.
- The AAR may be the only resource for your successor.
- The AAR provides planning details, lessons learned, and recommendations.

2. Who is the audience?

- Committee chair, committee members, or those who require information about an operation, event or position.
- Knowing your audience helps you to determine how formal the report needs to be.
- Do not assume your audience has a basic understanding of the operation, event, or position.

3. What should the AAR include?

- Enough detail to serve as a blueprint for successive events, operations, or positions.
- Minute details should be included as appendixes.
- Recommendations
- Accomplishments
- Costs

4. When do you prepare the AAR?

- Write the AAR during the course of the event, operation, or position; do not wait until it is over.
- Make sure the AAR is completed by the time you leave the position.

5. How do you prepare the AAR?

- Follow examples from previous years.
- Include enough information for the reader to understand what happened and why.
- Prepare a paper copy and CD.

GIFTS

The military culture and military spouses are known for the many small gift and memento presentations that have become a common practice. The reexamination and additions to the Department of Defense Joint Ethics Regulations, DOD 5500, 7-R (1993, Chapter 2, Section 300, includes gift regulations) and the newer Personal Affairs, Army Community Service Center Regulation (AR 608-1, Appendix J, 2007) clarify the giving and receiving of gifts regarding official business, and give better guidance for unofficial practices that have become traditional among spouses.

As a Commander's spouse, you follow the gift regulations your military spouse does regarding gifts given at official events, and the same is recommended for a Senior Leader Spouse not married to the Commander.

The discussion below pertains to matters from leadership, legal matters (See Chapter 4) and protocol (See Chapter 5) and is included for you to see the connections. Hopefully suggestions are provided which may be helpful. When coming into a unit, such as the BN level or higher, it is useful to take a moment and think ahead about all the categories and occasions for gift giving that might arise. Giving gifts is always left to the discretion of the giver, and there is much to consider when in a leadership position. What would you like to do personally, and what should be the guidance you give to other groups you interact with, as a senior spouse? (Always consult the Ethics Counselor JAG (Judge Advocate General) when you are not sure.) These suggestions have a traditional, garrison-located unit in mind. Those with very dispersed or unusually configured units may not find all below applicable.

PERSONAL GIFT CONSIDERATIONS--YOU PAY

There are many occasions to mark events, show support, and thank individuals, both officially and unofficially, for spouses and/or other unit members, because your sphere of people is much larger now. Below are categories that often arise. Some are usually left to group-given gifts, or no gift, and/or you do not need to additionally give your own personal gift. Categories are mentioned for your consideration. If you do decide to give a small gift anytime, it is important to be consistent, and have the same item or type of item for those within each group, to avoid the perception of favoritism of certain individuals.

You can also communicate your intentions regarding personal gifts, so some in one group do not feel left out because you have decided to limit yourself to only another. Keep in mind that gift giving does not have to be expensive, and thinking it through can help keep it from getting expensive for you. Sometimes a loaf of bread, a meal, cookies, or a hand-written note may be just as appreciated. Inviting a group of spouses over to your home (separate from entertaining you do with the Commander) is another fairly inexpensive way to say thanks. And again, you do not have to give any personal gifts at all, and still be a positive, supportive, and unifying leader.

YOUR WELCOME GIFTS--Decide how far down through the BN you would like to personally give a small welcome gift to other incoming spouses. Newly arrived, unmarried, unit members in some leadership positions, could also be considered.

- BN Command Group--you could decide to give a welcome gift to senior spouses of those working closely with the Commander, or to those position holders if they are unmarried, i.e., spouses of/or the CSM, EX-O, or deputy positions.
- BN Command Group Office--There sometimes are secretaries, government civilians, or others working with the Command Group. Sometimes the main office staff of the Commander likes to acknowledge birthdays, weddings, or new babies among their small group, and include the Commander's spouse. Let your Commander's main secretary/administrator know if you want to participate and how, with the 'inner office.'
- BN Headquarters (HDQTRS) Staff Group--This would include spouses of/or the unmarried Staff Leaders, i.e., the S-1, S-2, S-3, S-4. Note:, The S-1 or his/her assistant (familiar with personnel for the BN), and the unit JAG are people you may meet with, and talk to more than other Staff members, because of questions you may have regarding incoming families and spouse groups.
- BN HDQTRS FRG--This would encompass all members of the HDQTRS Staff and families, and the giving of welcome mementos within this FRG would follow the same 'policy' of the other BN FRGs. This is your family's designated FRG, (even though you might also be interacting with other FRGs in the unit as a leader spouse) and thus you would not personally give a gift, because you are an FRG member like the rest.
- BN FRG STEERING COMMITTEE, COMPANY COMMANDERS' SPOUSES, OTHER FRG LEADERS/REPS from Company/Battery/Troop level. Members of the latter two categories are often part of the first. You might want to personally give a welcome gift to these unit spouse leaders with whom you could be working closely throughout your time with the unit.
- BN SPOUSES' COFFEE GROUP--You could pay personally for small gifts and welcome new members to a monthly coffee group meeting. This has developed because Coffee Groups do not generate funds. Your decision about this depends on whether you assume leadership of this group (as is often expected and done), whether the group wants to pay for this function instead of you, and what the membership criteria is. (Just Officer's Spouses and CSM spouse, all Officer and NCO spouses, many civilian spouses, etc. The unit Coffee Group roster usually follows the BN social roster, which is not the same as the BN FRG rosters. FRG rosters are for all spouses, family members of each FRG; the social roster is for the BN unit leaders and spouses.)

WEDDINGS, NEW BABIES, RETIREMENTS, OTHER ANNOUNCEMENTS, SIGNIFICANT EVENTS--Personal gift giving for weddings follows normal courtesy; if you receive an invitation to the wedding, you send or bring a gift if you attend. Commanders sometimes receive many wedding invitations from Soldiers, or others in the unit. If not attending the wedding, a similar, or even same, small memento can be sent for each newly married couple, instead of individualized wedding gifts. Personally sent baby gifts depend on how far down through the unit you want to go, and then be consistent with whatever grouping you limit yourself to. Wedding, baby gift occasions are not as often as welcomes and farewells. Other announcements or invitations sent to you follow custom, such as some form of acknowledgement from you, whether it is a small gift or short note, for Graduations, Retirements, and Special Event Invitations.

Sometimes the Soldiers give small wedding gifts or baby cups to those amongst their group, and since the Commander participated with a group gift from this fund, you do not duplicate with another gift if you are a Commander's spouse. This fund is separate from the informal fund of the BN FRG, and these presentations are at the BN hail and farewell. Cup and flower funds can also be at the company level.

OTHER SPOUSES, UNIT MEMBERS--It is too difficult to personally give a small welcome gift to the other spouses in the BN, and generally difficult to do so for special events, and be consistent. Sometimes a BN Commander sends a welcome letter to each Soldier and your name is included. Your consideration of other spouses beyond the above-mentioned groups also depends on the size of your BN-level unit. You will need to be very thorough and give much time if you want to send personal welcome notes to all new spouses. You can encourage Company Commander's Spouses and Company-level FRG Leaders to define their own small gift giving 'policy', and encourage those spouses to look after the Junior Enlisted spouses in their groups. You hopefully can meet the majority of the BN junior spouses by attending (if invited) various FRG meetings.

PERSONAL COMMANDER'S LETTER--Many times Commanders send out a short, personal note with congratulations for Weddings, New Babies, Anniversaries, Awards given from outside the unit, or other events. If you are the spouse, you are usually included in sending the congratulations, ("Pam and I, etc. - signed Commander") and are thus covered for having acknowledged, and responded, and do not send an extra note or gift. Check with the Commander how this letter is phrased.

HOSTESS/HOST GIFTS--It is customary to bring a personal, small gift to the hostess/host of a dinner or party you are invited to, or a unit coffee you attend, because this event was privately paid for. You do not bring a gift to the leader listed as hosting official receptions, or formals, as these events are paid (or are partly paid) for with official funds. (You pay your own way to all formals.) Some Commander's spouses decide to give the same or similar hostess gift for their entire time with the unit and stock up on one item, and thus get known for always giving the same little basket, pin, note card pack, etc.

GIFTS FOR VOLUNTEERS--You can personally send a thank-you gift or note to a volunteer for exceptional work, but need to be aware of what is also being done by the group the Volunteer is associated with, and how the garrison recognizes Volunteers. You should try to thank the Volunteer without creating a perception of favoritism; however you want to acknowledge outstanding effort. (See Chapter 9, Volunteers). As mentioned above, you can have a group of Volunteers to your home to thank the group.

PERSONAL GIFT CONSIDERATIONS - ACCEPTING GIFTS – FAREWELL GIFTS

DOD Joint Ethics Regulations cover the monetary value allowed when accepting gifts in an official capacity. There are many details and extenuating circumstances when examining gift situations, and the designated ethics counselor JAG for your unit, is your clarification source.

Four examples are presented below to give a little understanding, and there could still be circumstances that determine the general rule differently.

- If at a special ceremony or official event, you receive a gift from a source outside the unit (either a company or individual, and there are no subordinates of the Commander in that source), there is a \$100.00 limit to what you and your husband/wife's Commander receive.
- If a group or groups within the unit want to give you a farewell gift, there is a \$300.00 limit total (aggregate all the gifts, including those to the Commander, if more than one).
- If you give a gift in an official capacity, bought with official funds, for an official visitor, there is a \$20.00 limit, or \$50.00 aggregate annually.
- Voluntary donations collected for a group gift for you or the Commander must be limited to \$10.00 each donor.

When receiving a gift in an official capacity, it is best to check with the unit JAG after the presentation. You can always keep any gift; you just have to personally pay the giver the difference if it is valued over the allowed amount, and you might not want to do that if it is expensive. Or you return the gift, or you donate it to the government. As you rise to greater and wider levels of spouse senior leadership, you must check with your unit JAG more regarding the giving and receiving of gifts in an official capacity. Judgment is needed when personally accepting gifts from individual friends while you are a Commander's spouse, especially when the giver is related in any way to your unit. Small hostess gifts for you, when you are entertaining in your home, are fine. Other cultures also have different expectations regarding gifts. When living in a foreign country and attending or hosting events with foreign nationals, check for guidance with your unit JAG or counsel. The value amounts regarding foreign dignitary gifts are often different. The line between what you are doing in an official capacity and what is considered a personal decision can be blurred and misperceived by others.

UNIT GROUPS AND GIFT CONSIDERATIONS--GROUP PAYS, (USUALLY) NO OFFICIAL FUNDS USED

Welcome, Wedding, and Baby Gifts can also be presented by groups. Farewell gifts are usually privately paid for. The important point is that funds for these gifts are generated within the membership and are applied equally to all members or benefit all members, and if the gift category or occasion is approved by the group

WELCOME GIFTS

FROM UNIT COFFEE GROUP--Small welcome gifts can be given by the Coffee Group if the group wants to and/or the Commander's Spouse does not want to be responsible for a small gift. Coffee Groups do not collect dues, do not have fundraisers, do not have a bank account, and are not considered informal funds, as the coffee group is not an official group. Funds are made through 'opportunities' at meetings. The hostess donates an item that members 'donate' a small amount of money towards, and one member is 'awarded' the item. The word 'raffle' is avoided, even as small as this activity is, as 'raffle' denotes gambling, and unit groups, even unofficial ones, must avoid any gambling activity.

The fund amount is kept by a designated, trusted individual, and is so small, that if lost, it is negligible, and coffee group members know this is an unofficial group.

FROM FRG--The Company/Battery/Troop level FRGs should have a plan for welcoming new members, and as the Commander's Spouse/Senior Leader Spouse, encourage them to make one, (without directly interfering) as part of your leadership work with the BN STEERING COMMITTEE. If an FRG wants to, small welcome gifts can be paid for from the FRG informal fund. Familiarize yourself with the rules regarding FRG informal funds (2007, AR 608-1, Appendix J, Section 7). The money for this fund comes from the FRG members and small 'opportunity' type activities. Use the word 'fundraising' carefully when talking about FRGs and informal funds. Social activity and items for such are paid for from the informal fund, and official business activity and items, from the unit APF (Appropriated Funds), in other words, government money. Welcome gifts are considered part of social activity. Also consult the unit JAG regarding all donations to the FRG, if, for example, someone wanted to donate or pay for all the welcome pins. FRGs have tighter guidance now regarding donations.

Here are a few gift suggestions you may find helpful; always check with the outgoing Commander's spouse as there may already be a system in place for the Coffee Group and/or FRGs.

- Unit pin
- Plant with the unit crest painted on the pot
- Homemade bread, cookies, or other goodies
- Special Unit Poem

- Unit magnets
- Ornaments with unit crest, etc.
- Wooden magnet picture frame with unit name/crest

BABY/WEDDING GIFTS

FROM THE UNIT COFFEE GROUP--Check with the group to see what the group desires, and express what you see fitting. You might have to take the lead on this decision and use judgment. These gift occasions can be very positive for group cohesion and demonstrate support, or turn slightly divisive, depending on how the 'policy' is determined and handled. These gifts can be presented as; one large gift from the group for a group member, bought with collected donations of a reasonable amount, voluntarily given by group members, or a collection of items donated by group members. Some-times this 'basket' method is preferred, so members do not have to give monetary donations each time. A 'basket' is put in the corner, and an announcement of the new bride/ (recently married male spouse!) or mom within the group, is included beforehand in the meeting's invitation. Members bring an appropriate item to put in the basket and can choose if they want to participate in each gift giving opportunity. This takes pressure off of the members feeling "obligated" to contribute and relieves the worry about "keeping up" with everyone else. Names on the gifts may be optional, so the new mother/bride does not have to worry about writing individual thank-you notes during this busy time.

Giving gifts at the meeting a month before the due date may be helpful in case the baby arrives early. Even though such gifts are presented at the meeting, the meeting is not called a baby or wedding shower. Baby or wedding showers are separate events privately held with separate guest lists. Members do not have to bring gifts to the meeting if they already went/or are going to a shower for the designated individual. Likewise, if you know every coffee group member was invited to that individual's shower, you do not have to do a gift occasion for the meeting.

FROM THE FRG--Small wedding/baby gifts can be given within FRGs. These will be paid for from the FRG informal fund. It will be up to the FRG members if they want to mark these occasions with small-group gifts. Some FRGs just include information and small write-ups regarding individual member's births or new marriages in the FRG newsletter, as that newsletter is paid for by the FRG informal fund if more than 20% of the space is used for such 'social' news, (as opposed to only family readiness information and official business). They feel that enough of the informal fund is used for the newsletter for these social announcements, and small gifts are not needed. Others want to give a small gift from the FRG. Encourage FRGs to decide how they want to handle this, and to let the members know what that FRG's individual 'policy' is. FRG gifts are not to be confused with any gift that might come from a cup and flower fund.

Some BNs have raised funds at the BN level FRG for newborn T-shirts and given them at the hospital to all newborns of parents in the unit, or handed them out at the lower level FRGs. Likewise for some BDEs in the past. A few Divisions in the past set up

separate private non-profit organizations to just raise funds for newborn layettes or gifts. This can be a big project, and while it is a very nice custom, it will take your attention if you come to a BN where such a practice is established. Some of the large-scale, newborn gift projects have diminished with the advent of FRGs, and allowing FRGs decide how to do this on a smaller scale.

Baby gift suggestions are:

- One gift from the group such as a gift card for the PX, department store, etc.
- Christening cap made from a handkerchief
- Engraved baby cup
- Small t-shirt with unit name on it
- Cross-stitched baby bib with crest
- Special unit 'birth certificates' or humorous, official-looking certificates
- Silver spoon or charm
- Soft stuffed animal
- "Child of a Soldier" poem

FAREWELL GIFTS

FROM THE UNIT COFFEE GROUP--Members pay for their own farewell gifts. It is the best practice, as there was confusion in the past regarding coffee group fundraising, fairness, and a select group (rank association) benefiting. All members do not have to have a farewell gift when they leave the group. If they want one, they pay, and plan on receiving it at their last meeting.

You, the Commander's Spouse and/or Coffee Group leader, can provide a few choices and then the members choose which item. You ask the group for suggestions and narrow them down to a few, or even one, if all can agree. You may want to be in charge of ordering this/these gift(s), or work closely with volunteer, as individual dates for leaving the unit needs to be tracked.

FROM THE FRG--Unit Soldier's Farewell gifts can be given from unit, and bought with unit (APF) funds because of the Soldier's official business work and contribution to family readiness, separate from his membership in the FRG. Therefore FRGs should avoid giving farewell gifts to Soldiers. FRG Spouses' farewell gifts have to be bought from the FRG informal funds, as these fall into the social activity category. Farewell gifts from FRGs can be tricky, and the exact procedure should be cleared with the unit JAG. It is complicated to try to have a farewell gift policy for FRGs if the members do not want to pay for their individual gifts, and even then, it can be difficult because of the informal fund rules. Check what the farewell 'policy' is for each FRG, and make sure it is in line with the new FRG regulations.

Farewell gift suggestions:

- "Coffee Table" book with pictures of the area signed by group members.

- Recipe box with recipes from each member of the group.
- Print of local landmark (framed or unframed); group members sign the back.
- Bracelet with unit crest.
- Apron with embroidered crest and/or name of spouse.
- Napkin ring with unit crest.
- Ornaments with the BN crest or unit frame.
- Stained glass item.
- Glasses with crest on them.
- Wooden or glass serving tray, bowls, etc., engraved with unit crest.
- Lace table runner embroidered with unit/brigade/division/corps crest on each end.
- Framed "Spouse of a Soldier" poem signed by members on the back.
- Cross-stitched unit crest on a quilt square.

FAREWELL GIFT FOR AN OUTGOING COMMANDER'S SPOUSE--This gift is given to the BN Commander's Spouse when the unit changes Commanders. Such a gift could also be given to a Senior Spouse Leader who has served the unit at that level for the Commander. This gift could be one gift from all the spouses in the BN who volunteer to participate, and coordinated by the BN FRG STEERING COMMITTEE through the Company/Battery/Troop level FRGs. It has to be carefully communicated as having voluntary participation, with, usually, individual donations of \$10.00 or under (guidance to follow the same rule for DOD employees, military). Clarify with the unit JAG if this gift is going to be BN-wide and the procedure. This gift could also be given from the BN Coffee Group and handled unofficially. The Coffee Group could include participation, donations, from spouses outside the coffee group, (still within the BN), and this participation that does not structurally include the BN FRGs would be clarified. BN FRGs and the BN Steering Committees can present small gifts on their own. Have the gift committee for this particular gift be mindful of the DOD gift regulations, including the \$300.00 aggregate limit, and the avoidance of solicitation, especially from those in an associated subordinate position, (even though you nor they are DOD employees or in the military).

Even though the Coffee Group is unofficial, 'unofficial' clarification from the unit JAG is best when organizing this gift presentation.

Outgoing Commander's Spouse Suggestions:

- Quilt made from cross-stitched squares depicting scenes/events from this spouse's time associated with the unit.
- Plate chargers (engraved with the unit crest).
- A Print (framed or unframed) signed on the back by the spouses.
- Recipe box with recipes from the unit spouses.
- Stained glass item with unit crest or memento from the area.
- Crock or ginger jar from the area.
- Crystal vase, bowl, or plate, etc. engraved with the BN crest.

- Items unique to the area (tobacco jar from NC, crystal from Germany, etc.).
- Cross-stitched anything--napkins with crests, tablecloth with company or BN crests in the corners, bell pull with unit crest, etc.

LEADERSHIP

The Many Elements of the Senior Spouse Role

As a Senior Spouse you choose your role, and it is a role, not a job. This may seem like a subtle difference, but it is important to remember. A senior spouse has a role. What does that mean and what *do* senior spouses do?

Army officers serve on a staff or are commanders at increasing levels throughout their career. As an officer moves from battalion or squadron level (a lieutenant colonel/O-5) to the brigade or regimental level (a colonel/O-6), a role change takes place for his or her spouse, particularly for the spouse of a commander. This change is even more pronounced for the spouses of General Officers, and is a factor in varying degrees to spouses of senior staff officers. At the battalion or squadron level everything is hands on and done through personal participation. Those spouses who choose to participate are frequently involved in the units, the Family Readiness Groups, the fundraising, support and social activities, the welcome and farewell events - all on a personal and usually face-to-face level. This participation is focused toward the unit, supporting the unit's Soldiers and their families.

At the brigade or O-6 level, the emphasis shifts from inward on the unit to more outward, towards the community, which is an expanded role for the senior spouse. Your efforts and support are directed towards the good of the greater community, not just 'your' unit or group. For many individuals this can be unsettling because it is a new experience. The role difference between spouses at the battalion level and spouses at the brigade level and above is much like the difference between parents and grandparents. Parents do all the hard work on a daily basis, while grandparents provide heartfelt support all the time and lend a helping hand when asked.

With this shift in emphasis outward, comes a wider perspective and increased influence. Because you are married to a senior officer, you are sometimes perceived to have some advantage, or power by association, however the word 'power' is not accurate. Its use should be avoided to prevent misperceptions. In a democratic society, legitimate power comes from the people to someone in an elected or subordinate appointed position. For example, legitimate power comes from the American people through their elected representatives' civilian control of the military and extends down to the Soldier. No legitimate power extends to you, the spouse. Instead, you have intangible influence. It is initially granted to you because of your position, i.e., who you are married to. You can increase or lose that influence depending on your actions, by how you behave and act in your role. The words "position" and "role" are used interchangeably. Sometimes it is useful to think of the first as defining place and the second explaining action to help you assess yourself. If you are perceived to behave selfishly or rudely, you will lose

your influence. People will avoid you. If you do anything illegal, you, of course, lose your credibility and your trouble extends to your military spouse. If you create conflict through your military spouse, you might have negative influence for awhile, but you will eventually become ineffective, and people will find a way to work around you. If you choose not to engage at all, you lose the influence that was first available to you as a new senior spouse.

If you engage people in a positive way, you can increase your influence, sometimes purposefully, and other times without even realizing it. Your influence can be negative or positive, lost or developed, depending on how well you practice leadership skills. Much of your influence will come from people seeing and sensing how much you care. They will form an opinion of this based on your communication skills and demonstrated compassion. In the end, while people are respectful of your place, or the position, nobody cares how much you know until they know how much you care.

And why should you care about this thing called influence? You care because you are married to an officer or NCO who has chosen to serve his or her country as a profession. That profession is about the defense of the nation. Defense of the nation concerns Soldiers. Officially, taking care of Soldiers and their families concerns your spouse. Unofficially, caring for Soldiers and supporting and helping their families concerns you because of this life you lead. You have to be careful not to exert “undue influence.” For example, the Army has clarified this with the revision of the regulation regarding private organizations (DA 210-22). While this example pertains mostly to spouses of commanders, it is beneficial for all senior spouses to be aware of. Many of the old constitutions of spouse connected organizations that operated on a garrison, stated that the spouse of the most senior, or installation commanding officer not only served in an honorary position, but also appointed people to certain positions, such as the advisor or nominating committee members. The word ‘appoint’ means the granting of authority. A private organization is democratic and the power rests with the group membership and their representative board. The senior spouse is a volunteer, like everyone else. She or he is asked by the board to serve in any additional position other than the honorary president, and she or he voluntarily accepts. The senior spouse cannot do any official appointing because the group has the power. The Army has removed the chance for ‘undue influence’ as the senior spouse participates and helps the organization.

The role of a senior spouse extends outwards and involves relationships and layers. How far does your influence or possibility for influencing extend? Its extent is up to you. One way to look at the expanding relationships regarding the Army and you, the senior spouse, is shown below. Each element of this role, with the exception of the first, is your choice to assume or not.

1. Personal. The first relationship is to your military spouse and does not involve the unit. How much of a role does he or she perceive for you? How do you perceive the role? You can acknowledge the existence of the senior spouse position and not do anything further. Your only connection to the military is as a military Family member;

you communicate with your spouse in your personal marriage, and maintain your private life. This layer includes your relations with your Family, extended Family, and personal participation in non-Army entities.

2. Ceremonial. The second relationship is between you and the unit, and you and the unit command group. This second relationship involves accepting the ceremonial aspect of the senior spouse role. You publicly appear with your spouse at ceremonies and military events, agree to publicly support your spouse while he or she serves in an official position, and can even represent your spouse at events. The Army aspect of your relationship with your spouse involves not only your private lives, but your public acceptance of the connection you have to his or her military job, such as that of a commander or department head.

Your connection with the military members of the unit is mostly representational; you communicate with the command team regarding official business.

3. Hostess. The next relationship extends to both military and Family Members of the unit, and helpful individuals outside the unit. By being a hostess, both in and outside your home, the senior spouse role directly affects others, and you can enhance morale by communicating positively and more personally with the unit. You begin to know each other as individuals. By agreeing to entertain, you provide for further bonding between all members of the unit. You also enhance the unit by entertaining or hosting others from outside the unit that support the unit or are beneficial in an approved manner.

4. Coffee group leader. This relationship is between you and command group spouses and some other unit spouses. Commander spouses often lead an informal coffee group. This group is strictly social and for mutual support. It usually does not include all the spouses of the unit. A commander's spouse decides whether or not to have this group. It can form and disband, and reform. The commander's spouse does not have to host it, but leads it, or asks someone else (Remember you can't appoint!) to volunteer to lead it, if the spouses in the unit want to have a coffee group.

5. Family Readiness Group. This relationship is between you and all Family Members of the unit, and others outside the unit who want to support Soldiers in the unit. The senior spouse is involved with this unit organization according to the commander's wishes, because the commander appoints the FRG leader, or steering committee chairperson. You can accept voluntarily. There are different forms of FRG leadership. The commander's spouse does not always have to be the FRG leader or steering committee chairperson. Your influence and the relationship can vary; however, in more cases than not, you can have great influence by deciding to engage and work with this group.

6. Garrison Organizations. This relationship includes you and your military community. You might be involved with many private organizations and garrison agencies that offer support to you, to members of your unit, and make your immediate community better. As a senior spouse you are often encouraged to participate, and you have more influence on a community scale, if you participate and know what these groups are doing. See the Resources, IMA and Garrison organizations chapter.

7. Outside Garrison. This is the relationship between you and your civilian community. You are often regarded as a community leader beyond the garrison. Garrisons interact with their surrounding community, and senior spouses are sometimes a liaison or connecting influence with many supportive organizations off post, sometimes in a private capacity, and sometimes as a garrison representative.

8. Other Army Garrisons. This relationship is between you and other senior spouses, in your region, and Army wide. As a senior spouse you communicate with other senior spouses at conferences and can work voluntarily on Family issues in your region, as well as Army wide. You develop relationships, and become influential among your peers on a broader scale.

As you can see, you may feel like the center of an onion, or a stone dropped in water with expanding rings. Your role can encompass many layers, or you can decide to participate in only a few relationship layers. You can spend time with as many or as few of these groups as you choose, according to your spouse's current position, and how you and your military spouse see your role as a senior leader.

Most importantly, underlying all these relationships is your willingness to engage and care for people. No matter how many layers you extend to, an important part of being a senior spouse is that of being a mentor, adviser, or coach.

Merriam-Webster Online defines those roles as:

- Mentor---as a noun it means, friend entrusted with education; as a transitive verb, it means to serve in the role as a friend entrusted with education.
- Adviser---to give advice, to counsel; caution, warn; recommend; to give information, notice, inform.
- Coach---one who instructs or trains a performer or a team of performers; *specifically* : one who instructs players in the fundamentals; to instruct, direct, or prompt as a coach

Mentoring, Advising, and Coaching

The roles of mentor, advisor, and coach have similarities; in some cases there is an overlap of the roles. Each is a leader assisting others in achieving goals, who develops personal relationships with the people with whom they work. Each has talents and skills that are respected and are role models. However, there are subtle differences:

- A mentor is usually someone another person respects, admires, and feels a personal connection to. The mentor has a skill or talent that the other person is trying to learn or improve. A mentor takes that person under her/his wing after being asked and develops and empowers them to accept responsibility and succeed on their own. The mentor thinks and speaks with the welfare of 'you' (singular), the person being mentored, in mind.

TIP: A senior spouse can seek out others to help her/him learn new skills or roles. While many think of senior spouses in mentor roles, we are all learning and growing and senior spouses can also be mentored! Even an experienced senior spouse may be asked to participate in something new to her/him or in an agency, organization, or group for the first time. If you are entering a role that is new to you, ask someone to be your mentor.

- An advisor is an appointed position. A person has to be asked to fill an advisory position and that person has to agree to fulfill the role. The person asked to be an advisor usually has some knowledge, experience, resources or skills that are needed by the individual or group she/he advises.
- Advisors listen more than they talk but should never be afraid to speak if the group's actions are in conflict with the group's charter, purpose, goals; are treading in dangerous, illegal, or unethical territory; or if they hit an impasse or do not know where to get outside assistance on a particular issue. Advisors are the quiet guide, the voice of reason, experience and wisdom. An advisor thinks and speaks with 'you' (plural) the group, in mind.

TIP: The Advisor position is not necessarily the same as the *Honorary Advisor* position. Organizations may have one or both (Advisor and/or Honorary Advisor). These roles may be performed by one individual but often by two different individuals. The information here is written about the Advisor position. Honorary positions, (such as Honorary President or Honorary Advisor) generally are positions of honor. If you are in an honorary position, ask the organization what is expected of you.

- A coach is a knowledgeable or talented person who teaches specific skills to a group or individual. The coach actively demonstrates those skills and allows others to actively participate in order to gain the skills. The coach gives feedback. Two way dialogue and open communication are essential as the skills are refined and fine-tuned. Coaches take ownership in the transfer of the skill or talent to the group or individual until they can demonstrate successful understanding of the skill or talent. Patience and communication are key characteristics of a coach. A coach thinks and speaks with 'we' (the coach and the group or individual) in mind.

TIP: Check with your installation to see if skill or leadership training is available for your role as a coach, such as AFTB Level 3. Also, as a senior spouse, if you are asked to perform a task or skill for which you feel unprepared or need improvement, seek guidance from someone who has previously done this task. Coaches, too, may be coached!

Key Points to remember in the role of:

A Mentor

- ✓ is a friend entrusted to teach others
- ✓ teaches in an informal manner
- ✓ is in a two-way relationship
- ✓ is chosen by others to mentor them
- ✓ is a role determined by the needs of others
- ✓ is not the owner of the project or individual
- ✓ is concerned for the development of the project or individual
- ✓ looks for challenges to encourage growth and potential
- ✓ is a role model, so be positive
- ✓ is genuine
- ✓ is able to say “I don’t know, let’s try to find out”
- ✓ is able to let others make their own decisions

An Adviser

- ✓ is usually an appointed position and agrees to fill that position
- ✓ is a resource for the group
- ✓ is knowledgeable about outside resources that are useful to the group
- ✓ is knowledgeable of the parliamentary procedures for the group
- ✓ is a positive presence
- ✓ is able to listen
- ✓ is able to guide and does not direct. You are not the leader
- ✓ is not the ‘do’ person for the group/project; but is willing to lend a hand if asked
- ✓ is aware of what her/his role is and knows what the limits are
- ✓ is not afraid to say, “I don’t know, let’s try to find out”
- ✓ is good at encouraging others
- ✓ is able to offer advice, and remembers it does not have to be taken
- ✓ insists on confidentiality – what is discussed in meetings and board rooms stays in meetings and board rooms among the members present and is never taken to the “streets” or discussed behind other’s backs. Unresolved issues need to be openly addressed either by being placed on the next agenda or handled off line between all involved parties.
- ✓ is able to keep her/his sense of humor
- ✓ is impartial and never take sides
- ✓ is adept at the practice of diplomacy
- ✓ is able to appropriately intervene if the group is considering action that will violate regulations or is not in the best interest of the group or what it represents
- ✓ is on top of the financial matters, keeps and reviews a copy of all financial reports

A Coach

- ✓ teaches others with less experience, knowledge and/or skills

- ✓ shares her/his experience and knowledge
- ✓ gives directions and clear instructions and then allow others to do it
- ✓ brushes up on communication skills
- ✓ is knowledgeable of the styles of situational leadership – directing, coaching, supporting and delegating
- ✓ is an active participant – can demonstrate what needs to be done, not just talk about it
- ✓ knows what steps needs to be done and has a plan
- ✓ is involved
- ✓ is part of the team
- ✓ takes ownership in the project
- ✓ helps others believe in their own skill
- ✓ helps build self esteem and confidence
- ✓ helps others become more independent and successful
- ✓ brings positive energy to the group
- ✓ is a good listener
- ✓ is able to say “I don’t know, let’s try to find out” or “I’m sorry”

The above explanations indicate a sense of compassion and caring, as well as the sharing of wisdom and experience with others. As a senior military spouse, you likely have experienced many of the same things that younger spouses will be confronted with. You can share your knowledge and experience to help them connect with others, grow into their role of a participating spouse, and serve families in their unit and the larger military community.

Unit and military community leaders need support. Effective senior spouses act as supporters and resources, not officially for the organizations, but unofficially for the leaders of those organizations, and thus help enable those leaders to successfully lead. Senior spouses can even ultimately enhance the effectiveness of an organization. Senior spouses provide sounding boards for leaders to explore options, learn new methods, share ideas, vent frustrations, and regroup. Successful senior spouses provide the environment for connecting leaders with each other, while resisting the urge to steer the debate or outcome of these leader’s decisions. These spouses can foster healthy, creative interactions that ultimately improve the particular organization.

Encouraging others is part of being a leader. Senior spouses encourage others to volunteer as willing and equal partners in a worthwhile endeavor that contributes to the greater good of an organization, unit, or community. You try to sustain those who volunteer, by thanking them, working beside them, (neither above nor below them), and giving them credit when credit is due. Treat others as you would like to be treated. Everyone has choices, and you cannot expect to fully understand another person and his/her situation, and likewise for that person. Individuals will make their own decisions regarding the participation level that suits their circumstances and must be supported in their choices. Individual leadership styles, personal preferences, and circumstances influence the choices for everyone, including you, a senior spouse. How you approach your role will differ from how another would. In today’s military Family, we have an

increasing number of dual military and career couples, blended Families, individuals with increasing responsibilities to elder parents, exceptional Family Members with special needs, and many other obligations. Traditional roles are being filled in nontraditional ways, often with great success.

The traditional norms and expectations of a senior spouse are generally based on a peacetime environment. The immediate and serious demands of war or conflict can change the set of responsibilities, individual needs, organizational procedures, and expectations of all. The role of a senior spouse becomes even more critical during war. Adaptability, experience, and flexibility allow the senior spouse to apply the same principles learned during peacetime towards these increased requirements of wartime. Senior spouses can make a vital difference. The key is to find the right balance of trying to meet needs and expectations with the right resources in an ever-changing environment.

Situational Leadership

One trait that effective leaders share is flexibility. While most of us are comfortable with one leadership style or another, it is important that you work to match your leadership style to the current situation and the group's membership. This flexibility in style will allow you to focus on the group's needs and goal accomplishment. At the start of a new task when goals are set, the leader should identify the commitment and abilities of the members to meet those goals. For example, are the groups members fully committed to the project, but need help with a particular skill; or are they capable of reaching the goal, but need motivation and support? By assessing the commitment and skill level, the leader can adjust his/her leadership style to meet the needs of the group and determine the most effective way to guide the group. Keep in mind that this assessment is an ongoing process; a new task or set of goals may change the needs of the group and thus, the appropriate leadership style for the situation. In addition, during a long-term project, members' needs and abilities may change over the duration of the task.

Most leadership philosophies recognize four basic styles of leadership: directing, coaching, supporting, and delegating. For senior spouses, most of the people you work with are volunteers. The coaching and supporting styles of leadership are **usually** most appropriate in those situations, while for simpler tasks a delegating style may be suitable. The directing style should rarely, if ever, be used when working with volunteers. All four styles are included here.

Directing: In this leadership style, the leader is very commanding. The leader tells the members what, how, when, and where to complete their tasks. The leader is the problem-solver, who analyzes and frames the problem, develops solutions, and dictates them to his subordinates for execution. The communication is mainly one-way, from the leader to the group members. This style works well when the group members are motivated, but lack the skills to accomplish the task or achieve the ultimate goal. It is also appropriate when time is extremely limited.

Coaching: In this style, the leader serves as a coach. The group members contribute ideas, and the leader provides direction. Communication is two-way because the group members contribute their ideas. This leadership style works well with members who are developing skills.

Supporting: In the supporting style of leadership, the leader is group oriented. The leader shifts to a supporting role, where he/she listens and facilitates decision-making of the followers. Communication is a two-way process; the leader periodically reviews the group's progress. This style works well with group members who have the ability to carry out tasks in order to reach the goal and are motivated.

Delegating: In this style the leader and the group members' work together to develop goals. Group members determine how the goals will be achieved. The group interaction is as important as the outcome. This style of leadership is effective when the members are capable, motivated, and confident in their abilities to carry out tasks and achieve the group's goals.

Everyone has a leadership style they are most comfortable with, but no single style is going to work well in every situation. Make sure to assess the needs of the group in a given situation, and consciously choose a leadership style that meets the needs of the members. Other things that can affect the choice of leadership style may include the amount of time given to complete the task, a crisis or high stress situation, or major change within the organization. These situations may call for a more directive style of leadership.

Wellness and Time Management

Leadership roles last years, not days or months, and good leaders seem to be rewarded with more and more responsibility. There is an old saying that goes, "If you want something done, ask the busiest person." It does seem that the busiest people get asked to do more and more. However, some people manage to get the job done and do it with a smile and a positive attitude. How do they do it? They take care of themselves, manage stress as best they can, are proactive instead of reactive, and are organized. As a senior spouse you will have many demands on your time and energy, but in order to maintain a healthy balance, you must work to take time for yourself.

You cannot give to others if you have nothing left to give; whether you are giving to your Family, a job, a volunteer position, or a role within the community, it is important to take care of yourself. Wellness is more than just your physical health; it includes your spiritual, intellectual, sociological, and psychological well-being. Begin by eating right, drinking plenty of water, and keeping up with regular medical care. Take time to exercise and ensure that you get enough sleep each night. In addition, set aside time for yourself and have some fun – do things you enjoy, that are just for you. Begin an enjoyable hobby or take a class. Keep in mind that these things will not happen if you do not schedule time to make them happen. Many times when life gets busy, the first

thing to drop off your agenda is the private 'me' time. Eventually, all of your hours are filled doing for others and you may be stressed – your mind, body and spirit are all demanding that enough is enough. You may feel that your life is out of control, and there is too much pressure. Before you know it, you are stressed!

Realistically there are only 24 hours in a day. The “to do lists” get longer and longer, and before we know it, we are multitasking. We all multitask to some degree; for example, making phone calls while eating, cooking, doing laundry, ironing, helping with homework, scrubbing counters or dishes, putting on our make up or shoes, while running out the door, or while driving. We give a task half of our attention for twice as long and do not remember any of the details of the conversation.

We cannot give full attention to everything all the time and in the end we may not be satisfied and can become overstressed, exhausted and burned out. Signs that you have reached this point may be a constant state of anger, fatigue, uncooperativeness, or aggressiveness. It is important to look for signs of burn out in yourself, your leaders, your Family, and your spouse. By being proactive and organized, you can manage stress and prevent burn out.

Be Proactive Suggestions:

- When you arrive at a new post, familiarize yourself with the layout and available services. Do not wait until you need them. This knowledge will help you direct others to information that can help them solve their own problems.
- Take 15-20 minutes at night or at the beginning of the day to plan out your time. You will be amazed at how organizing your time will give you a feeling of control. This control can relieve stress and head off burn out.
- Set realistic expectations for yourself. You cannot be all things to all people at all times. Make choices about what is most important and move on.
- We all have days when things do not go as planned. If you learn to let things go and move on, you will not waste time on what you should have or could have done.
- It is perfectly okay to say “No” or “Not this time” if a request is not realistic for you at a particular time. Remember, people expect a commitment with follow through when someone agrees to fulfill a request or an expectation. You do not do yourself, anyone else, or any organization a favor to say “yes” and then not deliver what you promise.
- Listen before you act or react. Hear what others have to say. Sometimes others just want to be heard and you do not have to do anything other than be supportive. Listening can sometimes tell you what is really going on and you can address small issues while they are still small.
- Do not be afraid to ask for help or to say you do not know. Be willing to help find answers and not just ignore issues.
- Plan ahead, particularly during the busiest times of the year such as change of command season, holidays, deployments and redeployments.

- Set reasonable priorities and limits and share them with those you work and live with. Of course, there must be some flexibility, but in general, people appreciate knowing what they can expect of you; they will respect you for it.
- Redirect those who may forget or push those priorities or limits. There is nothing wrong with saying, “I cannot meet (or talk) with you right now, let’s set a time when we can look at this.” This is especially true if you are unexpectedly approached in the community or at a social event.
- Learn to delegate responsibilities rather than trying to do everything yourself.
- Make a promise to yourself to set aside some time every week to do something just for you...not your Family...not your unit ...not your community. You should consider how many hours in a week you devote to others and how many hours you devote to your own wellness.

Be Organized:

- Know where your “tools” are; it will save you time and frustration.
- Carry important papers (rosters, calendars, maps, information sheets etc.) with you in your car or purse when you leave the house so they’re available when you need them.
- Have a system to keep the various aspects of your life organized –file folders, baskets, boxes, bags...anything that will work for you so you can manage your personal life, your volunteer life, your children’s lives, and all your important legal documents.
- Insert lists of key phone numbers, such as office, school, emergency contacts, neighbors, relatives in your agenda.
- Set aside certain hours of the day to return phone calls and respond to email. When you are on the phone, get to the point and minimize small talk; you can be pleasant and still get down to business quickly. Think about what you are going to say when you make a call and make notes to keep yourself on track.
- Being organized can help you to minimize the number and length of meetings needed. Only call a meeting when it is necessary and only involve those who truly need to be there.

Meeting Management:

When you are in a leadership position, you are often responsible for calling and facilitating meetings. Good meeting management skills can dramatically improve your effectiveness as a leader. No one likes to sit through a two-hour meeting that could have been finished in an hour. When a meeting is not efficiently run, people feel that their time is not valued. In order to have an effective meeting, a leader must prepare for the meeting, manage the meeting, and follow up with results.

- Always have a purpose for a meeting.
- Have an agenda.
- Set time limits for topics and stick to it.

- Make sure the people who need to be at the meeting are notified.
- Let those who will be asked for information at the meeting know in advance.
- Make sure that the meeting room set-up is conducive to the task.
- Begin on time.
- Keep the meeting moving.
- Keep the group on task.
- Keep written records of the discussion and the action decided upon.
- Assign tasks with deadlines.
- Set the next meeting date and time.
- After the meeting, reflect on the positives and negatives and adjust accordingly.
- Complete tasks as assigned and encourage others.
- Provide minutes to those in attendance and those who could not be there.
- Write an after-action report for major events.

Entertaining:

Entertaining can be another source of stress. There is so much to do and never enough time to do everything. If you keep in mind why you are having an event and plan accordingly, you can relieve some of the pressure you put upon yourself. Let your true self show through and entertain in a way that is comfortable for you; do not try to copy someone else's entertaining style. People come for the camaraderie, not to judge your food or your house. It is not a competition, so feel free to use store bought items, a caterer, take out, or have a potluck when necessary.

- Certain times of the year will be busier for everyone. This is particularly true during the holidays and during change of command season. You will receive many invitations and you may also entertain more than usual. You can fight burnout by having some balance in your life and having fun. Here are some tips to help during the busy entertaining season:
- It may be impossible to attend each and every event you are invited to.
- It may be possible to attend many events on the same day by "making an appearance;" i.e., attending for a short period of time as a courtesy visit. People understand senior leaders have busy schedules and appreciate you making the time to at least come by and say hello if you cannot come for the entire event. It is important when you RSVP to tell your hostess if you will be doing this so he/she can properly prepare the event, menus etc. Often a host will hold up serving, toasts, comments, etc. until the senior person has arrived, so be sure your intent is clear by saying something like, "I/we have several events we are attending this evening and probably will arrive at (this) time, but please do not wait on me/us to begin." Call if you have last minute emergencies.
- It is also possible to cover twice as much ground if you split shift with your spouse. You can link up together afterwards and make it to the school play, sports game, etc. for your child, all on the same night and still enjoy it.
- When entertaining in your home, give some thought to scheduling events several days in a row or with a day in between. While this may sound overwhelming, it

does have advantages. First, you only have to clean your house once! A light touch up and a reset may be needed in between. Second, you can buy and prepare in bulk. You can even use the same menu for all events to further simplify things.

- Another great idea is to share the work by become a catering team with several of your peers, neighbors, or friends who are also entertaining at the same busy time as you. Consider pooling the menu ideas and sharing the work. You may have to make one or two dishes in larger quantities to share with your friends, but they will be sharing with you in return. This method can save time and energy, while adding some variety and fun to your entertaining. Prepare and freeze items ahead of time.
- Back door friends truly are the best. During the hectic entertaining season, it can be fun, as well as save your sanity, to ask your friends to help you in the kitchen. By trading off duties with your neighbors or friends when you entertain, you are free to spend time with your guests. Meanwhile, your helpers can set up trays and keep the kitchen under control. Payback of course comes when they entertain and you reciprocate kitchen duty for them. Many feel the kitchen is the best place to be at a party anyway, so this will not seem like a chore.
- Consider having an “après-party.” So often when entertaining the host and hostess do not have time to really enjoy themselves. There also tends to be quite a bit of food left over. It is a relatively new but fun tradition to have an “after-party” party. Invite your peers and neighbors to join you once your unit guests have left. Put on some comfy clothing, sit down and relax. Usually by the time the après party is over, there are no leftovers to put away, and you have had time to unwind. In addition, your friends will probably pitch in for the last bit of clean up.
- If your military spouse is a commander, you must not show favoritism by inviting people from the unit. Instead invite friends and neighbors who are non-unit related.

At the end of a command tour or a commitment to a volunteer position, you want to be able to walk away feeling like you and your Family have been enriched by the experience, rather than on the brink of a Family disaster or divorce! We are all human, we all have strengths and weaknesses; it is not a failing to be less than perfect. However, having to pretend we are perfect, that we do not make mistakes, and can do all things for all people is unrealistic. Invest in yourself, your spouse, and your Family first and the rest will fall into place.

Recruiting Volunteer

Volunteer recruitment and management are key roles of senior spouses. A volunteer is anyone who commits their time without payment for doing so. It is always important to be mindful of their gift of time.

In order to effectively recruit volunteers for an organization, you must be committed to the organization’s goals and the position you are recruiting for. You should know the

qualities needed to perform the job, including the time commitment required, and can help the organization write a job description if there is not one available. Then you can brainstorm potential sources of volunteers to fit these requirements.

When you find someone that you think would be a good fit for a particular volunteer position, approach the person enthusiastically. Be specific and forthright about what is required, especially the time commitment. Share any known deadlines and tell them about any training that is available. Emphasize how they will benefit from an association with the organization. Ask about previous volunteer experience and their knowledge of the organization you are recruiting for. If they are not familiar with the organization, take the opportunity to educate them about it. Let the person know why you chose to approach them for a particular position. Provide for them to receive a copy of the job description and the contact information and guide the arrangements if you are following up.

Remember that your job does not end after you recruit volunteers. You must work to recognize their accomplishments, retain them in the volunteer ranks, and when necessary, redirect them to another volunteer activity. Thanking volunteers is as important as recruiting them. If you do not thank them sincerely, they will be less likely to volunteer next time, and in the end the community or unit suffers because the needed project or work will be hard to accomplish. (See the Volunteers chapter for more information.)

Accomplishing Goals

As a leader, one of your main functions will be to help the group accomplish tasks. It may be helpful to consider three main areas of focus. The first is deciding what you want to accomplish, or goal-setting. It is important to set realistic and measurable goals. While you want to be challenged, make sure that the goals are not so lofty that you cannot possibly succeed.

This will only serve to frustrate the group members and will not result in a satisfying conclusion for anyone involved. In addition, keep in mind that it will be much easier to determine if you met your goals, if they are measurable. For example, the Family Readiness Group might decide that one of its goals is to *do better job welcoming new spouses to the unit*. This is an admirable goal; however, how will the group determine if they have met the goal? By changing the goal to *visit or call every new spouse within a month of their arrival to the unit*, you have clearly defined your objective and given yourselves a measure that can be used to determine whether or not you have achieved your goal.

Secondly, you should develop a concept to achieve the goals you have set. By breaking tasks down into small pieces, it will be easier to see the steps needed and formulate a plan of action to accomplish them. If you are planning a volunteer recognition event, the group needs to decide what type of event you want to have, when and where will it be held, and who will design and send out the invitations. Will there be

food, gifts, entertainment, certificates, or a guest speaker? As you think through the process of putting on the volunteer event, these smaller pieces of the overall goal become obvious areas for committees or individuals to begin their planning.

Finally, you need identify the resources and means needed to support the plan of action, and determine where they will come from. Is funding required? How can we get the manpower required? Do we have any of the materials already; if not where and how will we get them?

You may be asked to....

As previously mentioned, there are no mandatory requirements and there is no contractual job description for a senior spouse. If you choose to take an active role with the unit, it may be helpful to have an idea of what your role **could** include. With this in mind, we are including a list of possible responsibilities that various spouses **may** be asked to do or can initiate. Adapt this to fit your needs, the needs of your Family, and your individual situation. No matter what level of involvement you choose, lead by example.

Battalion Commander's (BN CDR) Spouse:

May be asked to:

- Serve as a leader, role model, and resource for the battalion spouses.
- Coach and mentor other spouses to work effectively in their various roles by providing information and guidance.
- Work with the CSM spouse concerning joint spouses activities and BN coffee group, support noncommissioned officers and enlisted spouses' activities and projects; remember you are a team.
- Coach/mentor company commanders' spouses and other company grade and first level field grade officers' spouses. (major)
- Work with first sergeants' wives in welcoming and farewell functions for the sergeant major's wife. Let the first sergeant's wives take the lead; your role should be to guide, support, and mentor.
- Recruit volunteers for the unit FRG.
- Have the FRG leader check FRG funds and records with the treasurer periodically to ensure compliance with regulations, if a separate battalion fund is maintained.
- Attend community monthly information meetings as needed.
- Act as an advisor to the FRG and ensure information is passed on to the FRG leader
- Make sure that any customs/courtesies etc. are applied **consistently**. Examples include welcome/farewell gifts, baby gifts, wedding gifts, and expressions of sympathy. Check periodically the support of the group that raises funds for these gifts, (usually FRG).

- Encourage active participation in military community activities.
- Promote Family support garrison agencies within the unit, such as ACS, AFTB and garrison community agencies.
- Foster points of etiquette such as responding to invitations, courtesies at official functions, etc.
- Assist the Brigade XO's spouse in giving a welcome and farewell for outgoing Brigade Commander's spouse.
- Cultivate a working relationship with other commander's spouses and senior spouses outside of the unit.
- Remain loyal to those in the unit.
- Ensure all volunteers are recognized. Informal recognition is most effective when it is immediate; many units have an annual or quarterly recognition ceremony.
- Keep the brigade commander's spouse informed about functions and activities within the battalion.
- Ensure proper transition with the incoming battalion commander's spouse
- Contribute articles to the FRG newsletter.

Work to revive or maintain the spirit of personal commitment among the spouses in the unit. Be careful not to substitute 'unit hospitality' for personal acts of warmth, kindness, and welcome to the newcomer. Be willing to implement change when necessary. It is not necessary to keep doing things because they have always been done a certain way.

Command Sergeant Major's (BN or BDE CSM) Spouse:

May be asked to:

- Serve as a role model for all noncommissioned officers and enlisted spouses in the unit.
- Be a guest or participant with commander's spouse in joint spouses' get-togethers, including the coffee group, if there is one.
- Communicate with and work as a team with commander's spouse
- Participate in welcoming first sergeants' spouses and other NCO spouses.
- Serve as a mentor and/or adviser to first sergeants' spouses and other NCO spouses.
- Support and participate in FRG activities.
- Support ceremonies and events. These might include changes of command or community activities.
- Participate in command group get-togethers, and support HHC FRG related meeting.
- Attend garrison monthly information meetings or send a representative.

As a Senior Spouse in a Non-Command Position:

You may be asked to:

- Perform the duties of the commander's spouse when he/she is not available.
- Assist the commander's spouse when help is needed or requested.
- Support FRG activities (For additional information refer to the FRG chapter in this book.)
- Serve as chairman of the welcome and farewell functions for the commander's spouse.
- Assist in the transition of the new commander's spouse and Family.
- Attend changes of command within the BN or BDE whenever possible.
- Support the smaller HHC FRG related group.
- Ensure all specific unit volunteers are recognized annually, if not quarterly.
- Serve as an example of loyalty and adaptability for the unit's spouses during transitions between commanders
- "Check in" with the commander's spouse on a regular basis, for example, every two weeks or so. This is an opportunity to observe and learn all you can about being a commander's spouse.

Regardless of the level of involvement you choose, maintain loyalty to the battalion commander's spouse.

Brigade Commander's (BDE CDR) Spouse:

May be asked to:

- Serve as the FRG steering committee leader and a resource for spouses within the BDE.
- Coach and mentor other spouses to work effectively in their various roles by providing information and guidance.
- Work with the CSM spouse concerning joint spouses activities and BDE coffee group, support noncommissioned officers and enlisted spouses' activities and projects; remember you are a team.
- Serve as an advisor on various boards or with organizations on the garrison.
- Serve as an advocate for your unit within the military community.
- Promote military community organizations within the unit; encourage active participation in community events.
- Attend unit and military community activities when invited.
- Support leaders within the unit and the community.
- Coach and mentor BDE staff and BN commanders' spouses.
- Work with other senior spouses on post to plan welcomes and farewells for other senior spouses.
- Attend changes of command within the unit whenever possible.

- Attend monthly military community information meetings and ensure that information is passed to the FRG. It is important to stay informed.
- Ensure all volunteers are recognized. Informal recognition is best when it is immediate; many units have an annual or quarterly recognition ceremony.
- Be prepared to say a few words at brigade and battalion level events, if asked. However, do not be offended if you are simply an invited guest with no official role.
- Contribute articles to the FRG newsletter.

Always lead by example and be mindful that others are watching what you do as a senior spouse.

A great resource for the **Company Commanders' Spouse** is: *The Company Commander's Spouse Battle Book*. It is available from the U.S. Army War College Military Family Program, Carlisle Barracks, Pennsylvania.

Evaluate Yourself as a Leader or an Advisor

1. Do you thoroughly understand the responsibilities of each position on the board or committee?
2. Are you easy to approach and talk to?
3. Are you sympathetic to the problems of others?
4. Do you compliment others when they do a good job? As an advisor, do you encourage the leader and/or group to compliment others?
5. Are you even-tempered?
6. Do you work to prevent grievances from arising? As an advisor, do you look ahead and guide the leader and/or group on how to prevent grievances from arising?
7. When complaints arise regarding yourself, do you handle them honestly and objectively? As an advisor, do you substantively advise the leader and/or group on how to handle complaints within the group? Do you advise the leader on how to handle complaints against the leadership?
8. Are you cooperative with other community organizations? As an advisor, do you guide the leader and/or group on how to be cooperative with other community organizations?
9. Do you set a good example?
10. Are you open to feedback from others?
11. Do you give constructive feedback to others?
12. Do you follow through when you say you will do something?
13. Do you make decisions based on a thorough understanding of the situation? As an advisor, do you assist the leader and/or group in gaining a thorough understanding of the situation so that the leader and/or group can make the best decision?
14. Do you provide the rationale for change, or the lack of change, when appropriate? Do you do this for the leader and/or group when you are the advisor?
15. Do you maintain a positive tone when dealing with others?
16. Do you make decisions and answer queries in a timely manner? As an advisor do you encourage the leader and/or group to be timely?

17. Do you treat others fairly and equally?
18. Are you a self-starter? As an advisor, do you help the leader/group determine if they want to do a project and help them find the best way to start?
19. Do you display self-confidence?

Resources

There are many tools and concepts available to help senior spouses fulfill their roles. Colleges, local organizations, as well as the Army Family Team Building (AFTB) program, offer classes in leadership, management, communication skills, and personal wellness. Take advantage of the resources available; do not forget your friends and neighbors – they are often a wealth of information and support.

Provided below is list of books that may be helpful when you are in a leadership position or serving as a member of an organization. It includes books that are practical and some that are useful for keeping things in the proper perspective. There are many leadership books out there; this list may give you a start.

- ✓ *The 21 Irrefutable LAWS OF LEADERSHIP* by John C. Maxwell
- ✓ *The ART and POWER of BEING A LADY* by Noelle Cleary and Dini Von Mueffling
- ✓ *FISH* by Stephen C. Lundin, PhD, Harry Paul, and John Christensen
- ✓ *High Five!* By Ken Blanchard, Sheldon Bowles, Don Carwe and Eunice Parisi-Carew
- ✓ *Leadership Secrets from the Executive Office* by George Hathaway
- ✓ *Living a Life That Matters* by Harold S. Kushner
- ✓ *Make Peace With Anyone* by David J. Lieberman, PhD
- ✓ *Management Challenges for the 21st Century* by Peter F. Drucker
- ✓ *Put Your Best Foot Forward* by Jo-Ellan Dimitrius, PhD., and Mark Mazzarella
- ✓ *QBQ! The Question Behind the Question* by John Miller
- ✓ *The Tipping Point* by Malcolm Gladwell
- ✓ *Tongue Fu! How To Deflect, Disarm, and Defuse Any Verbal Conflict* by Sam Horn
- ✓ *Who Moved My Cheese?* by Spencer Johnson, M.D

CHAPTER 2

CHAIN OF COMMAND

- The new Army organization
- Joint Organization
- Questions and Answers
- Joint Programs for Spouses

In conjunction with the formal term “chain of command,” please note there is also the parallel but informal “chain of concern” that is used by family members. Please see FRG Section for additional explanation on the Chain of Concern.

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U.S. Army Organization

BACKGROUND: The structure of the U.S. Army has recently undergone major changes. Some of the changes will look familiar while some will not. This part will describe the changes in context. There is no set size (number of troops) assigned to any specific echelon or level of organization in the U.S. Army. The size of a unit depends primarily upon the type of unit and mission. For example, an aviation company would have a different number of Soldiers assigned than an infantry company because it has a different mission, different equipment, and therefore different requirements.

Note: The usual structure is company -> battalion -> brigade -> division, with battalions organized into regiments as the exception. Examples of this exception are cavalry regiments. Cavalry is unique in that battalions are called “squadrons” and companies are called “troops.” In the Field Artillery and Air Defense Artillery companies are called “batteries.”

However, most battalions that are actually part of brigades still have a historic regimental affiliation under the Combat Arms Regimental System, such as 1/34 Infantry Regiment – 1st Battalion of the 34th Infantry. This affiliation is historical and symbolic. It has no operational significance as far as the chain of command goes. For example, the infantry battalions of the 3d Brigade, 2d Infantry Division are 1st Battalion, 23rd Infantry, 2d Battalion, 3d Infantry, and 5th Battalion, 20th Infantry. Each battalion is affiliated with a different regiment but part of the Same Stryker brigade.

This goes back to the old days when the structure was battalion -> regiment -> brigade -> division. Starting in World War I, fixed divisions were made up of 2 Infantry brigades, each of which had 2 Infantry regiments, plus an Artillery Brigade also of 2 regiments. This was called a “square” division. During World War II, the U.S. Army transitioned to “triangular” divisions of 3 Infantry regiments each (most other armies had gone “triangular” during World War 1) and a “Division Artillery” of four battalions. In 1962, the Army implemented the Reorganization Objective Army Division structure which re-introduced the brigade as an echelon of command directly over battalions. They did this by cutting out the regiment level, but since the regiment traditionally was thought of as a Soldier’s “home,” battalions kept their regimental designation even though the regiments as functional units were no more. When confused, think BN --> BDE.

Command Relationships:

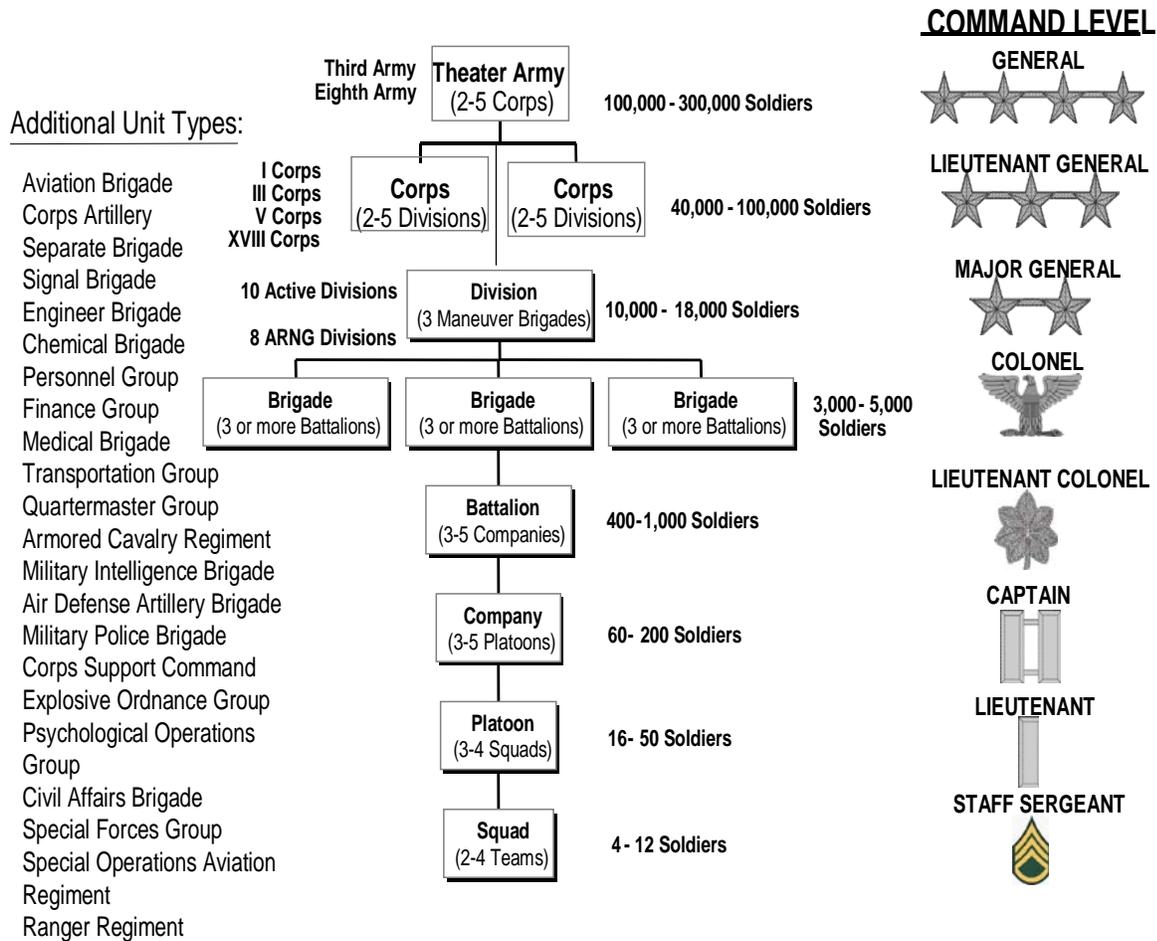
Organic: Assigned to and forming an essential part of a military organization. All units of a Brigade Combat Team (BCT) are now “organic.” This is the relationship we are most familiar with.

Assigned: The placement of units in an organization on a relatively permanent basis. BCTs are now assigned, vice organic to divisions.

Attached. The placement of units in an organization on a relatively temporary basis. Additional units, neither organic nor assigned, may be attached to either a BCT or a

division for a specific mission.

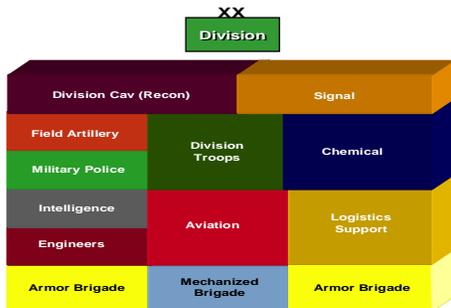
The Pre-Modular Army



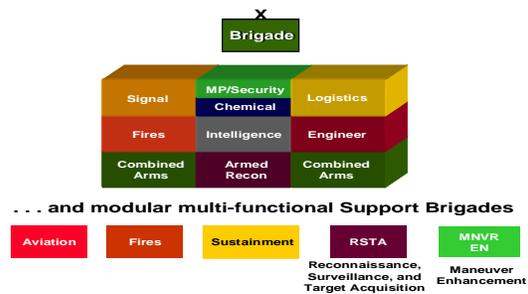
Modularity: More recently, beginning in September 2003, Army Chief of Staff General Peter Schoomaker began transforming the Army into the Modular Force. This is part of the overall Army Transformation and has as its goal to restructure the Army from a division-based to a brigade-based balanced force of more than 76 BCTs and 225 support brigades that will increase the capabilities and capacity of all the Army's Components to provide relevant and ready landpower in support of Combatant Commanders and the joint force.

From Division to Brigade - Centric

FROM: An Army based around large, powerful, fixed organizations



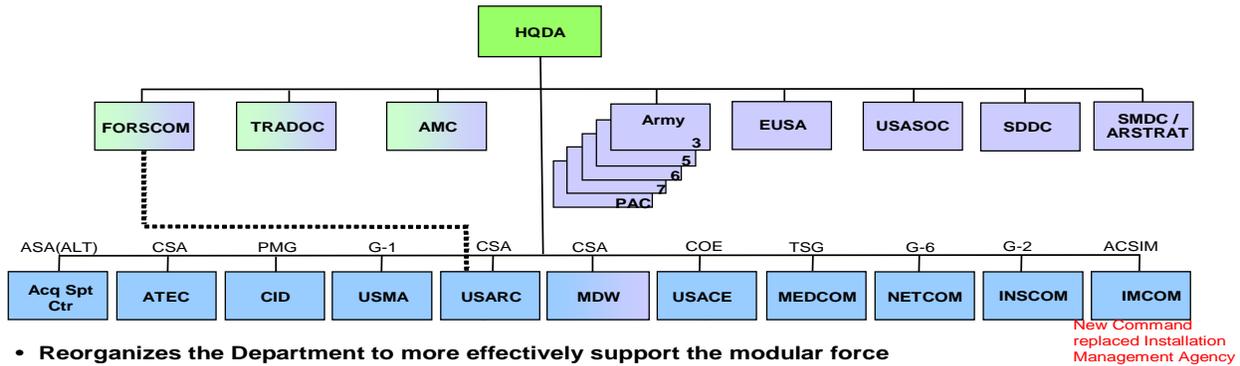
TO: An Army designed around smaller, more self-contained organizations



A More Ready and Relevant Force

Army Higher Headquarters: The Department of the Army operates under administrative control (ADCON) of the Secretary of the Army with the advice of the Army Chief of Staff. In carrying out its functions as prescribed in DOD Directive 5100.1 the U.S. Army reorganized in February 2006 into three Army Commands (TRADOC, FORSCOM, and AMC), nine other commands that are Army Service Component Commands (ASCC) of unified or subunified combatant commands, and eleven direct reporting units. (Note FORSCOM is both an Army Command and an ASCC). The Theater Army HQs assigned as the ASCC of its respective Unified Command are shown below. Note that Eighth US Army is the ASCC for United States Forces Korea, a sub-unified command. The US Army Strategic Command is an element of the US Army Space and Missile Defense Command as well as being the Army component of the US Strategic Command (now also responsible for space). These HQs are trained and equipped to support combatant commander's warfighting missions.

New Army Headquarters Relationships



- Reorganizes the Department to more effectively support the modular force
- Recognizes the global role and multi-discipline functions of the three Army Commands (FORSCOM, TRADOC, AMC)
- Recognizes the Theater Army as an ASCC reporting directly to the Department serving as the Army's single POC for a unified, combatant command or a functional component command



Decision: Secretary of the Army Approved Feb 2006 & AR 10-87

Under modularity, the basic building block of all Army organizations is still the individual Soldier. A small group of Soldiers (2-5) organized to perform a task is called a team.

Squad/Section – 9 to 12 Soldiers. Typically commanded by a sergeant or staff sergeant, a squad or section is the smallest unit in the Army structure, and its size is dependent on its function.

Platoon – 16 to 44 Soldiers. A platoon is led by a lieutenant with a platoon sergeant (E-7) as second in command, and consists of two to four squads or sections.

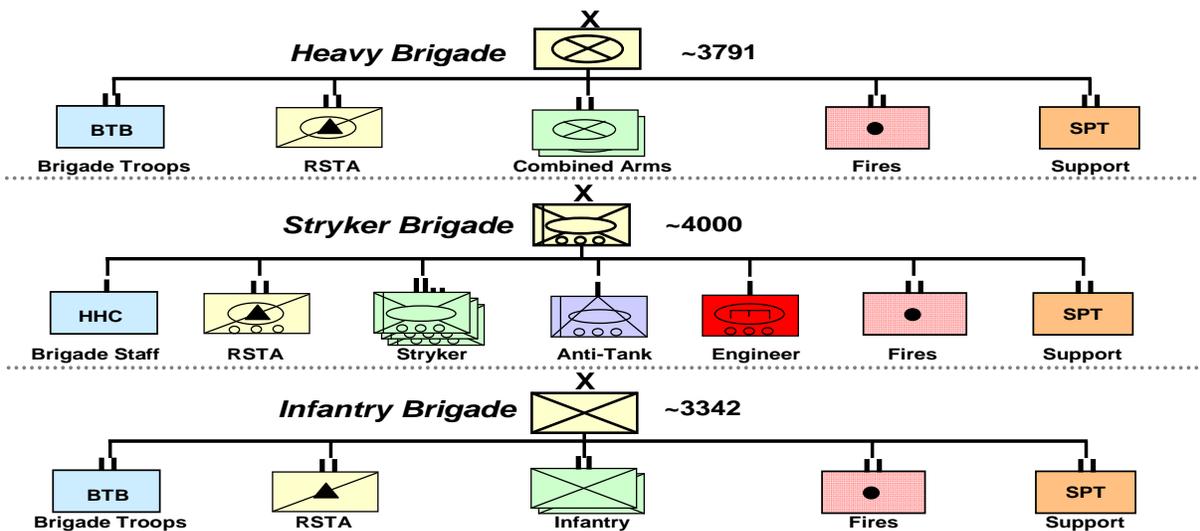
Company/Battery/Troop – 62 to 200+ Soldiers. Three to five platoons form a company, which is commanded by a captain with a first sergeant as the commander's principle NCO assistant. Some small companies are termed Detachments.

Battalion – 300 to 1,000 Soldiers. Four to six companies make up a battalion, which is normally commanded by a lieutenant colonel with a command sergeant major as the senior enlisted advisor. A battalion is capable of independent operations of limited duration and scope.

Brigade – 1,500 to 5,000 soldiers. A brigade headquarters commands the tactical operation of two to six organic or attached battalions. Normally commanded by a colonel with a command sergeant major as senior NCO, brigades are employed on independent or semi-independent operations. In armored cavalry, ranger and special forces units these units are designated as regiments or groups. Under Modularity, brigades can be categorized as either: Brigade Combat Teams (BCTs), Multi-functional Support Brigades, or single functional support brigades. There are three types of BCTs: Heavy, Infantry or Stryker. Typically, BCTs will be designated as a numbered brigade of

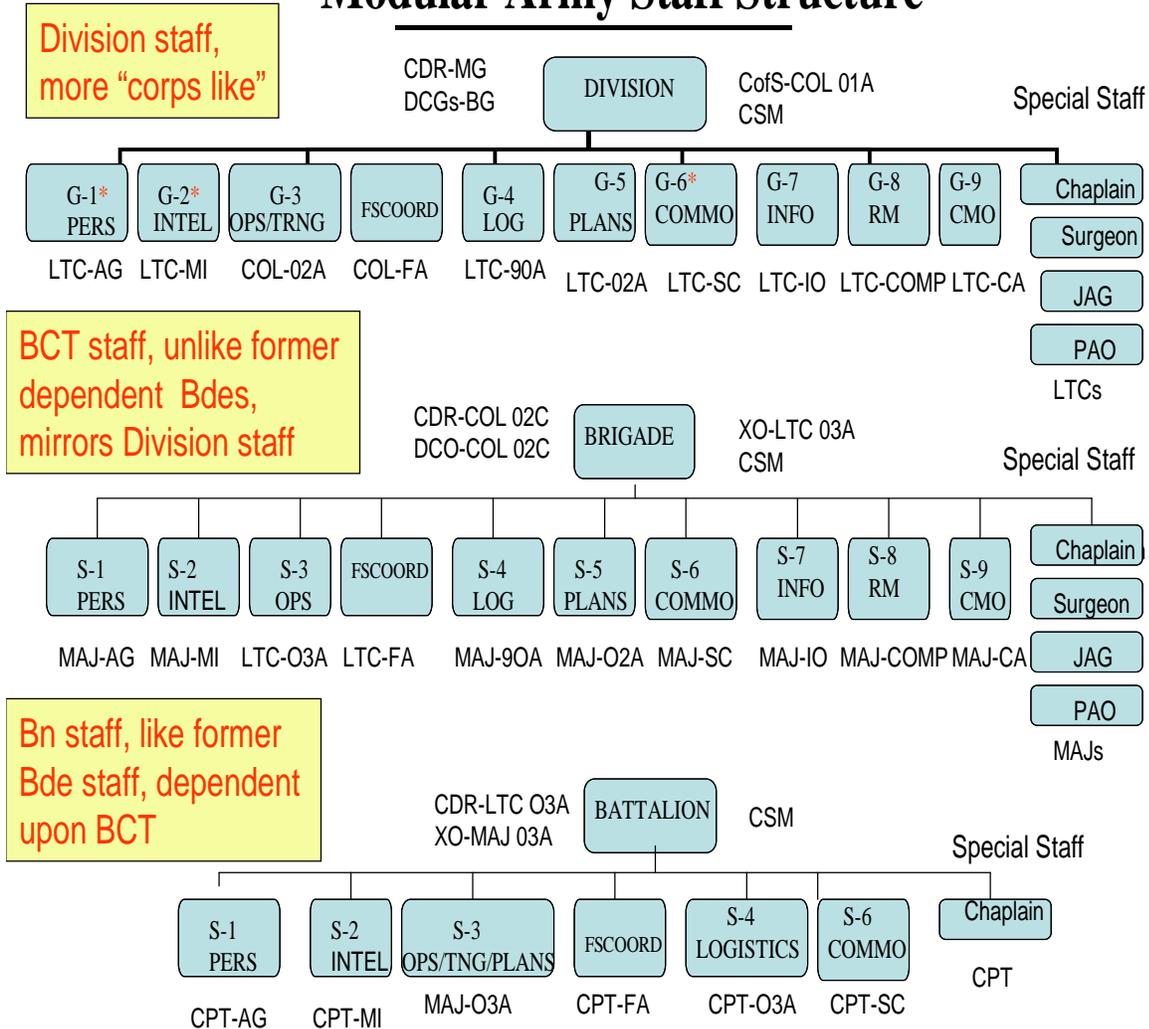
the division they are co-located with. Most support brigades will have autonomous designations. Under Modularity, brigades are all being organized as permanent combined arms teams are more like “mini-divisions” than previous divisional brigades. Consequently, BCTs will no longer be primarily composed of all members of one branch (as previously with airborne infantry brigades with three battalions from the same historic regiment).

Comparison of the three Brigade Combat Teams



In addition, **brigade staffs are much larger with more field grade positions and diverse staff specialists.** The position of Deputy Brigade Commander, also a Colonel, has been authorized to serve as the true “Second in Command” to the brigade commander. The Brigade XO continues to function as the “Chief of Staff.” Some branches are designating selected staff positions as “key billets” that are to be considered the equivalent of command.

Modular Army Staff Structure



* Key Billets

Division – 10,000 to 30,000 Soldiers. Usually consisting of three to ten brigade-sized elements and commanded by a major general. Divisions are historically numbered and assigned to specific posts as senior HQs. Under Modularity, there is no standard division structure. Divisions no longer have a fixed structure and organic brigades or division troops. Now only the headquarters and its special troops battalion are organic. The division performs major tactical operations for its assigned higher headquarters and can conduct sustained battles and engagements with a mission-tailored set of subordinate units. Divisions may also serve as headquarters for Joint Task Forces or as a Joint Land Component Command HQs. Key billets have been established on the division staff for selected positions to be considered “battalion command” equivalent.

XX
DIVISION

Divisions with
Brigades
as Building
Blocks

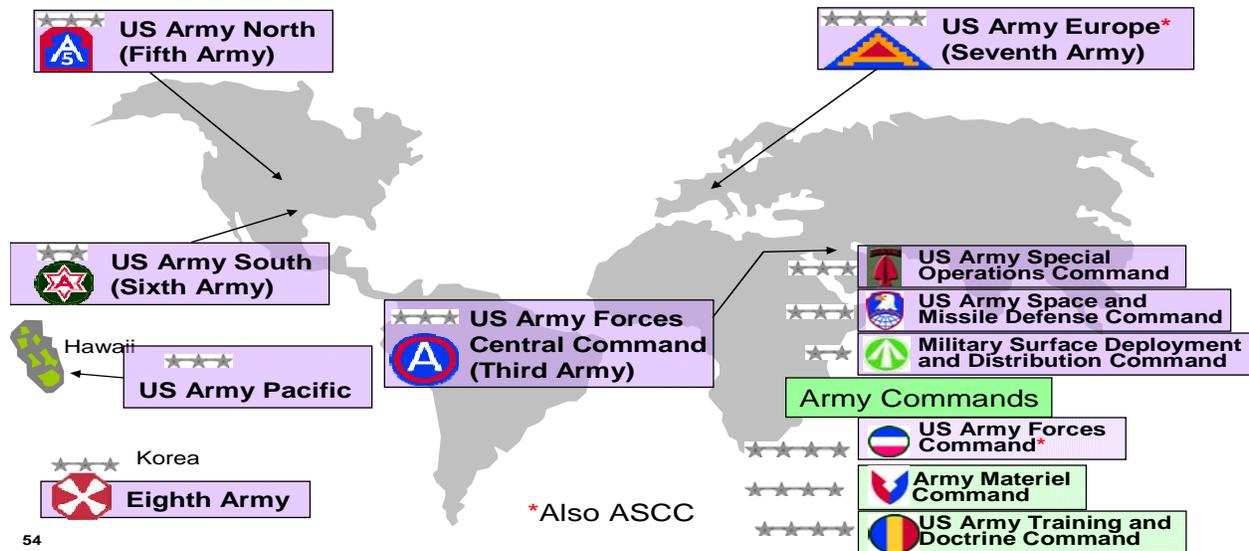
Each Division is tailored for
a specific operation; the
composition of the div is
completely variable



Corps – 40,000 to 100,000+ Soldiers. Commanded by a lieutenant general, corps no longer have specific corps troops and does not normally supervise divisions. As the Army’s senior deployable level of command, corps provides the framework for multi-national and joint operations and are especially employed as Joint Task Forces or as a Joint Land Component Command HQs. When employed as an intermediate Army HQs, two to five divisions plus support elements constitute a normative corps.

Theater Army – 100,000 + Soldiers. Typically commanded by a lieutenant general, a theater Army is the permanent Army Service component command (ASCC) HQs for a joint Unified Command and has operational and support responsibilities that are assigned by the theater combatant commander. During day-to-day operations these commands may have command over only a few troops for peacetime military engagement and exercise administrative control (ADCON) over all Army personnel in a Combatant Commander’s (CCDR) AOR. For a major conflict, two or more corps combine with theater-level commands. The CCDR may also have the theater Army commander to form a joint/coalition land force component command to direct operations of assigned US Army, USMC, or coalition land forces.

Army Commands and Army Service Component Commands (ASCCs)



Above Information Derived from AR 10-87, DA Pamphlet 10-1 and FM 3-0.1, The Army Modular Force.

ARMY RESERVE COMPONENTS (RC)

Organizations

The Active Component (**AC**) of the army relies heavily on the Reserve Components (**RC**): the Army National Guard (**ARNG**) and the United States Army Reserve (**USAR**). The Army in FY06 consists of 1,067,000 of which 502,400 are Regular Army (48%). The Army National Guard has 350,000 (33%) and the Army Reserve has 205,000 (19%).

Of this total force, some 788,000 reside in the deployable (MTOE) field Army, 32,000 are in special operating forces, while over 188,000 are in general support (TDA) activities and some 63,000 active duty are in individual personnel accounts. The Army Reserve Components are planned to provide 40% of the combat maneuver forces, 54% of non-BCT field artillery, 62% of the combat service support units above BCT, 69% of the combat support units above BCT as well as 88% of the Civil Affairs Forces.

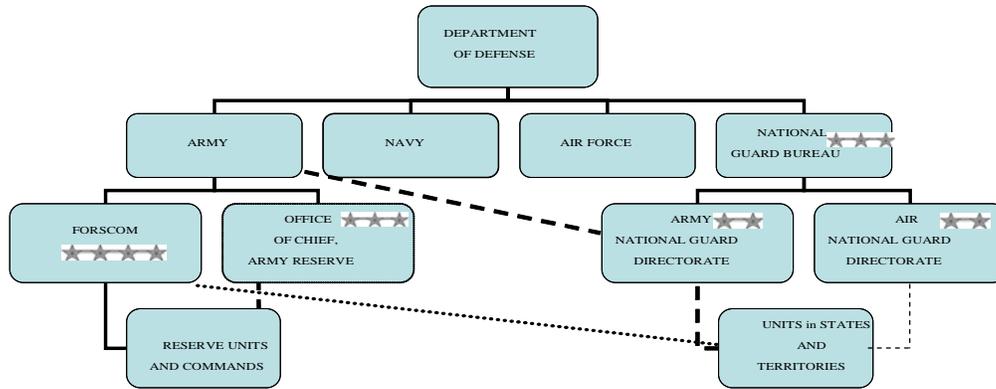
After Modular Force restructuring, the Army National Guard will consist of eight modular division headquarters and twenty-eight Brigade Combat Teams (BCTs) as well as six theater-level commands and 78 support brigades/groups. These structure changes will result in the guard combat maneuver elements consisting of one SBCT, twenty-one IBCTs, and six HBCTs. The Army Reserve will provide some eighteen theater-level commands and 67 support brigades/groups.

Roles, Missions, and Functions (RC)

Army National Guard: The Army National Guard, not to be confused with the Air National Guard (**ANG**) has federal, state and community functions. The functions of the ARNG is described in Federal Law under Titles 10 and 32 of the US Code. Under Title 10 US Code, the ARNG is directly accessible to the National Command Authority (when “federalized”) and under Title 32, it is responsive to state governors as well. During a natural disaster, some ARNG units may serve under Title 10 while others remain under Title 32. Its Federal function is to support U.S. national security objectives by providing trained and equipped units for prompt mobilization in the event of national emergency or war. Its state functions are to protect life and property and to preserve the peace, order and public safety. Its community function is to participate in local, state and national programs that add value to America. The Army National Guard is changing its focus from a strategic reserve that reinforced a forward-deployed Army during global conflict to an operational reserve force that is prepared for the complete operational spectrum. Federalized Army National Guard units pass immediately and directly under the command of FORSCOM’s 1st Army.

Army Reserve: The Army Reserve is one of four federal reserve forces (Army, Navy, Air Force, and Marines) whose function is to provide trained units and qualified individuals for active duty in time of war or national emergency and at such other times as the national security requires. The Army Reserve has extensive civil affairs, engineer, medical, training, and transportation assets that are well suited for domestic and humanitarian missions. The Army Reserve’s capability in its primary support function is enhanced by the civilian experience and unique skills of its Soldiers. The Army Reserve is also converting to the Modular designs and developing 10 Army Reserve Expeditionary Packages (AREPs) as vertical slices of the USAR for contingency planning.

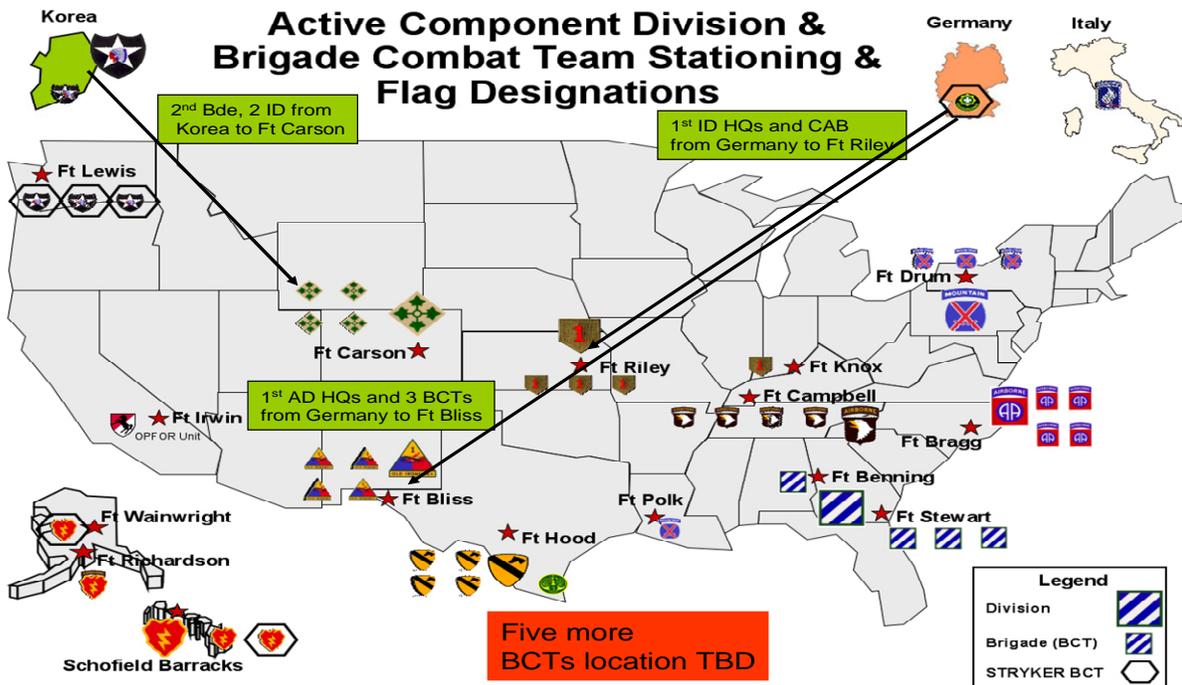
ARMY RESERVE COMPONENTS ORGANIZATION / RELATIONSHIPS



--- = Advisory/Coordinating Relationship (NOT a Command Relationship)
 = National Guard Units come under FORSCOM after mobilization.

Reserve components transforming from Strategic Reserve under mobilize, train, deploy model, to an Operational Reserve under train, mobilize. Deploy model.

Stationing Actions: Due to Base Realignment and Closure (BRAC) decisions as well as the Global Defense Posture Realignment, and the actions required to build a modular Army, the Army is undergoing significant restationing of units. The next three charts show proposed changes to locations for BCTs and division headquarters; major headquarters, and TRADOC centers and military schools at the completion of all programmed moves.



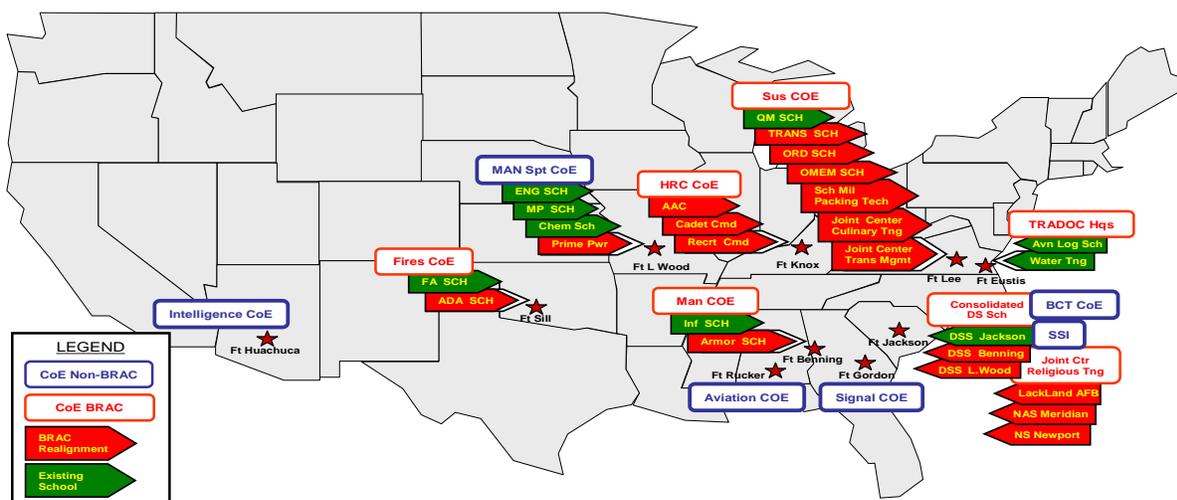
In addition to BCTS, several of the Army's major headquarters (TRADOC, FORSCOM, and AMC etc.) are also moving as a result of the 2005 BRAC AS shown below.

MAJOR ARMY HQS BRAC 2005 End State



In addition, BRAC is causing significant changes for locations to Training and Doctrine Command military schools and centers. This will have a tremendous impact on the Intuitional Army.

BRAC 2005 TRADOC End State



CoE= Center of Excellence

Bottom Line: Most TRADOC schools move!

STABILIZATION:

Stabilizing Soldiers and Units to Enhance Cohesion and Predictability:

What is it? Force Stabilization is one of the Chief of Staff, Army's focus areas in support of Army-wide transformation. The intent of Force Stabilization is to improve unit cohesion by maintaining continuity among Soldiers while also providing predictability of deployment schedules for their families. Approved December 2003, force stabilization actually began with implementation of Lifecycle Management (LM) in Alaska in October 2003.

What has the Army done? To improve unit cohesion and readiness, while reducing both turbulence in units and uncertainty for families, we have adopted a lifecycle management policy, essentially changing how we meet our requirement for filling units. Under the lifecycle management concept, the Army stabilizes active component Soldiers inside a Brigade Combat Team (BCT) for approximately 36 months. We also synchronize Soldier assignments with the unit operational cycles under the Army Force Generation Model (ARFORGEN), a system that allows a Soldier to remain in the same BCT throughout the Reset, Ready and Available phases of the ARFORGEN process. Currently, 13 BCTs have implemented LM. The Army's goal, with the exception of the forward-stationed BCTs in Europe and Korea, is to initiate LM for all BCTs no later than Fiscal Year 2013. The LM schedule is continuously updated to reflect operational changes and requirements generated by Base Realignment and Closures, Global Defense Posture and Realignment Strategy, and other transformation requirements.

What continued efforts does the Army have planned for the future? The Army will continue to implement LM in an effort to reduce dependence on Stop Move/Stop Loss policies and to support the ARFORGEN model. As needed, the Army will modify personnel policies to support both LM and ARFORGEN.

Why is this important to the Army? This initiative fully supports our efforts to improve stability, predictability, and quality of life for Soldiers and families. Stabilized Soldiers and families are the keystones for the success of the all-volunteer force.

Challenges of Lifecycle Management:

- Primarily for junior enlisted/officers; not senior NCOs or officers.
- Schooling must be done during specified windows during reset; TDY and return or by Mobile Training Teams.
- Career progression of some individuals may be impaired.
- Replacement packages not always timely.
- Lifecycle management requires active involvement of the Bde Cdr, Bde CSM, and Bde S1.

Note: LM only for BCTs, not entire Army currently. Support Bdes at same installation will not be under LM.

Army Force Generation Model (ARFORGEN):

- As a structured process resulting in trained ready and cohesive units for GCCs AC units will provide rapidly responsive forces within the first 30 days; AC and RC follow-on forces provide campaign quality forces. There are three Operational Readiness Cycles: Reset/train, Ready, Available
 - Units in reset/train not available for expeditionary ops; ARNG may conduct Title 32
 - Surge capacity from Ready Force Pool
 - Deployment Goals: AC 1 year in 3; RC 1 in 5 (for no more than 12 total months).
- The Force Pool consists of the distributed set of Army units (Cbt, CS, CSS) in the same phase of the ORC. Not all units will be in the Force Pool, i.e. selected regionally assigned or high demand/low density. Army Expeditionary Force Packages: Set of Army units assigned an available mission time. Land Expeditionary Force: A task organized set of Army units assigned to an operational HQ
- Advantages when goals reached:
 - Relevant and ready land power for GCCs and Civil Auth.
 - Opportunity to stabilize personnel for two years of “dwell” time between deployments.
 - Predictable unit deployment schedules
 - Prioritization of resources by Operational Ready Cycle (ORC)
- Current problem:
 - AC: Too few units; too many missions. 15 months deployed: +/- 12 months dwell.
 - RC: Deployments without five years between.

8 DIVs, 28 BCTs
RESERVE COMPONENT (ARNG & USAR)
 6 year cycle (1 deployment in 6 years)

10 DIVs, 48 BCTs
ACTIVE COMPONENT
 3 year cycle (1 deployment in 3 years)



- Manage readiness and availability of forces.
- Resource priorities based on rotation sequences.
- Rotate idle equipment to needed locations to maximize employment and readiness.

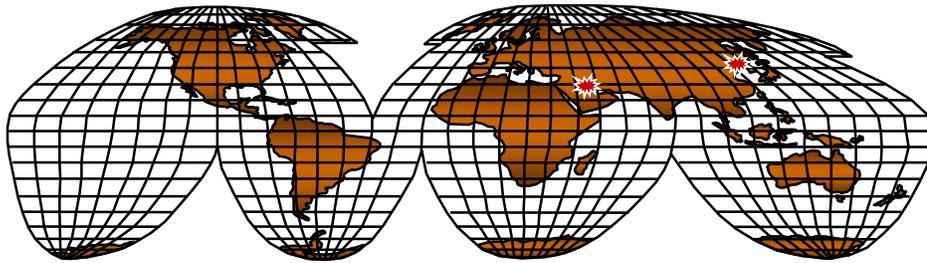
Under the Modular Army and ARFORGEN, the Army has new terms for Training Oversight

Training and Readiness Oversight (TRO): TRO is a training relationship defined as the authority over assigned or attached Regular Army and RC units that can be assigned to an Army commander. It includes oversight of training, readiness, personnel, and logistics to meet force deployment requirements, regardless of location or chain of command. TRO is the authority granted a headquarters to establish METL; direct, monitor, and evaluate training; and assess and report readiness. For Army forces, responsibilities for training and readiness are inherent in ADCON exercised by organic, assigned, and attached headquarters. TRO is given to a commander when the normal ADCON relationship does not apply.

Mission Oversight (MO): MO gives commanders of expeditionary force packages the ability to influence directly the training of a unit that is a part of the force package. It is authority granted by the force provider to the expeditionary force package commander. MO is granted in situations where the expeditionary force commander does not have ADCON or TRO authority over a unit or units assigned to the force package. MO may be specified by orders from Department of the Army or an Army command. Responsibility for providing resources and helping to prepare the unit for deployment remains with the ADCON or TRO commander.

Within ARFORGEN, there are three categories or pools units will be placed in.

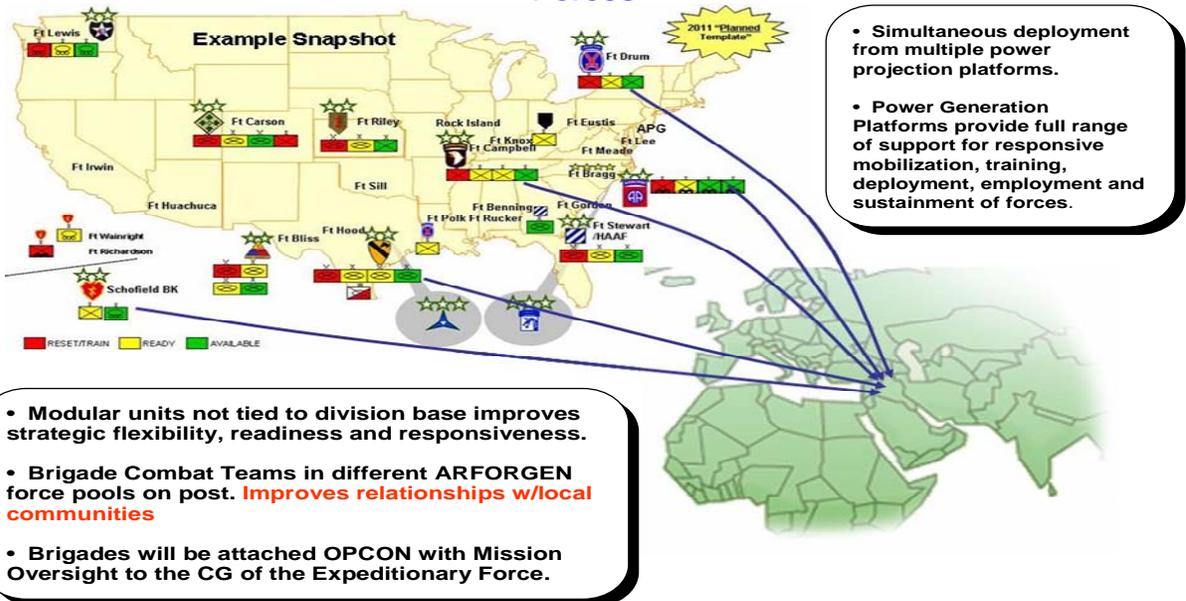
Army Force Generation



Problem: This model currently suffers from lack of troops!

ARFORGEN Power Projection

Requirements-Driven, Capabilities-Based, Tailored Expeditionary Forces



Support during Deployment: Also see Chapter 6 for more detail.

During a unit's deployment, the Army has various resources available to support families. These include:

- Unit Rear Detachment Commanders
- Family Readiness Groups (FRGs)
 - Family Readiness Group Deployment Support Assistant
- Garrison Commanders and Staff
 - Army Community Service (ACS)
 - Disabled Soldier Support Services
 - Retirement Services
 - Family Readiness Centers (FRCs)
 - Child and Youth Services
- MEDCOM activities & TRICARE
- Virtual Family Readiness Group (vFRG)

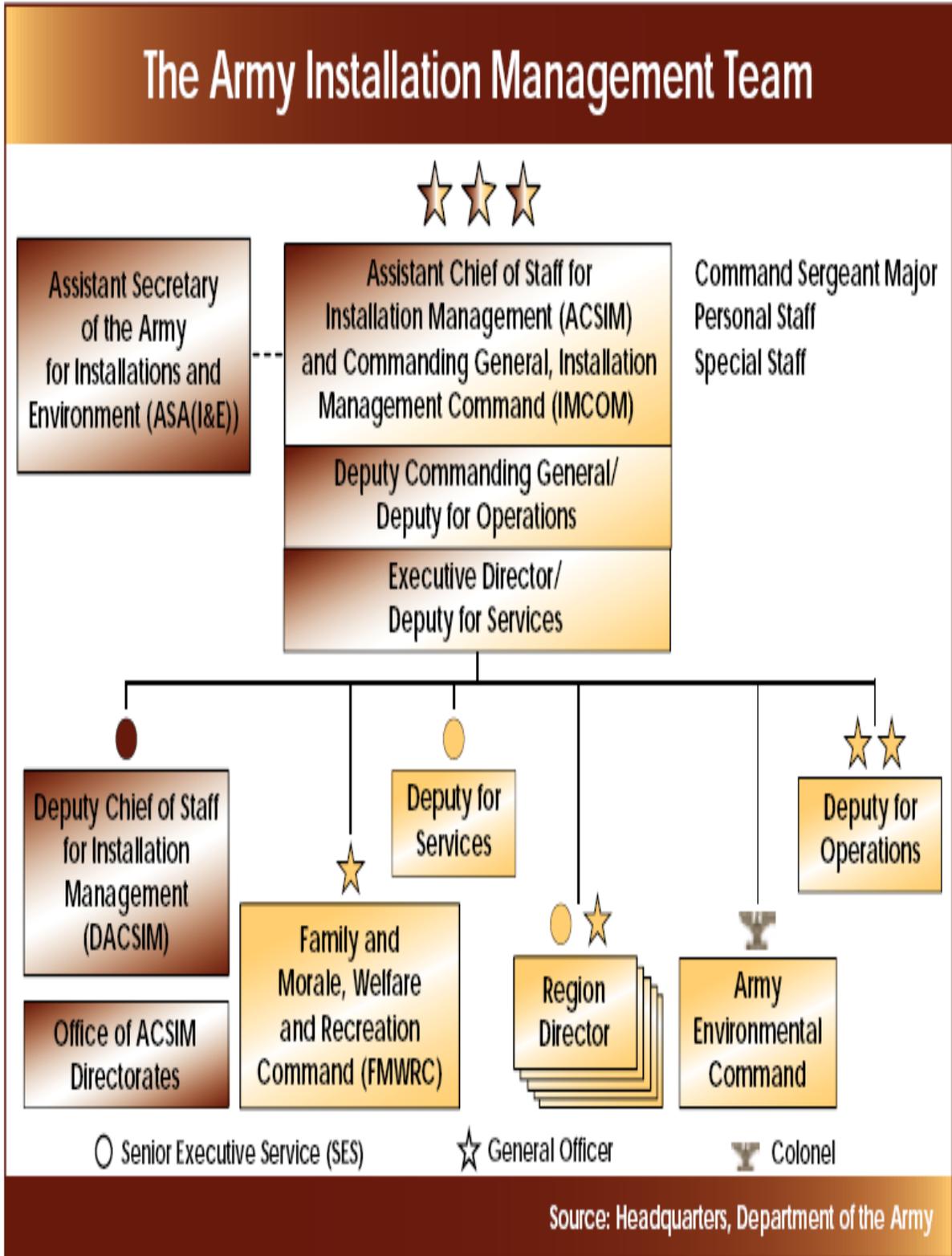
See US Army FRG Leader's Handbook, US Army Rear Detachment Commander's Handbook, US Army Ready Materials, and Virtual Family Readiness Group.

INSTALLATION MANAGEMENT COMMAND- IMCOM

Installations are now managed by **IMCOM**; the Army activated the Installation Management Command on October 24, 2006. This is part of the Army effort to reorganize its commands. Lieutenant General Robert Wilson became the first Commanding General of the Installation Management Command when it was activated. He also serves as the Assistant Chief of Staff for Installation Management. In this dual role, he is the Army's single authority and primary provider of base support services, while also being responsible for providing effective garrison support of mission activities. In addition, the former Community, Family Support Center (CFSC) was combined with MWR and became the **Family and Morale Welfare Command (FMWRC)**. The **Army Environmental Command (AEC)** is also part of IMCOM. The new command is currently headquartered in Virginia and Maryland and will relocate in 2010 to Fort Sam Houston. The new command will also consolidate the four Installation Management Agency regions within the United States into two as required by BRAC (Base Realignment and Closure). The Western region will stand up at Fort Sam Houston with consolidation taking place over the next few years. The Eastern Region will be located at Fort Eustis, VA in 2010. The **IMCOM** mission is to provide "Installations as Flagships" that enable Soldier and Family readiness, and provide a quality of life that matches the quality of service Soldiers provide to the Nation. This mission is accomplished in the following ways:

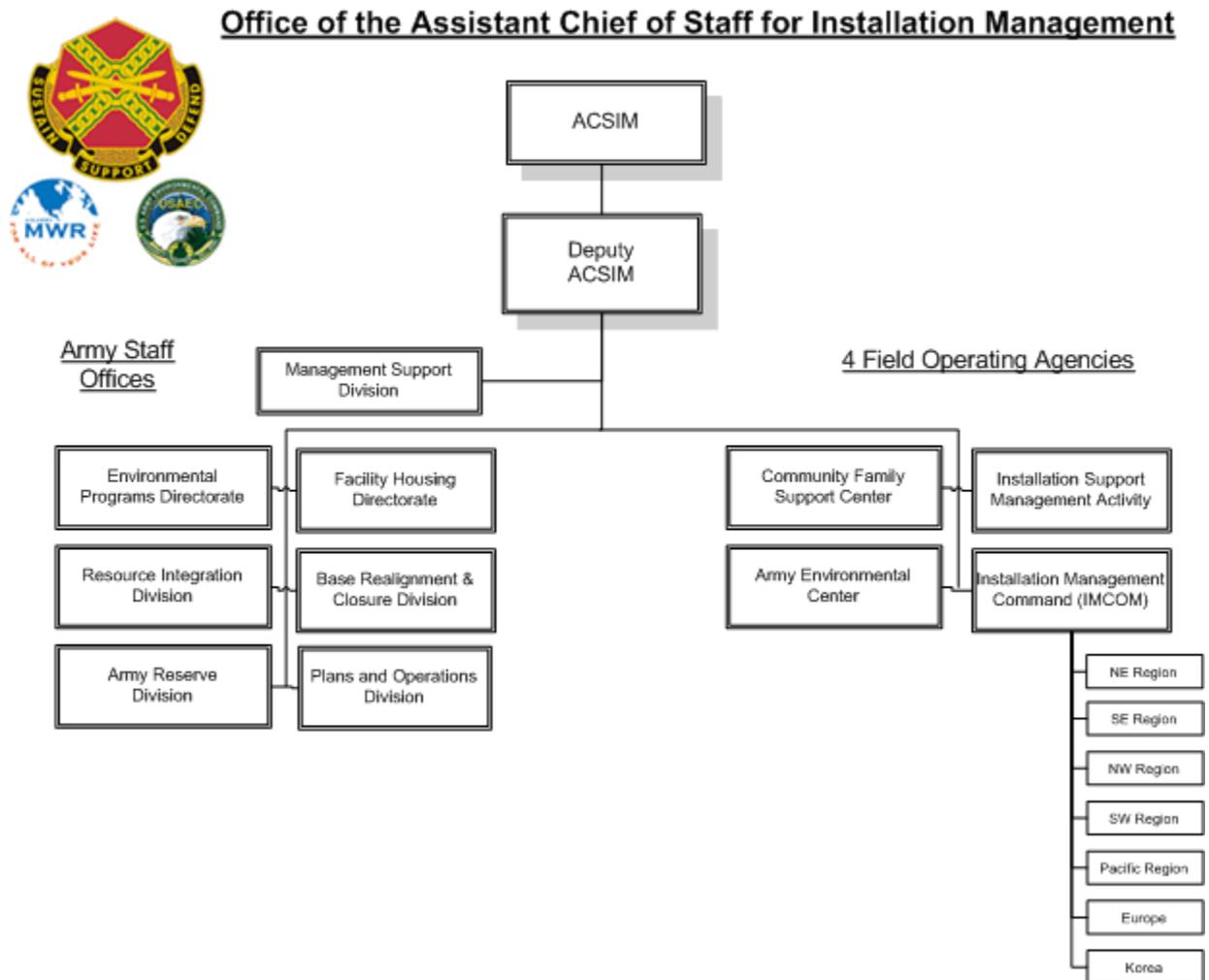
- Manage Army installations to support readiness and mission execution
- Provide equitable services and facilities
- Optimize resources
- Sustain the environment and enhance the well-being of the Military community

Diagram A



* Installations as Flagships for Soldier and Family Readiness and Quality of Life, AUSA Torchbearer Issue April 2007 www.ausa.org

Diagram B



The Army recognized the need for change. Simply stated, there are differences between garrison and tactical commands, and between troop and school posts. IMCOM was created so that neither would supersede the other in the distribution of maintenance funds. IMCOM standardizes the level of service and quality of life for Soldiers and families on installations worldwide. It also delegates city management tasks to Garrison Commanders, instead of Mission Commanders. This allows Mission Commanders to focus on mission, training and combat, instead of running the administrative details on Post.

IMCOM is the newest component of the Army's initiative to transform itself into a more effective and efficient entity. It was also created to support the military wide BRAC

(Base Realignment and Closure) realignments as the Department of Defense reorganizes throughout the military.

Most importantly it is to support the Army transformation from being forward based overseas to continental based, with entire units deploying, and families staying stationary longer. Installations are now seen as “Flagships” whose purpose is to support an expeditionary force where Soldiers train, mobilize, and deploy to fight, and are sustained as they reach back for support. That support also means the well-being of all Soldiers and their families left on the installation. The term ‘Army Posts’ is still used however more often than not the term ‘Installation’ or ‘Garrison’ is used. The word ‘Base’ has always been used by the Navy and Air Force for locations but this is not to be confused with BASOPS (Base Operations) the actual running of the Army Post/Installation/Garrison.

The Army cares for Soldiers and their families through its installations by providing resources to enhance the quality of life on the installation. Family Readiness Groups (FRG) and the Virtual Family Readiness Groups (VFRG) are the centerpiece of the Army’s efforts to take care of families during all phases of a deployment. The new Army Family Readiness Deployment Assistance program provides administrative and logistical support to FRG leaders and rear detachment commanders. This will help families to cope with the stresses of deployments and separations.

Garrisons in IMCOM

Garrison commands are different from traditional Army tactical commands. Army tactical/ mission commanders are concerned predominantly with “fit-to-fight” and Soldier issues, garrison commanders are predominantly concerned with both day-to-day and long term military community and quality of life issues and operations. The role of the Garrison commander is often compared with that of a city manager in that this commander manages the infrastructure, gets the work done, and communicates with the respective region. The Installation Commander has the overall responsibility for that installation, sets priorities, and gives oversight, but lets the Garrison Commander do the job and solve the problems.

The Installation Commander and Garrison Commander could be one person, depending on the installation. Sometimes the Installation Commander could be responsible for more than one installation. However, think of two commanders when thinking of the installation and garrison, as that is the norm. The Installation Commander normally is the senior commander of the prime mission activity of that installation. The installation commander can sometimes also serve as the Senior Mission Commander. Garrisons vary from each other because each community or base is different in size, resources, and mission. However, many of the day-to-day issues Garrison Commanders deal with are surprisingly similar, because they are all concerned with the needs and desires of people trying to live in a community, both within and outside the military. These needs are met by the Garrison Commander by:

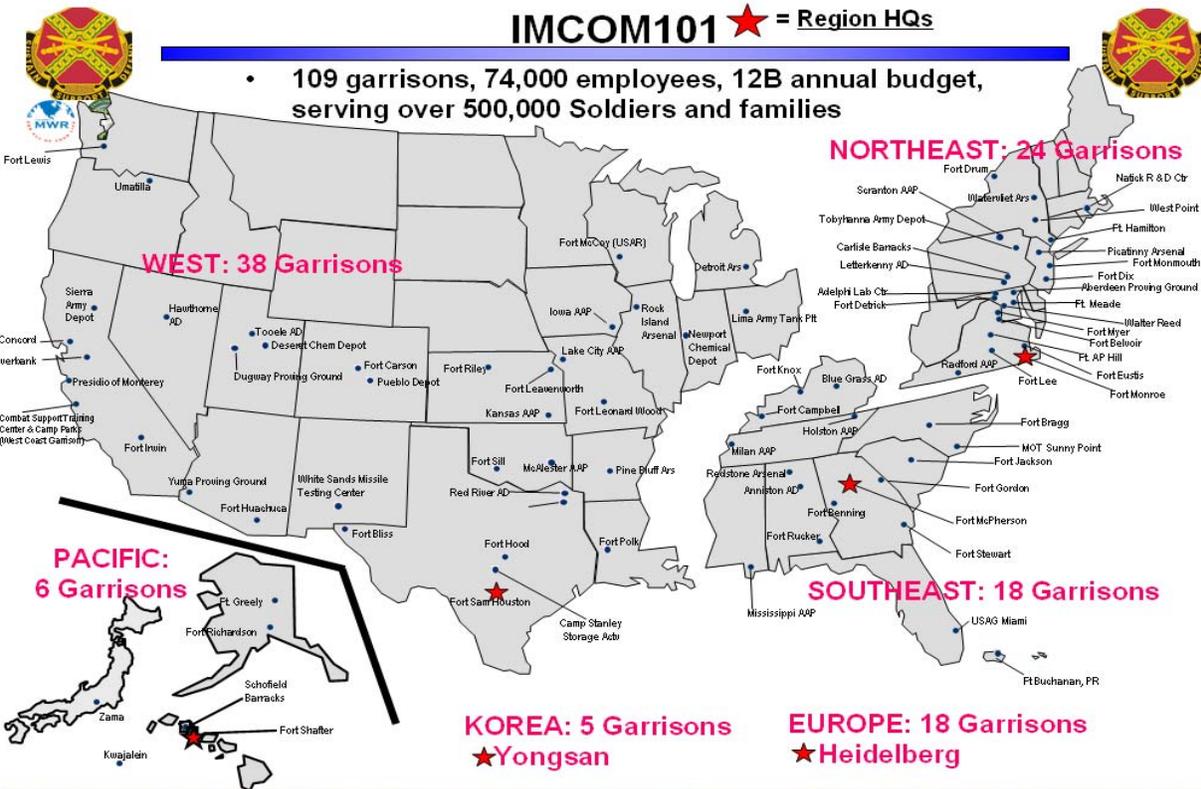
- being responsible for the day-to-day management of the installation
- providing public safety and security
- providing good management of installation resources and the environment
- providing services and programs to support training and enable readiness
- executing community and family support services and programs and helping to ensure the well-being of Soldiers and their families
- maintaining and improving the installation infrastructure, including aging infrastructure
- support mission readiness of the units

There may be only a small percentage of Soldiers within the garrison workforce. This percentage has been reduced because of the War on Terrorism (sending Soldiers to war fighting units) and the simultaneous restructuring of the Army. The workforce is predominantly Department of the Army Civilians (DAC), and in the case of overseas garrisons, also local nationals from the host country where the garrison is located. Often, even the staff members of garrisons are civilians, including the XO and S3 positions equivalent positions which are called the Deputy Garrison Commander (DGC) and Director Training, Plans, Mobilization and Security (DPTMS).

Chain of Command

***Please note BRAC and restationing may change the IMCOM structure and regions.**

The garrison commands have changed significantly with the advent of IMCOM. While the Garrison Commander lives and works on one installation, his immediate supervisor may be hundreds of miles away. IMCOM has seven regional directors across the Headquarters under the direction of a Lieutenant General. The seven regions are listed in continental United States (CONUS) and outside the United States (OCONUS) plus a Headquarters under the direction of a Lieutenant General. The seven regions are listed in Diagram C.



Note: Map as of March 2007

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Diagram C Diagram D

The Garrison Commanders are evaluated by their respective Regional Director and senior rated by the Installation Commander. The role of a Garrison Commander can become quite tricky in that they work for one agency yet answer to a different chain of command. Thus, the working relationship between the Garrison Commander, IMCOM and the Installation Commander is paramount for the success of the IMCOM mission and the wishes of the installation commander. The Garrison Commander makes decisions for the good of the community that sometimes might seem to be in opposition to the desires or needs of other commanders. While not in the direct chain of command to the Senior Mission Commander (SMC) of the installation, he is still responsible to him or her, which can further complicate the dynamics. An installation's base operations have been organized into 3 major areas under the Garrison Commander and his command team of the Deputy and CSM (Command Sergeant Major); the Garrison Management and Control Offices (3), the Installation Support Directorates (7), and the Installation Support Offices (7). Each of these areas is broken down into functions and itemized services. (Diagrams D and E). Diagram E depicts the Standard Garrison.

Command Team Seminar Spouses

WHAT INSTALLATIONS DO...BASE OPERATIONS

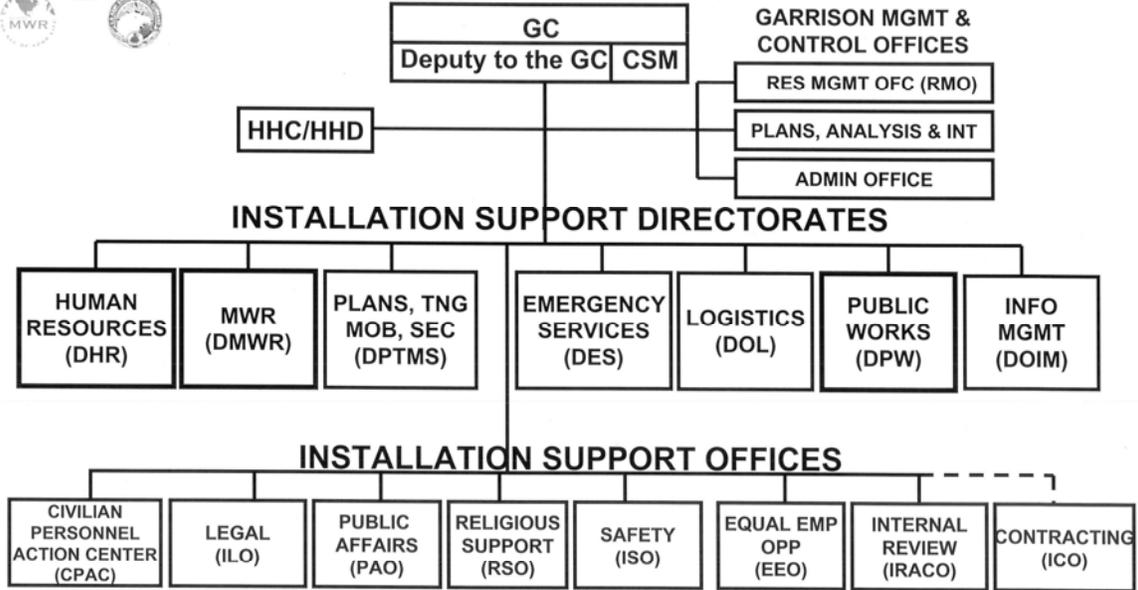


Diagram E



Supporting Soldiers and Families by Connecting Them to Installation Services

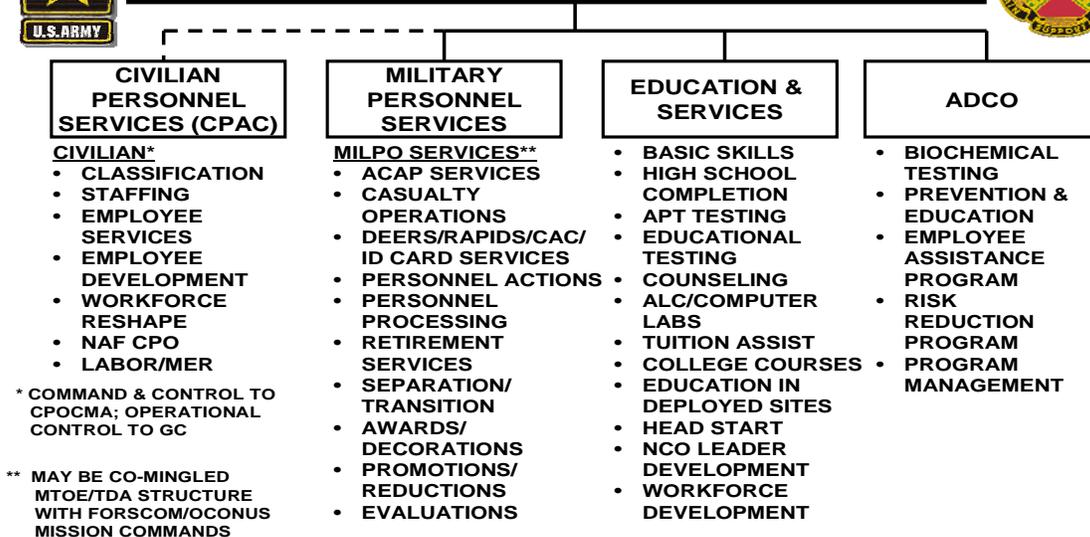
STANDARD GARRISON ORGANIZATION



(DA G3 Approved 14 May 04)



HUMAN RESOURCES (DHR)





INSTALLATION SUPPORT OFFICES



MORALE, WELFARE & RECREATION (DMWR)



The Morale, Welfare & Recreation diagram above shows the six departments under DMWR (Directorate of Morale, Welfare and Recreation). Since senior spouses and family members are involved a great deal with these departments, mention is made of MWR funding. MWR funds are both APF and NAF. APF funds means 'Appropriated Funds' and that is DA (Department of the Army) money that comes from Congress, to the Army, to the ACSIM, now to IMCOM, to the garrison, and then to the garrison directorates and offices.

NAF funds are non-appropriated and come from revenue making entities (Army owned profit making businesses, and the profit goes back to the installation) such as the golf course, bowling alley, AAFES dividend check, community clubs, vendors, and many other sources. MWR entities are categorized into the areas of Categories A, B, C, and non MWR funds. Category A includes fitness centers and sports programs and these are 100% APF funded. They do not generate funds. Category B entities are 65% APF and 35% NAF funded and generate some of their funds. Category B includes among others; arts and crafts centers, auto craft centers, 12 lane or under bowling centers, the CYS (Child Youth Services) program and its components of CDC, YS, SAS, YS Sports, the ITR Office (Information, Ticketing and Registration-Travel) and swimming pools. Category C entities are 100% NAF funded and have to support themselves, or produce all their revenue. Category C includes community clubs (what used to be the Officers' and Non-Commissioned Officers' clubs) and golf courses, among others entities.

Non MWR entities are offices that are put under MWR but are 100% funded with APF funds that do not come through the MWR directorate, but come directly from garrison. ACS (Army Community Service) is in this category. However, to make it more complicated, ACS is APF funded except for its volunteer programs. Volunteers are not allowed to use APF funds, so the ACS volunteer programs are NAF funded. If you work with volunteer programs you can learn about the differences in funding them, and when government resources can be used, which resources, and when not. Volunteers and volunteer programs come under many different categories. This mention of funding is to increase understanding of how the profit made from AAFES and other MWR entities goes back to the community. AAFES usually posts the annual amount it has given back to the installation for community use. It adds incentive to shop there, for your military community benefits. As a senior spouse volunteering with or using MWR entities, it helps to remember that the budgets for these entities are made way in advance, so ideas for improvement are submitted at least a year ahead before there is a chance for change. Improvement suggestions for these entities best come from the AFAP program. See chapter on AFAP.

IMCOM has performance metrics for each garrison to measure itself under Common Levels of Support (CLS) guidance. Each IMCOM region can now allocate available resources equitably among the installations in its region, provide the performance standards for the execution of services based on these resources, and inform everybody on the base, of the levels of support to be provided. One of the measurement systems is an Installation Status Report (ISR); very similar to the Unit Status Report used in tactical units. This system attempts to objectively rate services and facilities across the installation to assist in determining where to sustain efforts and where to increase resources and focus. That means that all the buildings and services on the garrison are given an assessment of green, amber, or red. Garrisons now have much more freedom and an ability to allocate resources where required for maintenance/repair and services. They can now prioritize all their services and determine what must stay funded during financially strained times, and what can be discretionary funded. IMCOM regions are currently considering many ways to use Army

resources and provide services more efficiently. These include joint basing and the sharing of services, privatization of some services and more contracting to the civilian sector, increased partnering with local civilian communities and local governments for services, having civilian communities build new facilities that the garrison can then lease, and moving some Army Reserve and Army National Guard armories onto installations. One of the largest changes across installations is RCI.

RCI-Residential Community Initiative

Residential Community Initiative (RCI) is the privatization of family housing across DoD and the Army. In this process, the Army turns over the day to day housing operations and long term development to a private developer. The Army provides the guidance, general oversight, quality assurance, and some coordination. The private developer builds the houses and is responsible for maintaining them to a high standard. A Soldier's BAH (Basic Allowance for Housing) becomes his rent. In the past, if a Soldier was in government quarters, his BAH was withheld by the government. Now the BAH remains in his monthly pay, but is electronically transferred to the private developer. The Soldier signs a lease with the private developer.

There are minor differences regarding details in the lease agreement between different private developers with items such as pets, yard maintenance and other items. However, almost all leases have a utility allowance already calculated into the BAH amount. This UA (Utility Allowance) is computed annually based on the average usage of that specific type of home. There are also provisions of reimbursement and pro-rating when the Soldier moves in mid-month or has to leave before the lease is up. One beneficial change is, if a dual military couple moves in, the 'rent' amount is established by the senior ranking service member's BAH with a dependent rate, and the other service member can retain their BAH. In the past, they both lost their BAH in quarters. The private developer also provides renters insurance. Additionally, the private developer is now responsible for repair work orders. The specifics for each RCI project are available. Check your installation. Most importantly, the BAH money is used locally. The private developer has self-interest in providing the best service, and the Soldier knows his 'rent' is going back into the local RCI project/community. Each garrison with RCI has an advisory group of RCI residents who participate in formulating policy and establishing rules and standards for their local community with the private developer. The Soldier has input regarding his 'rented' residence.

RCI also gives support for deploying Soldiers and units, by assuring that family members will be secure in clean, decent housing. Spouses or a designated person, can handle all lease and housing business with powers of attorney, and have housing maintenance handled by RCI. Since families can get settled easier, the deployed Soldier can focus on his or her military work and duty. With RCI managing the housing, the Department of Public Works (DPW) can focus on other areas of engineering, operations, and support for the garrison.

The Soldier and Family quality of life will also be improved by two additional programs. The Army Barracks Modernization Program provides monies to modernize all permanent-party **Unoccupied Personnel Housing (UPH)** to DoD standards. This is the Army's program to privatize senior bachelor enlisted quarters and bachelor officer quarters. Family housing has been the primary objective of RCI; however the Army has incorporated some UPH accommodations into RCI projects. This was primarily done due to shortages of adequate/affordable off-post rentals. This program also provides funds to improve training barracks. The other program is the **Privatization of Army Lodging (PAL)**. The Army is committed to improving its transient lodging to be of equal quality to that available to the civilian population beyond the installation.



ONLINE RESOURCES



The main Well-Being page runs off the Army home page: <http://www.army.mil/>
<http://www.army.mil/WellBeing/default.htm>

The Well-Being Liaison Office (WBLO): <http://www.aflo.org/home.asp>

The Army Vision: <http://www.army.mil/vision/index.html>

The USACFSC website: <http://www.armymwr.com/>

The Army Community Service Website: <http://www.goacs.org>

Deployment Cycle Support (DCS): <http://www.armyg1.army.mil/default.asp?pageid=101f>

R&R Leave: <http://www.odcsper.army.mil/Directorates/wb/RRLeave/index.htm>

Army One Source: (800) 464-8107 / <http://www.armyonesource.com>

Family Support WebPortal: <http://www.myArmyLifeToo.com>

Joint Organization

Thoughts for Discussion on Jointness.

While the previous section focused on the Modular Army, this section will shift to the joint world. This world is considerably more diverse than what most Army families have experienced previously. Many of our wonderful Army traditions remain valuable, but we must use judgment in following them so as not give offense to personnel and families from other traditions.

Terms: Much as the Army refers to itself as a **combined arms** organization composed of many branches, the military joint world is **multi-service**, and even **multinational**. In addition, our military will frequently operate **interagency** with Other Government Agencies and even International organizations. .

The above requires us to change, to accept diversity, and to forge new traditions that are more inclusive than previously. The response “We have always done it that way” or “That’s not how we did it in the “Spearhead Division” may no longer be appropriate.

It is now **ONE ARMY** for all Soldiers, with their transparent sliding from Reserve and National Guard to active and back. It will have to become more so for spouses. Allowing and encouraging Reserve spouses to attend the Command Team Seminar portion of the Pre-Command course at Ft. Leavenworth, is a good start. Discussion is currently underway regarding the same for National Guard spouses. Adjustments will inevitably be made in units that have had strong traditions regarding ceremonies and customs. There will be dissension and reduced cohesion where the “We’ve always done it this way in the _____unit” phrase holds out. New ways of building cohesion among spouses through customized informalities will be found. However, former traditions will be helpful, and provide a model, in situations where very new structures are formed, and there are no set procedures. Older traditions will be changed, modified, and give a template for finding a new way in establishing a unit’s ceremonies, and likewise for spouse traditions. Unit traditions are important, and keep a unit mindful and connected to its past. The modifications will incorporate some of the old, but reflect fully these new Army structures. It will be a challenge, but it is going to happen. Being in a positive mindset, and focusing more on the future while re-examining past ways, will assist this change. Spouses will continue the intent of customs that encourage hospitality, sharing information, and unit cohesion among spouses. This is already happening with the spouses leading the Army’s new Stryker brigades.

This **JOINT** approach will also have to become the norm on combined bases, and in joint assignments. U.S. Military spouse is the common denominator, not Army, Navy, Air Force, or Marine spouse. **Currently there are service members who are in one service, have trained in another service, and are assigned to units in still another service.** The Air Force puts their airmen in their “In Lieu Of” category, for many are currently assigned to Army units. For the near future, families will use the family assistance centers of whatever service is the ‘lead’ and base management designate of the new joint bases. Air Force families will use the Army’s ACS facility, and Army families will go to the Fleet and Family Support Center, etc. on whatever joint base they are assigned to. Currently the MCFSN (Multi-Component Family Support Network) is being developed at the DOD level so the various family support agencies can communicate.

The goal is that the Services will eventually standardize the content, while recognizing the differences between the needs of families in the various services. The various spouse training programs and classes, and family assistance programs, will be found at each services’ Family Assistance or Support Center on all installations and bases. More consolidation and cohesion is the challenge for the future. Maybe the ACS, FSC, FFSC, MCCS facilities will all become joint with one name, and joined under a DOD family support agency. Just recently in the Army, the former CFSC (Community Family Support Center) that directed all the ACS facilities, has now been combined with MWR (Morale, Welfare, and Recreation) into one command (FMWRC) as part of the new

IMCOM (Installation Management Command). Even the use of the words 'installation' and 'base' will have to be decided as locations become totally integrated. The word 'base' will be used for the new jointly operated locations.

How the similar family, community oriented commands of the other services can eventually merge into one DOD level, military family, community command, is the challenge for the next few decades. In the meantime, spouses will need to think more jointly now in all they do when trying to help families. An easy first step is to find out all the other attached small units, and individual augmentees, and others, which are currently working with a unit, and not 'organic' to the unit. FRG leaders and senior spouses need to be proactive in making up the FRG rosters of family members, and not be hesitant in reaching out to family members that are not normally associated with a unit because of the new, complicated, current assignments and attachments of military members from other services. The same holds true in seeking information about Reserve and Guard units attached to active components.

The following was contributed by Susan Barno (LTG Dave Barno's spouse) in 2005:

Color My World "Purple"

By Susan Barno

Have you ever found yourself in a different culture or environment---a new way of doing things, with different language and customs? If you've lived in a foreign country, you know this experience. However, one can also experience a different culture just by stepping between the different branches of our own military -- Army, Navy, Marines and Air Force -- and it can be upsetting or frustrating. Spouses and family members can find themselves in unfamiliar territory with an assignment in a different service branch. An Army family for example, might find the active duty member assigned to a job on an Air Force Base in the States or overseas and suddenly things are different; we don't recognize the terms, the acronyms, the programs available, the way things are done, the normal rank insignia we might be used to seeing. It's all foreign to us. There are also assignments where the entire group is made up of a mix of service personnel from all branches, a Joint Assignment.

The information included here is a small "411" reference to help frame a world that has suddenly gone from Army 'green' to navy 'blue' or even to a world that has been colored 'purple' (the color used to describe joint forces.) As with any assignment that finds us in unfamiliar territory, the only real solution is to embrace it by learning as much as you can, as quickly as you can.

This is in no way meant to be all inclusive, but only a framework to give you a starting point of understanding. The unit and installation you find yourself connected to will be the **best** place to start to get the answers you will need to make your new adventure richly rewarding.

Joint Bases: Jointness will affect more than just the Soldiers. The 2005 Base Realignment and Closure (BRAC) identified some 26 bases to be combined into 12 new “Joint Bases.” Among the Forts being subsumed under another Service’s control are: Ft Richardson, Ft Eustis, and Ft Sam Houston. In addition, major Army units such as Third Army and 3rd SF Group are scheduled to move to Air Force Bases. What does this mean? It means that Lead Services will be designated for each Joint Base as budgets still come through Service channels. This also means learning the Air Force or Navy Family Support Systems if you find yourself on a non-Army host Joint Base. For the future, this may mean DOD Family Programs much like the Defense Commissary System today has combined the previous Service commissary systems.

BRAC 2005 Joint Bases

US Navy Lead Bases	{	<p>NS Pearl Harbor / Hickam AFB, HI Navy Base Guam / Andersen AB, GU Anacostia Annex / Bolling AFB, DC NS Norfolk / Ft Story, VA</p>
US Army Lead Bases	{	<p>Ft Lewis / McChord AFB, WA Ft Myer / Henderson Hall, VA</p>
US Air Force Lead Bases	{	<p>Charleston AFB / NWS Charleston, SC McGuire AFB / Ft Dix / NAES Lakehurst, NJ Andrews AFB / NAF Washington, MD Elmendorf AFB / Ft Richardson, AK Lackland AFB / Randolph AFB / Ft Sam Houston, TX Langley AFB / Ft Eustis, VA</p>

First base listed provides Lead Service Component; other Services become tenants.

U.S. Military Chain of Command: The Big Picture

From U.S. Department of Defense

<http://www.defenselink.mil/specials/unifiedcommand/>.

By the Goldwater-Nichols DOD Reorganization Act of 1986, Congress clarified the command line to the combatant commanders and preserved civilian control of the military. The Act states that the operational chain of command runs from the President to the Secretary of Defense to the combatant commanders. The Goldwater-Nichols Act requires that forces under the jurisdiction of the Military Departments be assigned to the combatant commands, with the exception of forces assigned to perform the mission of the military department, (e.g., recruit, supply, equip, maintain). In addition, forces within a Combatant Commander's geographic area of responsibility fall under the command of the combatant commander except as otherwise directed by the Secretary of Defense.

The Act permits the President to direct that communications pass through the Chairman, Joint Chiefs of Staff (CJCS). This authority places CJCS in the communications chain. Further, the Act gives the Secretary of Defense wide latitude to assign the Chairman Oversight responsibilities over the activities of the combatant commander's authority and to serve as the spokesman for the combatant commanders on the operational requirements of their commands.

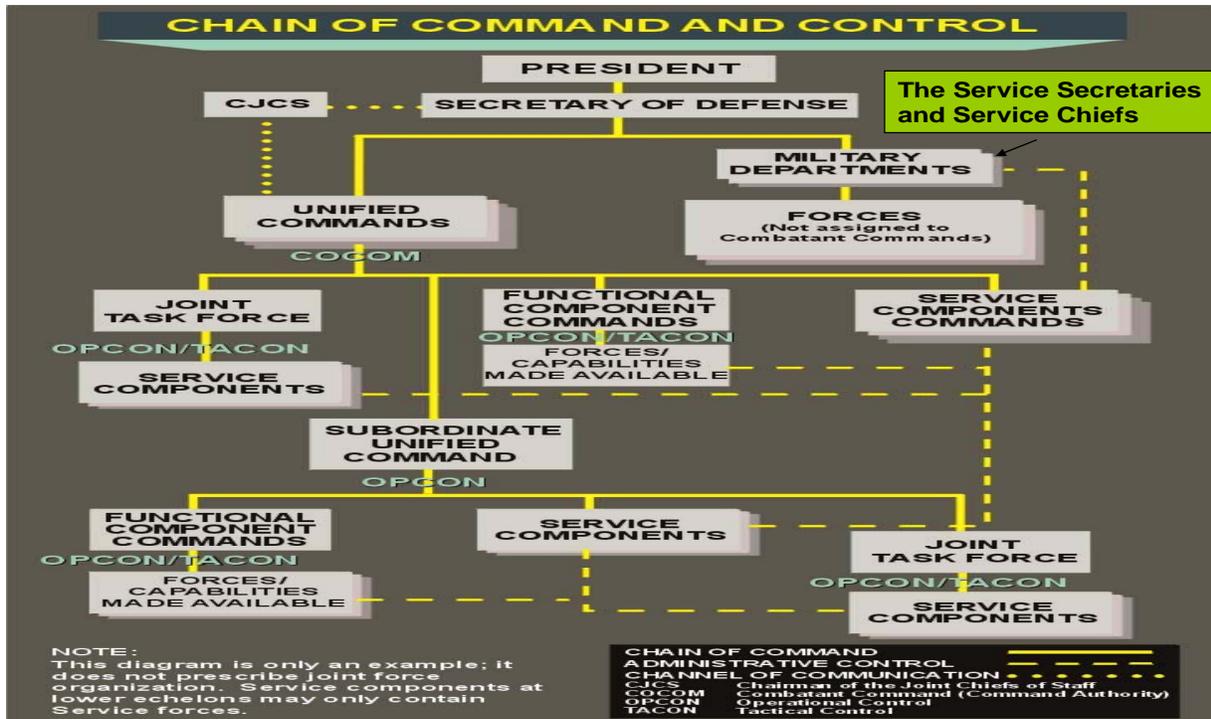
Following an October 24, 2002, memo by Defense Secretary Rumsfeld, the title "Commander in Chief" (CINC) used for each of the four-star officers heading one Unified Combatant Commands was replaced by the more generic title of "Commander, US Central Command." Following this directive, the acronym "CINC" was to be used exclusively in reference to the President.

Commensurate with the responsibility placed on combatant commanders to achieve unity of effort, they have been given increased authority by law (Title 10, U.S. Code) and DOD Directive. The combatant commanders are accountable to the President and Secretary of Defense for performing their assigned missions. With this accountability comes the assignment of all authority, direction, and control that Congress considers necessary to execute the responsibilities of the combatant commanders. The Act defines the command authority of the combatant commanders to give authoritative direction to subordinate commands, including all aspects of military operations, joint training, and logistics:

- prescribe the chain of command within the command;
- organize commands and forces to carry out assigned missions;
- employ forces necessary to carry out assigned missions;
- coordinate and approve administration, support, and discipline; and
- exercise authority to select subordinate commanders and combatant command staff.

This authority is termed "combatant command-COCOM" and resides only with the combatant commander.

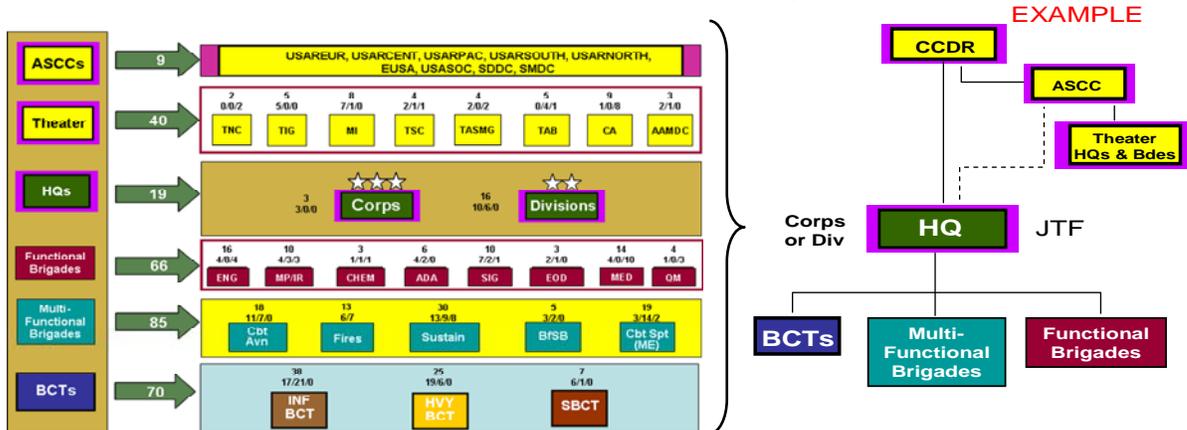
However, there is a second branch to the US military chain of command. Subject to the authority, direction, and control of the Secretary of Defense and the provisions of Title 10 United States Code, the Services operate under administrative command (ADCON) of their respective Service Secretary with the advice of their uniformed Chief of Service. As an example, the Commanding General of US Army Europe is subordinate to the Commanding General of US European Command in the joint operational chain of command and simultaneously subordinate to the Chief of Staff of the US Army in the administrative control chain.



With Modularity and ARFORGEN, the Army forces made available to an Army Service Component Commander can come from across the entire Army, active and reserve. These Army Expeditionary Forces are tailored specifically for a mission. For example, in the diagram below, any of the forces to the left could be used to provide necessary headquarters, BCTs and support brigades.

Army Expeditionary Forces

Tailor Modular Forces to Joint Mission Requirements



- Task Organize Deployment, Ready and Contingency Expeditionary Forces
- Joint Mission → Required Capabilities → Right Combination of Modular Units
- Tailor functional brigades with the modular battalions, companies and detachments
- **Goal:** leverage automation and collaborative sourcing process with FORSCOM, ARNG, USAR, ASCCs and DRUs to achieve UIC-level solutions 3 years out.

COMMAND AUTHORITIES

Combatant Command (COCOM)

Combatant command (COCOM) is the command authority over assigned forces vested in the geographic combatant commander by Title 10, U.S. Code, Section 164, and is not transferable. COCOM is exercised only by the commanders of unified and specified combatant commands. It is the authority of a combatant commander to perform those functions of command over assigned forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction over all aspects of military operations, joint training, and logistics necessary to accomplish the missions assigned to the command. COCOM furnishes full authority to organize and employ commands and forces as the Combatant Commander considers necessary to accomplish assigned missions.

COCOM is not shared with other echelons of command. It should be exercised through the commanders of subordinate organizations, normally the Service component commanders, subordinate unified commanders, commanders of joint task forces, and other subordinate commanders.

Operational Control (OPCON)

Operational control is another level of authority used frequently in the execution of joint military operations. OPCON authority may be delegated to echelons below the combatant commander. Normally, this is authority exercised through component commanders and the commanders of established subordinate commands. Limitations on OPCON, as well as additional authority not normally included in OPCON, can be specified by a delegating commander.

OPCON is the authority delegated to a commander to perform those functions of command over subordinate forces involving the composition of subordinate forces, the assignment of tasks, the designation of objectives, and the authoritative direction necessary to accomplish the mission. It includes directive authority for joint training. Commanders of subordinate commands and joint task forces will normally be given OPCON of assigned or attached forces by a superior commander. OPCON normally provides full authority to organize forces as the operational commander deems necessary to accomplish assigned missions and to retain or delegate OPCON or tactical control as necessary. OPCON may be limited by function, time, or location. It does not, of itself, include such matters as administration, discipline, internal organization, and unit training.

Tactical Control (TACON)

The term tactical control is used in execution of operations and is defined as: "the detailed and usually local direction and control of movements or maneuvers necessary to accomplish missions or tasks assigned."

Administrative Control (ADCON)

The term administrative control is used in exercise of authority over subordinate organizations in respect to administration and support, including organization of Service forces, control of resources and equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization and demobilization, discipline, and other matters not included in the operational missions. Also referred to as “Command less OPCON.”

Handshake Control (HANDCON) ☺

An unofficial term used when there are no formal command relationships but control or authority is passed on the basis of good personal relations or just a “handshake.”

U.S Military Command Structure – May 2007

The U.S. Military Command Structure below the Secretary of Defense and his civilian officials.

There are, currently nine Unified Commands, five of which are responsible for a geographical Area of Responsibility (AOR). Each geographical command combines air, sea, and land operations for their AOR. The remaining Unified commands are functional commands with specialties that are implicit in their names, such as transportation, combat, space, special ops and the like. Their missions are assigned by the Secretary of Defense with the advice and counsel of the Chairman of the Joint Chiefs of Staff. Most Unified Commands consist of Army, Navy, Air Force, and Marine Corps components.

On April 17, 2002, Secretary of State Donald Rumsfeld and the Chairman of the U.S. Joint Chiefs of Staff General Meyers announced the new U.S. Unified Command Plan (UCP) which went into effect on October 1, 2002.

The new command structure adds for the first time since the end of World War II, a command for the U.S. homeland, Northern Command and merged U.S. Space Command and U.S. Strategic Command into a new U.S. Strategic Command with expanded responsibilities for space, information operations, and global communications...

Northern Command is now responsible for the continental U.S., as well as 500 miles along coastlines and Northern Mexico and Caribbean. Also modified is the Area of Responsibility (AOR) for European Command, which will be responsible for Russia, providing military to military assistance and support to Russia and the Caspian Sea region. This reflects the current relationship and cooperation with Russia since the end of the Cold War.

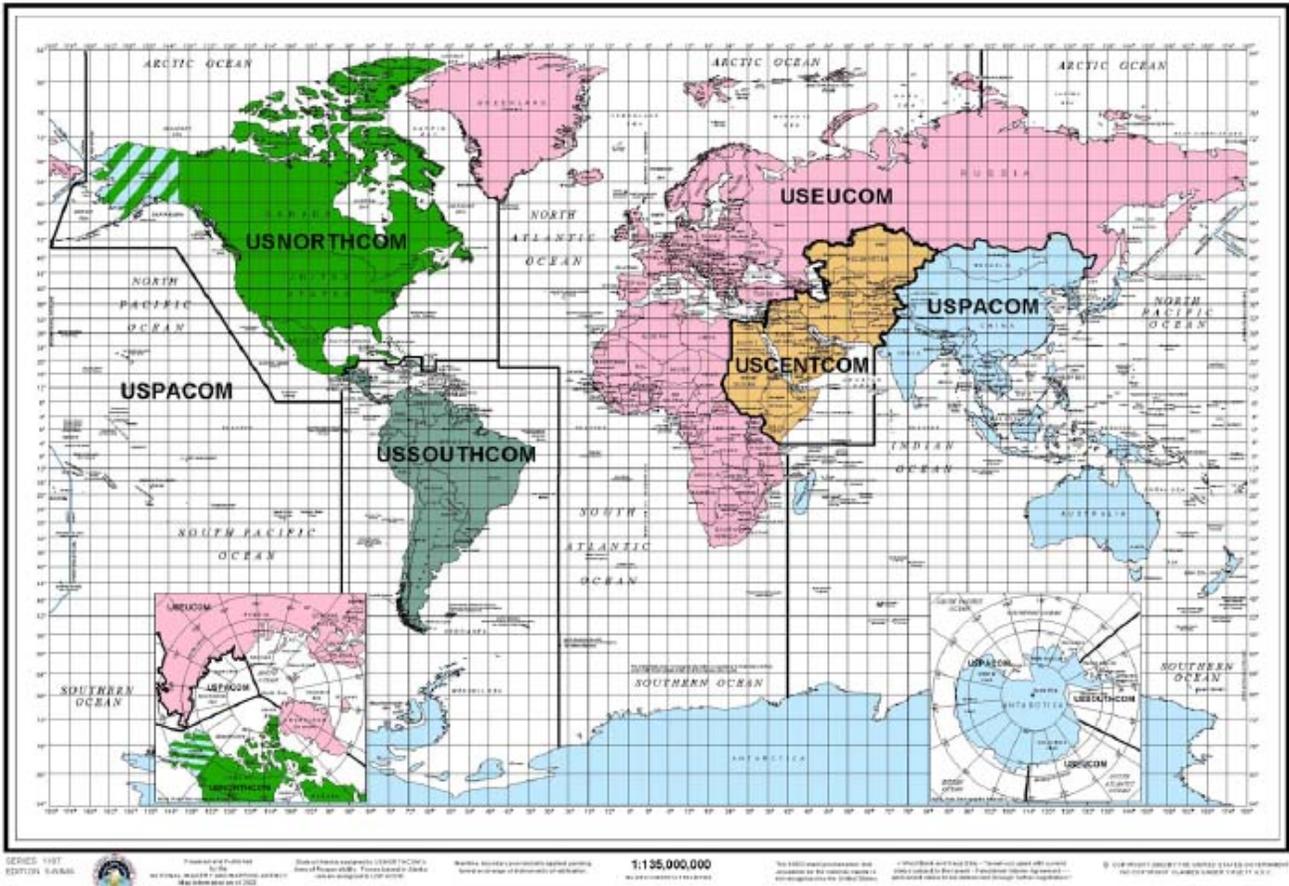
The current Joint Forces Command relinquished combatant responsibility and become a functional command, tasked with continued joint development and military transformation.

On 6 February 2007, President Bush announced that a tenth Unified Command, U.S. Africa Command, would be established. President Bush said AFRICOM will strengthen security cooperation with Africa and create new opportunities to bolster the capabilities of African nations. Africa Command will enhance our efforts to bring peace and security to the people of Africa and promote our common goals of development, health, education, democracy and economic growth in Africa, Bush said. AFRICOM will focus mainly on humanitarian assistance, disaster relief and crisis response missions. The purpose of the command will be to prevent conflicts or other problems by strengthening the region. By having one command that is focused on the entire continent, we believe that we can address those issues and those challenges much more coherently than with three existing commands today. This command will consolidate U.S. government efforts in Africa and the ability to work with partner nations. The motivation behind creating AFRICOM, as it will be called, was the increasing importance of Africa strategically, diplomatically and economically. The African continent currently is divided among three combatant commands: U.S. European Command, U.S. Central Command and U.S. Pacific Command. U.S. Central Command has responsibility for Egypt, Sudan, Eritrea, Ethiopia, Djibouti, Somalia and Kenya.

U.S. European Command has responsibility for the rest of the nations in the African mainland. U.S. Pacific Command has responsibility for Madagascar, the Seychelles and the Indian Ocean area off the African coast. AFRICOM will eventually have responsibility for the entire continent of Africa, except Egypt, and the surrounding islands. Many details of the new command still have to be determined, Moeller said, but the transition team will be based at Kelley Barracks, Stuttgart, Germany. DOD's plan is eventually to place AFRICOM headquarters in Africa. DOD's goal is to have AFRICOM fully operational by the end of fiscal 2008.

Unified Command Plan (UCP)

The Unified Command Plan is the document signed by the President that provides guidance to the Combatant Commanders and delineates their Areas of Operation (AOR).



The table below summarizes the ten Geographical Combatant Commands. [http://www.defenselink.mil/specials/unifiedcommand/]

Abbreviation	Full Name	Mission & AOR (Area of Responsibility)	HQ
Geographical Combatant Commands			
CENTCOM	Central Command	U.S. Central Command conducts operations to attack, disrupt and defeat terrorism, deter and defeat adversaries, deny access to WMD, assure regional access, strengthen regional stability, build the self-reliance of partner nations' security forces, and protect the vital interests of the United States within the area of responsibility. The Central Command's AOR consists	MacDill AFB, Florida

		of the area of the Middle East, bordered by Egypt in North Africa to the Southwest, Yemen on the South Arabian peninsula, and Iran on the Eastern border. The Mediterranean Sea borders the northern portion of the AOR. Countries in CENTCOM's AOR are: (West to East, North to South) Egypt, Sudan, Ethiopia, Eritrea, Somalia, Kenya, Lebanon, Jordan, Saudi Arabia, Yemen, Syria, Iraq, Kuwait, Qatar, Bahrain, United Arabs Emirate, Oman, Iran, Uzbekistan, Kirghizstan, and Kazakhstan in central Asia.	
EUCOM	European Command	U.S. European Command conducts operations to attack, disrupt and defeat terrorism, deter and defeat adversaries, deny access to WMD, assure regional access, strengthen regional stability, build the self-reliance of partner nations' security forces, and protect the vital interests of the United States within the area of responsibility. All of Europe including (as of October 1, 2002) Russia and the region around the Caspian Sea, as well as all of Africa; less Egypt, Sudan, Ethiopia, Eritrea, Somalia, Kenya, and Madagascar; and Israel. Responsible for waters off the Western Coast of Africa and Europe to the U.S. East Coast including the Mediterranean Sea, Caspian Sea, and Atlantic Ocean (assumed responsibility for the former Atlantic Commands waters in 1999).	Stuttgart-Vaihingen, Germany
NORTHCOM	Northern Command	U.S. Northern Command (NORTHCOM) was established Oct. 1, 2002 to provide command and control of Department of Defense (DoD) homeland defense efforts and to coordinate defense support of civil authorities. NORTHCOM conducts operations to deter, prevent, and defeat threats and aggression aimed at the United States, its territories and interests within the assigned area of responsibility (AOR); and as directed by the president or secretary of defense, provide defense support of civil authorities including consequence management operations. NORTHCOM's AOR includes air, land and sea approaches and encompasses the continental United States, Alaska, Canada, Mexico and the surrounding water out to approximately 500 nautical miles. It also includes the Gulf of Mexico and the Straits of Florida. The commander of NORTHCOM is responsible for theater security cooperation with Canada and Mexico.	Peterson AFB, Colorado, U.S.A.
PACOM	Pacific Command	U.S. Pacific Command conducts operations to attack, disrupt and defeat terrorism, deter and defeat adversaries, deny access to WMD, assure regional access, strengthen regional stability, build the self-reliance of partner nations' security forces, and protect the vital interests of the United States within the area of	Honolulu, Hawaii, U.S.A.

		responsibility. Responsible for Asia and the entire Pacific Ocean from 500 miles off the U.S. West Coast including Alaska, Hawaii and Guam, to Madagascar on the Eastern Coast of Africa and the Asia Major (Russia/China) coastline. The AOR also covers all the Polynesian islands as well as Australia and New Zealand. The neutral territory of Antarctica is in the AOR of PACOM as well. The defense of Hawaii and our territories and possessions in the Pacific is the responsibility of U.S. Pacific Command.	
SOUTHCOM	Southern Command	U.S. Southern Command's (SOUTHCOM's) mission is to conduct military operations and promote security cooperation to achieve U.S. Strategic objectives within the area of responsibility. SOUTHCOM is responsible for Cuba, Central and South Caribbean, Central and South America. The defense of Puerto Rico and the U.S. Virgin Islands is the responsibility of U.S. Southern Command.	Miami, Florida U.S.A.

Please Note: USAFRICOM – On 7 Feb, 2007 President Bush directed the establishment of US Africa Command.

U. S. Africa Command will support U> S. Government activities across Africa to :

- * Integrate US Interagency efforts.
- * Assist diplomacy and development efforts.
- * Will consolidate the African responsibilities of three commands into one.
- * Goal is significant inter-agency representation from the beginning.

Unified (Functional) Commands			
JFCOM	Joint Forces Command	As of October 1, 2002 relinquished all homeland security responsibility to NORTHCOM and became a functional command tasked to continue joint training, weapons, and doctrine development especially that of military transformation, focused on personnel and technology issues.	Norfolk, Virginia U.S.A.
SOCOM	Special Operations Command	All U.S. special operations including air, ground and sea based elite units for spec ops. Includes training and operational doctrine, giving one command the responsibility for creating, maintaining force strength and capability for immediate deployment of special warfare as directed by the National Command Authority in some cases within 24 hours.	Mac Dill AFB, Florida U.S.A.
STRATCOM	Strategic Command	USSTRATCOM is a global integrator charged with the missions of Space Operations; Information Operations; Integrated Missile Defense; Global Command & Control; Intelligence, Surveillance and Reconnaissance; Global Strike; and Strategic	Offutt AFB, Nebraska U.S.A.

		Deterrence. USSTRATCOM is also the lead Combatant Command for integration and synchronization of DoD-wide efforts in combating weapons of mass destruction. All strategic and combat elements related Mission is " Deter military attack on the United States and its allies, and should deterrence fail, employ forces so as to achieve national objectives" ¹	
TRANSCOM	Transportation Command	TRANSCOM provides air, land and sea transportation for the Department of Defense, both in time of peace and time of war.	Scott AFB, Illinois U.S.A.

U.S. Military 101 The Basics of the United States Military

From Rod Powers in

Your Guide to U.S. Military at <http://usmilitary.about.com/od/Army/l/blchancommand.htm>

Each of the services has its own unique organization. The [Army is organized](#) in Squads, Platoons, Companies, Battalions, Brigades, Divisions, and Corps. The [Air Force is organized](#) in Flights, Squadrons, Groups, Wings, Numbered Air Forces, and Major Commands. The [Marine Corps is organized](#) in Teams, Squads, Platoons, Companies, Regiments, Divisions, and Marine Expeditionary Forces. The [Navy is organized](#) by ships, squadrons, groups, task forces, and fleets.

Rank/Rate. There are three general categories of rank/rate (Note: The Navy/Coast Guard calls it "rate," the other services refer to it as "rank"): Enlisted personnel, Warrant Officers, and Commissioned Officers.

[Enlisted personnel.](#) Enlisted members are the "backbone" of the military. They perform the [primary jobs](#) that need to be done. Enlisted members are "specialists." They are trained to perform specific specialties in the military. As enlisted personnel progress up the ranks (there are nine enlisted ranks), they assume more responsibility, and provide direct supervision to their subordinates.

Enlisted personnel in certain grades have special status. In the Army, Air Force, and Marine Corps, this status is known as "Noncommissioned Officer Status or "NCO." In the Navy and Coast Guard, such enlisted are known as "Petty Officers." In the Army, Air Force, and Marine Corps, enlisted personnel in the grades of E-5 through E-9 are NCOs. However, some Army E-4s are laterally promoted to "corporal," and are considered NCOs. Personnel in the grades of E-7 to E-9 are known as "Senior NCOs." In the Navy/Coast Guard, Petty Officers are those in the grades of E-4 through E-9. Those in the grades of E-7 to E-9 are known as "Chief Petty Officers."

To join the military today, and become an enlisted member, requires a high school diploma (although a very few -- less than 10 percent each year, are accepted with "alternative credentials," such as a GED). However, a majority of enlisted members on

active duty today have some college. Many have associates and bachelor degrees. Some even have higher-level degrees, such as masters and doctorates.

[Warrant Officers](#). Warrant Officers are very highly-trained specialists. This is where they differ from commissioned officers. Unlike commissioned officers, warrant officers remain in their primary specialty to provide specialized knowledge, instruction, and leadership to enlisted members and commissioned officers alike.

With few exceptions, one must be an enlisted member with several years of experience, recommended by their commander, and pass a selection board to become a warrant officer. The Air Force is the only service which does not have warrant officers. The Air Force eliminated their warrant officer positions when Congress created the grades of E-8 and E-9 in the late 1960s. The other services elected to retain the warrant ranks, and shifted the emphasis from a promotion process for E-7s to a highly selective system for highly-skilled technicians. There are five separate warrant ranks. Warrant Officers outrank all enlisted members.

Warrant officers are not required to have college degrees (they are selected primarily based upon technical skills and experience), but many of them do.

[Commissioned Officers](#). Commissioned Officers are the military's "top brass." Their primary function is to provide overall management and leadership. Unlike enlisted members and warrant officers, commissioned officers do not specialize as much (with certain exceptions such as pilots, doctors, nurses, and lawyers). Let's take for example, an infantry officer. An enlisted member in the Infantry Branch will have a specific infantry specialty, such as light weapons infantryman (rifleman) or indirect fire crewman (mortarman). Unless that enlisted member retraining, he will remain a rifleman or mortarman until a senior NCO. The officer, however, is designated to the "Infantry Branch." He can start his career in charge of a rifle platoon, and then move to a mechanized platoon, etc. As he moves up the ranks, he gets more and more experience in the different areas of his branch, and is responsible for commanding more and more troops. All of this has the primary purpose of (ultimately) generating an experienced officer who can command an entire infantry company, battalion, or combined arms BCT.

Commissioned Officers must have a minimum of a four-year bachelor's degree. As they move up the ranks, if they want to get promoted, they will have to earn a masters degree. Commissioned Officers are commissioned through specific commissioning programs, such as one of the [military academies](#) (West Point, Naval Academy, Air Force Academy, Coast Guard Academy), ROTC (Reserve Officer Training Corps, or OCS (Officer Candidate School), called OTS (Officer Training School) for the Air Force.

There are ten commissioned officer grades, ranging from the "lowly 2nd Lieutenant" (or Ensign for the Navy/Coast Guard) to the four-star general (or Admiral in the Navy/Coast Guard). Commissioned officers outrank all warrant officers and enlisted personnel.

There are also two basic "types" of commissioned officers: Line and Non-Line. A Non-Line officer is a non-combat specialist; this includes medical officers (doctors and nurses), lawyers, and chaplains. Non-Line officers cannot command combat troops. For example, let's assume there was an infantry unit in combat, commanded by an infantry lieutenant. A captain, who is a military chaplain, is attached to the unit. The Captain cannot issue any commands relating to the combat operation to the lieutenant or anyone else in the unit. If the lieutenant dies, command shifts to the highest ranking warrant officer or enlisted member, not to the chaplain captain.

The following is not an exact analogy, as it's not possible to accurately compare the military to a civilian company or corporation. However, it may help the layman to visualize the differences between enlisted, warrant officers, and commissioned officers. Think of the enlisted member as the worker in a civilian company. The enlisted are the ones who hands-on perform the job. Within the "worker group," NCOs (Army, Air Force, and Marines) and Petty Officers (Navy and Coast Guard) are the foremen and line-supervisors. They perform the job, but also provide direct supervision to the other workers. Senior NCOs (Army Air Force and Marines) and Chief Petty Officers (Navy and Coast Guard) are assistant managers who came up through the ranks of the corporation. They are valuable as managers because of their many years of experience, but will never make it to the Board of Directors. Commissioned officers are the executives of the company. They have broad areas of responsibility for the management, organization, and efficiency of various departments of the corporation. Senior commissioned officers (generals and admirals) are the board of directors. Warrant Officers can be thought of as the experienced technical specialists that the company hired to perform highly-specialized functions.

COMMISSIONED OFFICERS AND GENERAL SCHEDULE/SENIOR EXECUTIVE SERVICE CIVILIANS

Military Grade	Military Rank	Civilian Grades
O-10	General (GEN)	Senior Executive Service (SES) Level 1-6
O-9	Lieutenant General (LTG)	
O-8	Major General (MG)	
O-7	Brigadier General (BG)	
O-6	Colonel (COL)	
O-5	Lieutenant Colonel (LTC)	
O-4	Major (MAJ)	General Schedule (GS) Levels 1-15
O-3	Captain (CPT)	
O-2	First Lieutenant (1LT)	
O-1	Second Lieutenant (2LT)	

WARRANT OFFICERS

Military Grade	Military Rank
W-5	Master Warrant Officer (CW5)
W-4	Chief Warrant Officer (CW4)
W-3	Chief Warrant Officer (CW3)
W-2	Chief Warrant Officer (CW2)
W-1	Warrant Officer (WO1)

ENLISTED PERSONNEL AND WAGE GRADE CIVILIANS

Military Grade	Military Rank	Civilian Grades
E-9	Command Sergeant Major (CSM)	Wage Supervisor (WS) Levels 1-17
E-9	Sergeant Major (SGM)	
E-8	First Sergeant (1SG)	
E-8	Master Sergeant (MSG)	Wage Leader (WL) Levels 1-15
E-7	Sergeant First Class (SFC)	
E-6	Staff Sergeant (SSG)	
E-5	Sergeant (SGT)	Wage Grade (WG) Levels 1-15
E-4	Corporal (CPL)	
E-4	Specialist (SPC)	
E-3	Private First Class (PFC)	
E-2	Private (PV2)	
E-1	Private (PV1)	

Army Family Team Building - Jan 1999

Enlisted Rank

	Army	Navy/Coast Guard	Air Force	Marine Corps
E-1	No insignia		No insignia	No insignia
	Private (PV1)	Seaman Recruit (SR)	Airman Basic (AB)	Private (PVT)
E-2				
	Private (PV2)	Seaman Apprentice (SA)	Airman (Amn)	Private First Class (PFC)
E-3				
	Private First Class (PFC)	Seaman (SN)	Airman First Class (A1C)	Lance Corporal (LCpl)
E-4				
	Corporal (CPL)	Petty Officer Third Class (PO3)	Senior Airman (SrA)	Corporal (Cpl)
				
Specialist (SPC)				

E-5				
	Sergeant (SGT)	Petty Officer Second Class (PO2)	Staff Sergeant (SSgt)	Sergeant (Sgt)
E-6				
	Staff Sergeant (SSG)	Petty Officer First Class (PO1)	Technical Sergeant (TSgt)	Staff Sergeant (SSgt)
E-7				
	Sergeant First Class (SFC)			Gunnery Sergeant (GySgt)
		(Collar & Cap)	First Sergeant (Master Sergeant)	
E-8				

	Master Sergeant (MSG)	Senior Chief Petty Officer (SCPO)	Senior Master Sergeant (SMSgt)	Master Sergeant (MSgt)
				
	First Sergeant (1SG)	(Collar & Cap)	First Sergeant (Senior Master Sergeant)	First Sergeant (1stSgt)
E-9				
	Sergeant Major (SGM)	Master Chief Petty Officer (MCPO)	Chief Master Sergeant (CMSgt)	Master Gunnery Sergeant (MGySgt)
				
	Command Sergeant Major (CSM)	(Collar & Cap)	First Sergeant (Chief Master Sergeant)	Sergeant Major (SgtMaj)
				
			Command Chief Master Sergeant	

Sp Pay Gd				
	Sgt. Major of the Army (SMA)	Master Chief Petty Officer of the Navy (MCPON)	Chief Master Sergeant of the Air Force (CMAF)	Sgt. Major of the Marine Corps (SgtMajMC)
				
		(Collar & Cap)		

Note: In the Army, there are two types of E-4s: corporals and specialists. While both receive the same pay, a corporal is a noncommissioned officer and a specialist is not. An E-4 is normally designated an NCO (corporal) if they are a team or section leader. Corporals are more common amongst the Combat Arms, but many Combat Support MOS's (jobs) may have them. In the Army, promotion to E-4 comes automatically (with commander's recommendation) at 26 months Time-in-Service. That means that most people that enlist for 3-5 years would spend an awful long time as a PFC. That's not much to look forward to; besides, most people are not ready for NCO responsibility with just a couple of years in service. Hence, the Specialist rank was created. It's actually a throw back from the not-so-distant past. Up until the mid 1980's the ranks were divided into 2 separate structures. E1-3's were the Private ranks. There were the Specialist ranks (Specialist 4 through Specialist 7). These were Soldiers that were specialists in their field (hence the name). They were not NCO's and didn't have NCO authority. There were the NCO ranks (Corporal through Sergeant First Class). These are the leaders.

In the Army and Marine Corps, First Sergeant is a rank (E-8), and special duty position held by the top E-8 enlisted person in the unit. In the Air Force, first sergeant is a special duty position which can be held by those in the rank of E-7, E-8, or E-9 (The authorized rank of an Air Force First Sergeant is dependent upon the size of the unit. The more enlisted personnel assigned, the higher the rank of a first sergeant that unit is authorized). More details about first sergeants can be found in [*Dedication to the First Sergeant*](#).

Images Above are Official Department of Defense Images

Officer Ranks

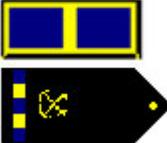
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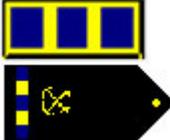
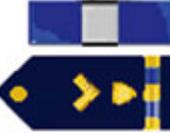
Officer ranks in the United States military consist of commissioned officers and warrant officers. The commissioned ranks are the highest in the military. These officers hold presidential commissions and are confirmed at their ranks by the Senate. Army, Air Force and Marine Corps officers are called company grade officers in the pay grades of O-1 to O-3, field grade officers in pay grades O-4 to O-6 and general officers in pay grades O-7 and higher. The equivalent officer groupings in the Navy are called junior grade, mid-grade and flag.

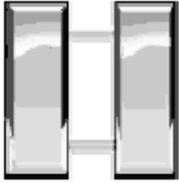
Warrant officers hold warrants from their service secretary and are specialists and experts in certain military technologies or capabilities. The lowest ranking warrant officers serve under a warrant, but they receive commissions from the president upon promotion to chief warrant officer 2. These commissioned warrant officers are direct representatives of the president of the United States. They derive their authority from the same source as commissioned officers but remain specialists, in contrast to commissioned officers, who are generalists. There are no warrant officers in the Air Force.

ARMY	NAVY	MARINES	AIR FORCE
	COAST GUARD		

Naval officers wear distinctively different rank devices depending upon the uniform they're wearing. The three basic uniforms and rank devices used are: khakis, collar insignia pins; whites, stripes on shoulder boards; and blues, stripes sewn on the lower coat sleeves.

W1	<p>Warrant Officer 1 WO1</p> 	<p>USN Warrant Officer 1 — WO1</p> 	<p>Warrant Officer 1 WO</p> 	NO WARRANT
W2	<p>Chief Warrant Officer 2 CW2</p>	<p>USN Chief Warrant Officer 2 — CWO2</p>	<p>Chief Warrant Officer 2 CWO2</p>	NO WARRANT

		 USCG 		
W3	Chief Warrant Officer 3 CW3 	USN Chief Warrant Officer 3 — CWO3   USCG 	Chief Warrant Officer 3 CWO3 	NO WARRANT
W4	Chief Warrant Officer 4 CW4 	USN Chief Warrant Officer 4 — CWO4   USCG 	Chief Warrant Officer 4 CWO4 	NO WARRANT
W5	Chief Warrant Officer CW5 	USN Chief Warrant Officer CWO5  	Chief Warrant Officer 5 CWO5	NO WARRANT

				
	ARMY	NAVY COAST GUARD	MARINES	AIR FORCE
O1	Second Lieutenant 2LT 	Ensign ENS   	Second Lieutenant 2nd Lt. 	Second Lieutenant 2nd Lt. 
O2	First Lieutenant 1LT 	Lieutenant Junior Grade LTJG   	First Lieutenant 1st Lt. 	First Lieutenant 1st Lt. 
O3	Captain CPT 	Lieutenant LT	Captain Capt. 	Captain Capt. 

				
<p>O4</p>	<p>Major MAJ</p> 	<p>Lieutenant Commander LCDR</p> 	<p>Major Maj.</p> 	<p>Major Maj.</p> 
<p>O5</p>	<p>Lieutenant Colonel LTC</p> 	<p>Commander CDR</p> 	<p>Lieutenant Colonel Lt. Col.</p> 	<p>Lieutenant Colonel Lt. Col.</p> 
<p>O6</p>	<p>Colonel COL</p> 	<p>Captain CAPT</p>	<p>Colonel Col.</p> 	<p>Colonel Col.</p> 

				
O7	<p>Brigadier General BG</p> 	<p>Rear Admiral Lower Half RADM (LH)</p> 	<p>Brigadier General Brig. Gen.</p> 	<p>Brigadier General Brig. Gen.</p> 
O8	<p>Major General MG</p> 	<p>Rear Admiral Upper Half RADM (UH)</p> 	<p>Major General Maj. Gen.</p> 	<p>Major General Maj. Gen.</p> 
O9	<p>Lieutenant General LTG</p> 	<p>Vice Admiral VADM</p>	<p>Lieutenant General Lt. Gen.</p> 	<p>Lieutenant General Lt. Gen.</p> 

				
<p style="text-align: center;">O10</p>	<p style="text-align: center;">General GEN <u>Army Chief of Staff</u></p> 	<p style="text-align: center;">Admiral ADM <u>Chief of Naval Operations</u> and <u>Commandant of the Coast Guard</u></p> 	<p style="text-align: center;">General Gen. <u>Commandant of the Marine Corps</u></p> 	<p style="text-align: center;">General Gen. <u>Air Force Chief of Staff</u></p> 
	<p style="text-align: center;">General of the Army (Reserved for wartime only)</p> 	<p style="text-align: center;">Fleet Admiral (Reserved for wartime only)</p> 		<p style="text-align: center;">General of the Air Force (Reserved for wartime only)</p> 

FREQUENTLY ASKED QUESTIONS:

Q: Why did the Army eliminate so many Colonel-level commands?

A: The Modular Force structure created more multi-functional combined arms brigade-level units at the expense of numerous single-branch brigades/groups. These multi-functional brigade combat teams and support brigades are more capable of conducting complex operations than the units they replaced and are more capable of independent action. Additional staff positions are being designated as “key billets” for colonels and lieutenant colonels that are to be considered command equivalent.

Q: Did the Modular Force reduce the numbers of field grade officers with branch expertise throughout the Army?

A: There are more field grade officer authorizations at every level than in the previous structure. Many of these authorizations are for additional critical and key staff positions in BCTs, support brigades, divisions, and corps. In addition, almost every BCT or support brigade is authorized a colonel as deputy commander in addition to a colonel as commander.

Q: Why weren't the BCTs designated Regimental Combat Teams?

A: By Army policy, regiments are composed of only members or units of a single branch. Most combat arms regiments of infantry, artillery, cavalry, and aviation fall under the Combat Arms Regimental System (CARS) in which no regimental headquarters is authorized and only separately designated battalions or companies exist. Most combat support and combat support branches, such as Engineers, Signal, Ordnance, Quartermaster, etc...consist of only a single regiment for the entire branch. Consequently, brigades are the lowest official level of combined arms and “combine” the different branches or arms. Hence, using a single branch designation would be “inappropriate” and not equitable to all branches involved. Exceptions exist. The 75th Infantry Regiment is the “Ranger” regiment in Army Special Operations. The 2nd Cavalry and 3rd Cavalry also still exist as official units in place of using other brigade designations.

Q: Will these multifunctional units be harder to train with respect to specific branch tasks?

A: There has always been a tension between being organized optimally for combat and being optimally organized for technical training between deployments. The Army's criteria for its structure is to organize primarily as we would conduct combat operations, not how we train in peacetime. Consequently, the organization of the BCTs contains most types of units “organic” for the conduct of combat operations. Certain smaller units; such as MP platoons, chemical sections, MI Companies, Signal Companies; in

the BCT structure may need to be consolidated for training when not deployed. That would be left to the discretion of the commanders involved.

Q: What is the Role of the Deputy Commander (DCO) in these Brigades? How is this different from the Executive Officer (XO)? How does this affect the spouses of those in those positions, if those spouses want to participate with unit support?

A: The DCO is the second in command of the unit. The DCO should be the next most senior officer and fully capable of taking command of the unit in the absence of the commander. The DCO performs specific duties as prescribed by the commander. The XO now focuses primarily on the unit staff and is the “chief of staff.” There are now four positions that make up a command team of the BCT (CDR, DCO, XO, CSM). It is advantageous if all four spouses, (if present and willing to volunteer) form a spouse command team to assist spouses of the expanded staff sections of this new BCT structure. The BCT is larger, with more positions, and thus there are more people, more families to attend to regarding family support activities and education.

Q: What other aspects are different for a commander’s spouse in these new modular brigades?

A: The changed force structure requires patience and flexibility to understand the diverse branch cultures now present in one BCT. Spouses need to be more proactive toward all family members for support, i.e., ensure inclusion of the members from other components, services, and agencies.

Q: What does Modularity mean for non-BCT support Brigades? Will there be both BCT and non-support BCT brigades at the same installation? Will the ‘life management’ planning be the same for both? Will personnel assignments be done differently for those in BCTS’s versus other units?

A. Most locations and posts will have both BCTs and support units. Under current Army planning only BCTs will come under Lifecycle Management. BCT commanders, CSMs and S1 staffs will be directly involved in unit manning and stabilization issues. Other support units not under Lifecycle Management will have their personnel assignments managed primarily by Branch assignment officers at Human Resources Command and stabilization rules do not apply. This may cause challenges for spouses at the same installation as the military service members will not all be under the same assignment policies. Personnel assigned to non-BCT support units will probably move more frequently.

Q: What does BRAC mean for families over the next few years?

A: BRAC means more turbulence for Service members and their spouses as units, headquarters, and Army schools are relocated over the next several years. In reality this may mean reduced funding at locations scheduled to close, despite the Army’s best

intentions. It also means fewer long tour overseas assignments at completion of all scheduled moves. Over time, with a predominately CONUS (within the 48 US mainland states) based force, we will see a change in the Service culture with fewer opportunities for the military children to grow up overseas and having the broadening experience of travel in foreign countries. Within several years, most Army children will lack this common experience and could result in modification of their views of the world compared to earlier generations of Cold War Army dependents. However, to the plus side more Army dependents will see greater potential for continuity in home communities (schools and spousal employment) than previously. But, opportunities for foreign and overseas travel will have to be personally sought and privately financed.

JOINT AND SERVICE SCHOOL CONDUCTED PROGRAMS FOR SENIOR SPOUSES

One most important recent development regarding family assistance to ALL spouses of ALL services of the U.S. Military is **MILITARY ONESOURCE**. It is available 24 hours a day, 7 days a week, and has combined the **ONESOURCE** operations that used to be service specific. It can help with questions, and start point information assistance regarding almost all issues that military families encounter. It is provided by the DOD (Department of Defense) at no cost to Service members and their families. www.militaryonesource.com, User ID: military, Password: onesource.

There are different types of programs and classes regarding military spouse training. Some are family assistance and specific resource oriented, **(A)** and some concern overall military information, or are service specific information 'drops' **(B)**. Others teach leadership skills, **(C)** and are designed to help develop personal awareness and communication ability **(D)**. Some are family relationship oriented, **(E)** and some are specifically for commander's spouses **(F)**. Many spouse courses have aspects of all of the above. Oftentimes spouses go to a course seeking A and B and information regarding the question, what is _____ (fill in the blank with either Army, Air Force, Navy, Marine, Coast Guard) life like? They like a handbook in hand, and want factual information given quickly, simply. And that can be done and is a first step. However this spouse cannot best communicate **A** or **B** without some of **C**, i.e., if this spouse volunteers in any way, or works with other people, leadership skills are useful, and needed. However, one becomes much better at **C**, if one has done some work with **D**, i.e., self-discovery assessment is needed to learn how effectively one really communicates, and what strengths and weaknesses one has in working with people. **E** type of programs helps a spouse personally. For example, some information learned when discussing families, can be extended to working with larger groups. Many spouses serve in volunteer leadership roles, for various groups, (other than that of a commander's spouse) and benefit from spouse training, while spouses of those going into command need good guidance about aspects, including legal ones, particular to command, **F**. All spouses have varying expectations when attending a program. Clarifying how much of **A** through **F** is in the content can prevent confusion.

The only senior spouse course regarding leadership, that is JOINTLY conducted, currently, is the 5 day course for spouses of newly promoted general/flag officers, that is held to complement the CAPSTONE course for these officers, conducted by the National Defense University at Ft. McNair in Washington, D.C. There are also courses for new general officers' spouses conducted within each service that are service specific. For example, the Army has a brigadier general's course that includes a 5 day spouse course, sometimes referred to as 'charm school.' Each service continues general officers' spouses' training during short spouse programs at annual conferences, within service and joint commands.

Each military service also has schools or courses for the various branches within that service. For example, at Ft. Rucker for Army Aviator's spouses there is a class called Spouse Survival School with a handbook. Spouses of those attending other service schools can receive military family oriented material from within that school, (such as the Infantry, Armor, or Field Artillery School, to name just a few others from the Army as examples). Spouse training Army wide is provided through the Army Family Team Building (AFTB) program, which is at all Army installations. Regarding the other services, there can be a spouse class that is specific to a particular service school that is separate from what is available service wide for spouses.

There are also many opportunities for joint spouse leadership information at the service colleges because officers of all services attend each other's service colleges in varying percentages (government civilians and international officers also attend). For example, the ratio is 60% of one service, and 40% of other services and government agencies at the senior service War Colleges. Spouses learn about programs that are service specific while at that senior service school, but can also learn from spouses from the other services. While these courses are meant for senior spouses, they are not commanders' spouses' courses, which are conducted usually in conjunction with the commander's courses that each service holds.

The officer staff level service schools with programs specifically for spouses of those attending are: The Army Command and General Staff College (CGSC) at Ft. Leavenworth, KS. The Marine Corps Command Staff College (MCCDC) at Quantico, VA, The Naval Staff College (NSC) at Newport, RI, and The Air Command and Staff College (ACSC) at Maxwell AFB, Montgomery, AL. For example the Army program for the spouses of CGSC students and others on post (on a space available basis) is Personal Awareness Leadership Seminar (PALS). There is also a specialized AFTB course, separate from other AFTB courses, conducted just at Ft. Leavenworth called the XO/S3 course for major's and lieutenant colonels' spouses.

Senior level service colleges with varying spouse programs are the Army War College (AWC) at Carlisle, PA, the National War College, the Industrial College of the Armed Forces (NWC and ICAF) at Ft. McNair, Washington D.C., and the Marine Corps War College (MCCDC-Marine Corps Combat Development Command), the Naval War College (NWC), and the Air War College (AWC) at above mentioned locations. For example the Army's five day Facilitating, Leadership and Group Skills Workshop

(FLAGS) course, is for AWC and other Carlisle garrison spouses. A year long plan of classes and information is conducted by the AWC Family Program, which has many speakers and workshops covering a broad set of topics.

There is an AFTB course (Senior Spouse Leadership Seminar) that is held only at the Army's Sergeant Major's Academy and the Army War College. Other services may now offer respective training for senior NCO spouses.

To keep spouse courses straight, especially when talking to someone new to the military, it is easier to think about which programs are for which group. For example, each service offers training for those who serve as leaders for the unit based family group. This training is offered service wide, but will be used in a unit specific way. For the Army, that would be FRG LDR training (Family Readiness Group Leader) conducted at ACS (Army Community Service Offices) on installations or at National Guard and/or Reserve unit headquarters. The Navy has training for its family group leaders for its Ombudsman program at its FFSCs (Fleet and Family Support Centers). The Air Force offers training for family group leaders for its Key Spouse Program at FSCs (Family Support Centers). The Marine Corps KVN leaders (Key Volunteer Network) are trained at MCCS locations (Marine Corps Community Services). This training is for leaders of families of active duty (and other military related members) of specific units. These leaders are volunteers, and also appointed by the commanders of the units. Training material for these courses have a different emphasis, compared to classes designed for military spouses brand new to their respective military service, or classes for senior spouses moving into more advisory leadership roles.

For the following, Army program titles are briefly listed first, and then a note is made at the end of the Marine, Navy, and Air Force program titles connecting them to a similar Army program. This was done so an Army spouse can quickly understand the acronyms from other service programs. That does not mean the Army programs and other service programs are alike, but they have some similarities, and identification can be made easier.

ARMY- More information regarding the following Army programs is available in Chapters 3, 5, and 10.

FAMILY READINESS GROUP (FRG) – is the unit based (or higher level unit) oversight structure of family readiness and assistance. It is a commander's program. The FRG leader is appointed by the commander and must have training through the Army Community Service (ACS) facility with the Operation Ready materials.

ARMY FAMILY TEAM BUILDING (AFTB) is the Army wide, three level information program for all spouses and Soldiers, with a 4th level for senior spouses. It is conducted in classes at ACS (Army Community Service) facilities and online. It has good material for FRG education.

MY ARMY LIFE TOO.COM – the Army’s FAMILY AND MORALE, WELFARE AND RECREATION COMMAND’S (FMWRC) main spouse website that links a majority of programs that have to do with families and the Army. FMWRC is a new Command combining the previous CFSC (Community and Family Support Center) and MWR (Morale, Welfare, Recreation) agencies.

BETTER, STRONGER, READY FAMILIES (BSRF) – commander directed program executed by the chaplain, community nurse and AFTB, that is primarily for the first time Soldier and spouse as they adapt to Army life. Relationship skills, it is PREP (see below) plus other Army agencies.

COMMAND TEAM SEMINAR (CTS) of PRE-COMMAND COURSE (PCC) is the five day course for battalion and brigade commander’s spouses held at Ft. Leavenworth, KS that focuses on both leadership skills and army spouse pertinent information.

MARINE CORPS www.usmc-mccs.org/mcftb/index.cfm home page that links all.

The Marine Corps organizes their spouse and family programs under the heading MCFTB (Marine Corps Family Team Building). The MCFTB title and organization, is an umbrella with programs under it, in contrast with the Army AFTB, which is one separate program that comes under the umbrella of ACS (Army Community Service).

THE FAMILY READINESS COMMITTEE develops plans, identifies major family readiness issues not resolved at the command level, and advises the Marine Corps Board of Directors, (BOD) who oversees the MARINE CORPS COMMUNITY SERVICE (MCCS).

The KEY VOLUNTEER NETWORK (KVN) is the unit based family readiness and assistance, commander program. The key volunteer is appointed by the commander, and must have training at the Marine Corps Community Services (MCCS) facility through the MCFTB office. The KVN provides the spouses of the unit official communication, information, and referral assistance. Similar to the FRG concept.

LIFESTYLE INSIGHTS, NETWORKING, KNOWLEDGE and SKILLS (L.I.N.K.S.) are a 3 session spouse to spouse orientation for new spouses. Information on Marine Corps life, for all spouses. Similar to AFTB level 1

SPOUSES’ LEARNING SERIES (SLS) is a 3 tiered program, series of workshops and online coursework, personal and professional leadership development. For all spouses. Similar to AFTB levels 2, 3, and a few parts of PALS, CTS of PCC, FLAGS

PREVENTION and RELATIONSHIP ENHANCEMENT PROGRAM (PREP) and CHAPLAIN’S RELIGIOUS ENRICHMENT DEVELOPMENT OPERATIONS (CREDO) – relationship skills programs for spouses and Soldiers run by MCFTB and chaplains. Similar to Army’s BSRF, except BSRF is PREP plus other agencies, and CREDO is retreat oriented.

The MCCDC SPOUSE'S WORKSHOP is the five day leadership course for commander's spouses conducted with the Commander's Course at Quantico, VA, as part of the resident commander's program. Similar to CTS of Pre-Command Course.

NAVY

LIFELines are the service network providing online resources <http://www.lifelines.navy.mil/>, www.ffsp.navy.mil is now a major resource site.

The COMMAND OMBUDSMAN PROGRAM is the unit based family readiness and assistance, commander program within the Navy. The Ombudsman is appointed by the unit commander, and is a volunteer spouse of an active duty or Reserve member of the command who receives extensive basic and ongoing training at the Fleet and Family Support Centers, (FFSC, formerly called Navy Family Services), conducted by the Fleet and Family Support Program (FFSP). The Commander and XO spouses can not serve as Ombudsman, but can take Ombudsman training courses to learn resources available for their supporting roles. The Ombudsman represents and reports to the Commander, and is a critical conduit between the Commander and family members, and helps family members gain assistance needed from military and civilian agencies. A feature specific to the Navy's Ombudsman program is their maintenance of 24/7 "care lines" which have recorded messages for unit families. They also support the commander and family members as a conduit to the FFSC by helping sailors and family members access a wide range of FFSP programs focused on adaptation to the special demands of navy family life. Similar to the FRG concept, but the Ombudsman position is more extensive.

COMPASS is a new and evolving program modeled after the Marine Corps L.I.N.K.S. and the Army's AFTB programs, and is designed for educating new Navy spouses so that they better understand the Navy system. Spouses are guided through the basics of rate/rank structure, benefits and services, pay and entitlements, relocation and resources. The program is taught by volunteers and sponsored by Naval Services Family Line, a non-profit, volunteer organization serving Navy, Marine Corps, and Coast Guard families throughout the world. Similar to AFTB.

CSLC is the Command Spouse Leadership Course. It is an intense five day course for Navy spouses of commanding officers en route to their first command, held at Newport, Rhode Island, conducted in conjunction with the Command Leadership Course for officers. The course provides spouses with an awareness of leadership and management skills, and information on communication links and issues likely to arise in connection with command responsibility. Similar to ARMY's CTS / PCC (Command Team Seminar of Pre-Command Course at Ft. Leavenworth) for commander's spouses

AIR FORCE <http://www.afcrossroads.com/> is the home page that link programs.

KEY SPOUSE PROGRAM, implemented in 1997, is the unit based family readiness and assistance, commander program. A key volunteer spouse in each unit is appointed by the commander to serve as a communication link between the commander, the unit First Sergeant, and unit families, and to provide information and referral services to family members, with assistance from the Family Support Center (FSC). Training for this key spouse is required and conducted at each FSC. Similar to FRG. Unit specific websites are usually available for each unit's Key Spouse Program contact. Volunteer spouses of the unit Commander and First Sergeant are appointed and offer a link between the unit commander and families, and organize individualized outreach programs to address family concerns, before, during, and after deployment. They offer support, information and a personal contact to available resources.

Some of the CLASSES that FSC centers conduct are; How to Adjust to your New Community, How to Access On and Off Base Services, Relocation -Planning and Preparation, Managing Your Finances, Developing Effective Family Relationship Skills, Volunteering, Personal and Family Readiness, Transitioning to Civilian Life, Employment Search Skills and Career Development. Other PROGRAMS also are the Career Focus Program (Spouse Employment Issues), Family and Work Life Education, Family Readiness, Personal Financial Management, Relocation Assistance, Transition Assistance. Most bases have a School Liaison Officer for all family members, and the A.F. Aid Society is available for emergencies Air Force families encounter.

AF Senior Spouse leadership training is not held at one location, but consists of annual conferences and short programs offered at every major Command, including the Headquarters for ACC (Air Combat Command), AMC (Air Mobility Command), AETC (Air Education and Training Command) and overseas Command locations. Information updates and relevant presentations regarding AF family issues occur at annual conferences for Squadron, Group, and Wing commander Spouses.

A new squadron commander's spouse leadership course was being developed at the time of this printing at the Air University. This standardized course will hopefully be available by 2006, and will be taught AF wide at major command locations. Further information can also be found at: www.afpc.randolph.af.mil/famops/training/keyspouse/keyspouse.htm, and fscops@randolph.af.mil. Same site can be accessed, <http://ask.afpc.randolph.af.mil/famops/default.asp?prods3=72&prods2=70&prods1=56>. The Senior Spouse Crisis Reference Handbook is available at this address. Mailing Address is HQ AFPC/DPPTF, 550 C St. West, Suite 11, Randolph AFB, Texas 78150-4713.

The organization of many of these spouse courses will change as schools re-locate and adjust to new basing or home locations (See earlier diagram "BRAC 2006 TRADOC End State). As the Army creates its 'Centers of Excellence' locations, for example, spouse programs will have to be multi-branch, and multi-component in their approach, and encourage spouses to think broadly.

CHAPTER 3

THE FAMILY READINESS GROUP (FRG)

- What is an FRG?/What is your role?
- How to create or build upon your existing FRG program.
- Maintaining an effective FRG.
- History of the FRG.

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What is an FRG?/What is your role?

As a spouse in a leadership position, you will likely participate with a unit FRG at some level, with varying degrees of involvement. The most circumscribed FRG action is at the Company level. The Battalion level FRG, with its steering committee, oversees the multiple Company FRGs, including the HHC (Headquarters) FRG, and likewise for the Brigade FRG, at the next higher level. Non-traditional units also have a hierarchical structure of multiple FRGs, with a higher type of steering committee to keep all connected. As a Senior Spouse in a Battalion, your relationship with the unit FRG will be different than it was at the Company level, and likewise for the Brigade level. The Brigade level senior spouse's role is more of an adviser and less of a hands-on participant. That can sometimes also be the case at the Battalion level depending on circumstances, and how well the Company level FRGs are functioning. While the nature of working with FRGs can be demanding at all levels, the new modular BCTs (Brigade Combat Teams) make volunteer spouse leadership at that level even more so. The Army Reserve (RC) and Army National Guard (ARNG) units have challenges unique to their structure due to widely dispersed families. Other non-traditional units devise their own FRG models, with their 'chain of concern' paralleling the chain of command.

It is humorous and almost quaint to repeat an old refrain, if the Army wants you to have a Family, they'll issue you one! Such thinking is no longer operative in today's Army. And the Family is no longer seen as an extension of the Soldier; now it's quite the opposite. Today, we know Soldiers are an extension of their families. So our changing Army, and its missions, point to the critical need for strong FRGs – effective FRGs- to help enhance Soldier and Family morale and success at home and at work. Effective FRGs can even help our Soldiers accomplish military missions.

Mr. David White,
Acting Deputy Chief, Well-Being, of Well-Being
Liaison Office, Human Resources Deputy Chief of
Staff, G-1

Family Readiness Group

An official command sponsored organization of Family Members, volunteers, and Soldiers belonging to a unit, that together provide an avenue of support and assistance. This network of communication between Family Members, volunteers, the chain of command, and community resources, is for Soldier, Civilian, and Family readiness.

There has been a major change in FRG operations. FRG's now operate under Army Regulations, **(AR 608-1, Appendix J, dated 19 Sept 2007)**. FRG's have 'been taken out of the fundraising business', and their status has been clarified. The FRG can now be funded as a commander program, meaning it can use some unit APF money

(appropriated funds). FRGs should keep necessary records. Unit regulations require written records of finances and of any use of military equipment or facilities.

The FRG mission is to:

- ✓ Act as an extension of the unit in providing official, accurate command information.
- ✓ Provide mutual support between the command and the FRG membership.
- ✓ Advocate more efficient use of community resources.
- ✓ Help families solve problems at the lowest level.

Authority

Family Readiness is a commander's responsibility under AR 600-20, (11 Mar 2009) Command Policy. Command responsibilities include but are not limited to:

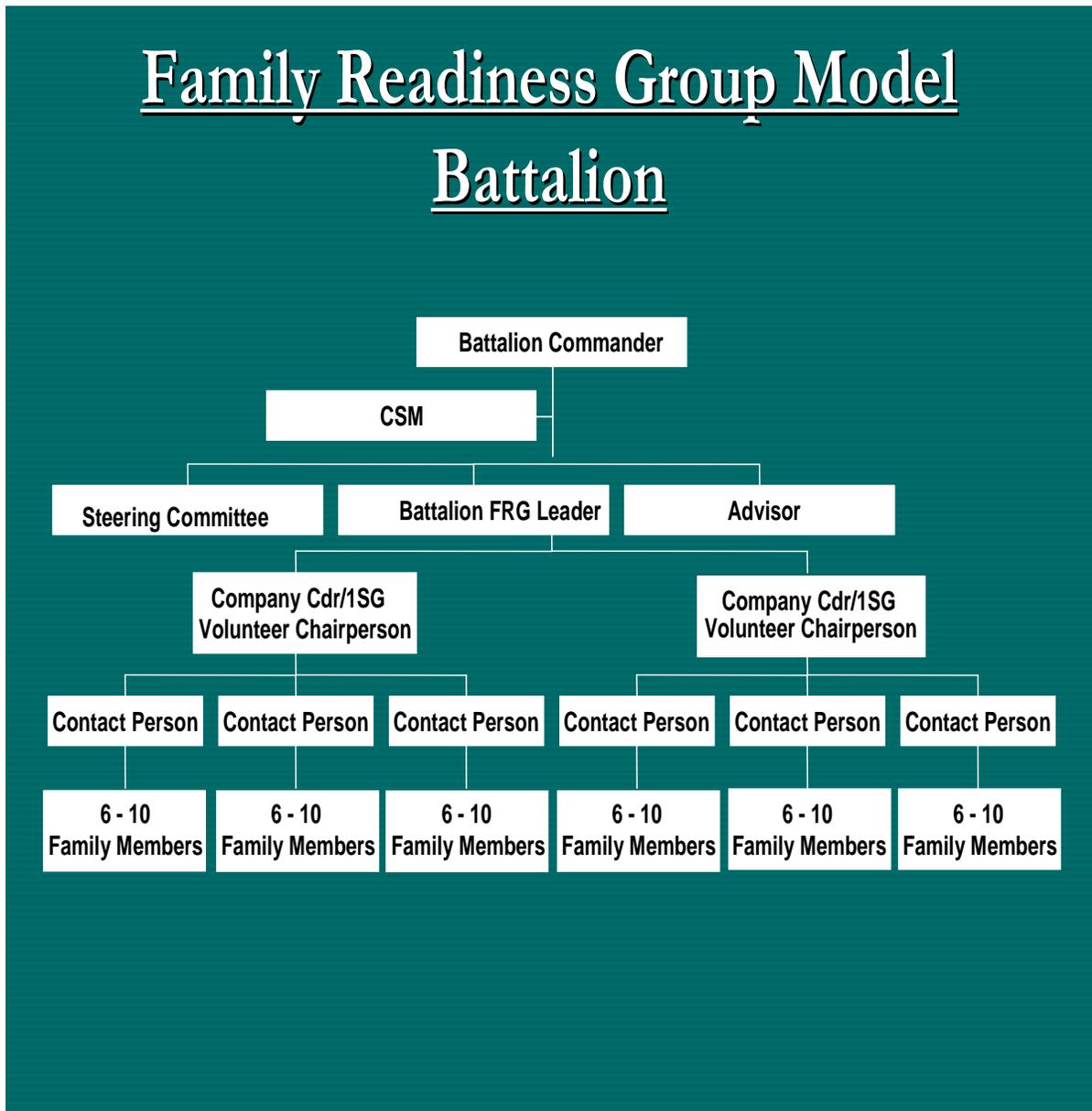
- ✓ Appoint the unit FRG leader.
- ✓ Maintain contact with families directly and through the FRG.
- ✓ Provide group legitimacy and command interest, essential to FRG success.
- ✓ Provide direct support to the FRG, (use of facilities, equipment, limited funds).
- ✓ Coordinate FRG activities, unit briefings, events, and agency programs.
- ✓ Review FRG financial records.
- ✓ Create a climate of caring for families.
- ✓ Be inclusive and guide the FRG so that it reaches out to junior enlisted spouses, parents and extended Family or significant others.
- ✓ Maintain the FRG year-round, regardless of unit mobilization or deployment status.
- ✓ Ensure that FRG leaders and volunteers receive training.
- ✓ Ensure recognition of FRG leaders and volunteers.
- ✓ Handles all official actions regarding the FRG.
- ✓ Approve and sign off on official FRG newsletters, forms.
- ✓ Provide written documentation of expected duties of commander, FRG leader, and volunteer agreements.
- ✓ Assigns the appropriate Soldier to serve as the Rear Detachment Commander (RDC).

Rear Detachment is established to communicate with and respond to Family needs during the employment phase of a unit deployment.

The FRG (and specifically the FRG leader and volunteer positions) act as a conduit of information and a communication line between the Soldiers' chain of command and the unit families. They help the commander and/or RDC do the listed above.

Structure

Because each FRG is tailored to its specific unit, and to the mission and demographics of that unit, it is sometimes easier to declare what an FRG is not, than what it is. One size does not fit all, as units are so varied. However there are 3 models which can be used to structure FRGs: The Battalion, The Garrison, and the Reserve Component. In the Battalion model, FRGs are predominantly established at the Company level, with the Battalion, and then higher Brigade playing an important advisory, support and resource role. The following models can be adapted for non-traditional units. It is important to remember that the structure of the FRG is largely based on its leadership and organizational mission.



TYPICAL STEERING COMMITTEE BN/BDE

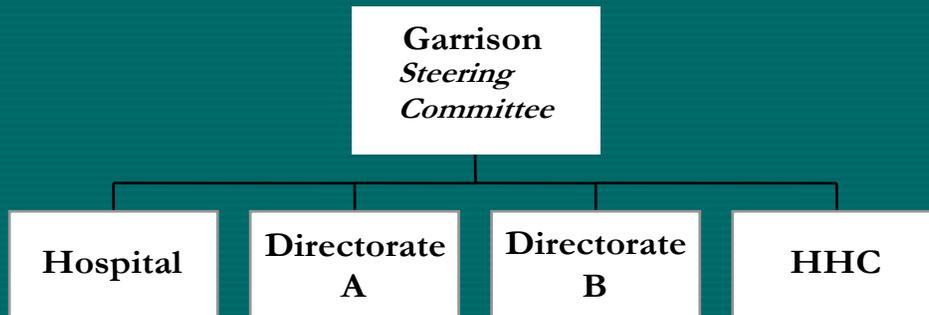
- Commander
- CSM
- Rear Detachment Commander
- Senior Spouse Advisor(s)
- Family Readiness Group Leader(s)
- Chaplain
- Member of Staff
- Company Commander/1SG
- Volunteer Chairperson
- Single Soldiers

Family Readiness Group Model Reserve Component



Family Readiness Group Model

Garrison



FRG Participants – Besides the Soldiers and deployed civilians of the unit, membership is open to the unit's Family Members (immediate and extended) to include mothers, fathers, aunts, etc.) as well as others interested in the welfare of the Soldiers (community members, retirees). Participants are those that are listed by the Soldier as his or her person (s) of support. Participation is voluntary.

FRG Mission statements

- Help Family Members feel that they are an integral part of the Army Family.
- Provide communication between the command and the FRG membership that
- Will promote Soldier and Family readiness.
- Help families solve problems at the lowest level, and thus help foster competent, knowledgeable, and resilient families, and play a role in sustaining families.
- Assist Family Members to understand the unit's mission.
- Encourage an atmosphere of mutual support.

FRG Goals

- Act as an extension of the unit, providing official, timely, accurate command information, especially during deployments.
- Have a plan to welcome new families.
- Develop and maintain telephone and electronic rosters with communication flow patterns.

- Advocate more efficient use of available community resources.
- Sponsor briefings throughout all phases of deployment.
- Participate in the development and planning of activities for the FRG.
- FRG Meetings are a great resource in meeting FRG Goals. Use military facilities and community resources for meetings. Many places will allow FRGs to use office space, telephones, copy machines, transportation, mail privileges and other resources. ACS facilities at some military installations have awesome FRG areas set up such as a playroom with TV, books and games for kids to hang out, attached room with a copier and paper supplied by the Spouses Club. Everything is right there so it's not an out of pocket expense to get information out. FRG leadership should know and use the military community agencies set up to provide assistance and support. Check your Child Development Services for free childcare during FRG meetings.

The Role of the Senior Spouse Advisor

- Information conduit between the command, FRGs and families
- Helps identify common issues of concern
- Promotes and supports volunteers
- Participates and offers assistance as needed or requested
- Serves on the BN/BDE Steering Committee

Your Role within the FRG Leadership and Foundation

Whether you choose to participate as a senior spouse advisor or the FRG Leader, it is useful to recognize that there can sometimes be frustration within FRG groups due to: the tremendous amount of work to prepare families for deployments, the guidance and support you will provide when they experience Family problems/issues, Death and Trauma both on the garrison and during the deployment, and the inherent nature/mission of the organization itself. Though the FRG is guided by its Chain of Command, it is important for the Commander to provide an atmosphere of inclusion and stress the importance of its partnership with the Chain of Concern. Leadership concern and care for all associated with the organization is vital in a successful FRG.

The FRG Leadership position is not necessarily filled by the commander's spouse. The Command (at each level) appoints the FRG Leader and members of the Steering Committee. Dependent on the volunteer role and responsibilities, other positions within the FRG may be chosen by the FRG leader. It is important to remember that the FRG is a mandated command program; therefore, each commander has to have some form of one. An Example: The Company FRG may demonstrate authority with an election, but their elected leader may not be approved as the authority rests with the commander.

It is important to understand the role of the commander within the FRG. The FRG exists only because the unit exists, the authority of the unit is embodied in the commander.

The commander is responsible for the FRG; however, it is the role of the commander to foster an FRG environment that encompasses words such as “empowerment,” and “ownership,” “self-sufficiency,” “camaraderie,” and “mutual support.”

An expired manual says the FRG should be “relaxed, democratic, meaningful, and fun” and based on “democratic participation.” FRG participation is needed and encouraged. It is voluntary, and/or mandated. However, an FRG is not democratic an organization.

FRG leadership is a challenge. The commander is the ultimate group leader-responsible and accountable for all actions/activities of the FRG; however, the volunteer FRG leader is considered the commander’s assistant, and given associative authority without the legal responsibility. The FRG leader conveys the group’s wishes back to the commander so that the commander can use his or her authority over the business of the FRG effectively. The commander needs to be wise in whom to select for the FRG leadership, as some people volunteer for the wrong reasons. Careful consideration should be made when appointing an FRG Leader. Family Members are a great resource in seeking an FRG leader. It has also been suggested that a Co-FRG leader position be created as it is greatly beneficial during deployments. Sharing FRG Leader responsibilities allows flexibility during emergencies, vacations, and trauma that may occur in the organization. The commander’s spouse in the role of FRG leader was once considered controversial due to potential “undue influence”; however, today’s FRGs have diminished that fear. It is now believed that the commander will pick the best person available based on ability and competence--commander's spouse or not! The best quality of an FRG Leader is the ability to: provide an inviting atmosphere, attract the volunteers in an un-compelling way (legally), convey the commander’s intent, organize and plan deployment activities, promote preparation and readiness, give support and guidance, and promote morale-building activities.

In lieu of accepting the position of FRG leader, the senior spouse can accept the position (after being appointed!) of steering committee advisor. It is a leadership position, both advising and sometimes leading the group. The two functions of leading and objectively advising are often combined in this position.

FRG Authorized Support and Funding

The Army issued AR 608-1, Appendix J (FRG Operations) to help Commanders and FRG leaders legally and ethically manage FRGs. There are three types of funds available: Appropriated Funds (APF), Nonappropriated Funds (NAF), and FRG Informal Funds.

Appropriated Funds (APF)

Unit commanders are responsible for funding FRG mission essential activities. APFs are used to support both the FRG’s volunteers and mission activities. The level of support provided at the company level will depend upon command approval and funding availability. FRGs are often explained at the company level because that is the unit

level they are most integral to. The support that command is authorized to provide to the FRG (and statutory FRG volunteers) includes:

- Govt. office space and equipment (meeting rooms, telephone, fax, computer, email, copier, scanner, equipment and administrative supplies for official FRG business.)
- Govt. paper and printing supplies for FRG newsletters relaying information from command to support FRG mission activities.
- Official mail for mission-related purposes and as approved by the commander (FRG newsletter containing official information).
- Govt. owned or leased vehicles for official FRG activities.
- Child care for command-sponsored training.
- Child care, education and other youth services for needed Family support (applicable when the FRG's Armed Forces members are assigned to active duty or ordered to active duty in support of a contingency operation).
- Pay for official certificates of recognition for volunteers or volunteer incentive awards.

Nonappropriated Funds (NAF)

The Commander is authorized to use NAFs for volunteer recognition programs based upon approval of Director of MWR. NAFs are to be used for annual volunteer recognition programs, awards, banquets and to purchase mementoes.

FRG Informal Fund

With the authorization of the company commander, the FRG can maintain one informal fund. The informal fund is private monies which belong to the FRG members and must be spent to benefit all of the FRG membership. Use of the fund monies is limited to the specific planned purposes stated in the FRG's Informal Fund SOP. Specific regulations must be followed with an FRG informal Fund. Check with your installation for specific fundraising guidelines.

Examples of Authorized Use of FRG Informal Fund:

- FRG newsletters that contain predominantly unofficial information.
- Purely social activities (such as parties, outings, and picnics).
- Volunteer recognition.
- Refreshments/meals for FRG meetings.

Examples of Unauthorized Use of FRG Informal Fund:

- The Unit's informal fund (augmenting the "cup and flower" fund).
- Items or services which may be paid using APFs.
- Traditional military gifts (such as Soldiers' farewell gifts).

- The Division Ball.
- Personal funds (cannot be deposited or mixed with treasurer's personal funds.)

**For more detailed FRG fund-raising information, see Chapter 4, Legal Services.*

Family Readiness Group Chain of Command Responsibilities

Battalion Commander

- Prepares Family Readiness Plan (FRP) and sets Family readiness goals for the battalion.
- Appoints FRG Leader
- Selects FRG steering committee chair.
- Participates in steering committee meetings.
- Reviews, oversees, and supports FRG programs in his/her unit.
- Coordinates with higher command on major Family readiness issues.
- Provides guidance, information and support.
- Provide a link between the unit and the community.
- Creates a climate of caring for families
- Ensures recognition of FRG leaders and volunteers
- Reviews Financial Records.

Unit Commander (in this sequence means the Company Commander)

- Prepares FRP and sets Family readiness goals for the unit.
- Appoints FRG leader and treasurer.
- Supports FRG leader as practicable.
- Approves FRG fundraisers and activities.
- Coordinates with FRG leader on fundraisers and other FRG activities.
- Reviews FRG fund status and newsletters.
- Appoints Rear Detachment Officer when deployment is planned.
- Encourages all Soldiers and families to participate in FRG activities.
- Ensures that vital Family readiness information is conveyed to the FRG leader and Soldiers.
- Creates a climate of caring for families.
- Ensures recognition of FRG Leaders and Volunteers.
- Reviews financial records.
- **Rear Detachment Officer** * *Please see Deployment section of Battle Book for details regarding role/responsibility of the Rear Detachment Commander. Serves as unit commander during deployment.*
- Maintains regular contact with deployed unit.
- Helps resolve Family readiness problems or refers them to appropriate post agencies.
- Is the link between the FRG and military resources.

Family Readiness Group Chain of Concern Responsibilities

FRG Leader

- Maintains communication and works as a team with commander/rear detachment commander.
- Becomes familiar with Army and unit policies, including FRG Standard Operating Procedures (SOPs).
- Finds out what support and resources the unit command will provide to the FRG and seeks to obtain support.
- Uses the resources available to families and identifies/refers these community resources to families for specific assistance.
- Gets training (often at an Army Community Services (ACS) office) and prepares for the different types of activities and situations the FRG may handle.
- Creates a team of volunteers who will work/assist in conducting FRG activities.
- Assigns responsibilities and manages this volunteer team.
- Supports commander's family readiness goals.
- Provides overall leadership for unit FRG.
- Supervises planning and running of all FRG events.
- Presides over FRG events.
- Reviews FRG fund status and newsletters.
- Ensures that all members are involved in group decisions and events.
- Ensures that key information is conveyed to members.
- Ensures that the FRG phone tree and/or e-mail list is functional and up-to-date.
- Represents the FRG at steering committee meetings.

Co-Leader Option

An FRG Co-Leader is a great option, especially during deployments. A single FRG leader during an extended and difficult deployment can experience burn out; therefore, the option of a Co-leader can be a great resource for the FRG. A Co-leader can assist in: providing leadership of the FRG, oversee particular FRG activities, help get individuals involved in FRG activities, and/or serve as an advisor or assistant. The role and responsibility of the Co-Leader can vary, depending on the needs of the unit/organization. It is important to define and create a working relationship with agreement regarding the areas and activities each will actively participate in. It is highly recommended that an NCO spouse be considered for the Co-Leader position. A partnership between a Command spouse and an NCO spouse is ideal if the Commander's spouse has been appointed FRG leader. If there is no Commander's spouse, a partnership between an officer and NCO spouse is advantageous. This type of partnership will promote a feeling of accessibility and connection to all members of the FRG.

Family Members/FRG Participants

Operation READY states that “unit FRGs consist of all assigned and attached Soldiers [married and single], their spouses and children. This membership is automatic, and participation is voluntary. Extended families, fiancés, boy/girlfriends, retirees, DA civilians, and even interested community members can and should be included, as well.”

- FRG members need to inform the commander and FRG leader of key changes, i.e. address, phone, e-mail etc.

FRG Steering or Advisory Committee

- Oversees and supports FRG activities in the command.
- Provides assistance to FRG leaders at all levels.
- Coordinates with battalion commander on Family readiness policies and special issues.
- Provide guidance, information, and support.
- Provide a link between the unit and the community.

Other Family Readiness Entities (outside the Unit Chain of Command and Chain of Concern)

- Army Community Service (ACS) and other service organizations, on and off a military installation which assist Soldiers and families.
- Unit Chaplain - provides counseling on personal, family, and spiritual concerns.
- USAR (United States Army Reserve) Family Program Director - provides assistance, guidance, and support to Soldiers and Family Members.
- Army National Guard State Family Program Coordinator - provides assistance, guidance, and support to Guard members and their families.
- Family Assistance Center (FAC) - Army One Source (AOS) a one-stop shop set up to provide essential family services during a major deployment.

Communication and Chain of Concern

Communication is essential between the Chain of Command (unit command team representative) and his/her counterpart within the Chain of Concern (FRG representative). From BN to Company/Squad level, all need to understand the specific roles and responsibilities each plays in meeting goals and expectation of the FRG. Communication should be open and continuous; thus all are informed and misunderstandings are prevented.

The Chain of Concern is a term used to explain the informal self-help channel of volunteers (family members and others) involved in a unit/organization. It means the pathway most often used for the flow of information and assistance, mostly for unit family members. The FRG's voluntary leadership conducts this pathway that mirrors

the unit's/organization's Chain of Command. Having a Chain of Concern assists the unit's/organization's CDR regarding FRG and family issues because concerns and issues flow up and down this channel. Family members need to know the Chain of Command and then use the Chain of Concern to reach the CDR, and the CDR needs a pathway to hear from family members, because he/she might not always deal directly with all those in the FRG. The Chain of Concern can be utilized to solve problems before going directly, and initially, to the CDR. Others than family members can belong to an FRG; however the Chain of Command can only be utilized by family members, as the government has no legal obligations to others than family members. The Chain of Concern can be used by all in the FRG. The Chain of Command means higher and higher positions of authority all the way up through the military. When talking about the Chain of Command as a spouse, and as you hear the term used, it means the service member's assigned unit commander.

FRG Support and Guidance above Battalion Level

Brigade commanders and commanding generals of divisions and higher organizations must have family readiness goals for their commands. Garrison commanders also have critical roles in supporting various unit FRGs, particularly during major contingency operations. Often, senior staff and spouses fill advisory roles to assist commanders with family readiness issues. These senior advisors are seldom involved in small unit family readiness issues, focusing instead on policy issues and overall readiness of the command. They meet regularly with FRG steering committees and advise the senior leadership of progress toward readiness goals.

Family Resource Support Assistant (FRSA)

The concept of a paid Family Resource Support Assistant (FRSA) was first discussed in 2003 with then Secretary of the Army, Thomas White, as he visited numerous FORSCOM installations. While there was no doubt that assistance was needed, funding for the positions was an issue.

In November of 2003, FORSCOM was allotted \$3.9 million in funding to contract paid Family readiness assistants/service providers at corps/division/brigade levels, and is now fully funded at the GS-6 Level. Tasks and duties outlined in the contract were developed from input provided by FRG leaders across FORSCOM.

As of spring 2007, plans are being developed to provide an FRSA for units/organizations down to the BN level. A Memorandum of Instruction (MOI)-Family Readiness Support Assistant (FRSA) Program was put forth in July of 2006 that provides the following guidelines regarding the Purpose, Mission, Concept of Operations, Responsibilities, and Position Description:

Purpose: To provide guidance for commanders regarding implementation of the FRSA Program as part of the unit Readiness Program.

Mission: The FRSA Program is available to provide administrative support to Commanders, Rear Detachment Commanders, and volunteer Family Readiness Group (FRG) Leaders. They also strive to maintain the critical communication link between Rear Detachment Commanders (RDC) and FRG Leaders, and ensure the responsiveness of established community resources. Forces Command provides guidance to subordinate commands regarding the integration of the RRGDA in their units at the Corps, Division, and Brigade level-and utilize the Total Army Family Program (TAFP).

Concept of Operations: The FRSA Program is a commander's program and, as such, the Commander has overall responsibility for the conduct of the program within his/her organization. Within the scope of the position description, the commander directs the day-to-day operational activities of the FRGDA assigned to the unit.

Responsibilities: FRSA Employee recommended list of activities include:

- ✓ Works directly for the unit commander, who provides day-to-day operational direction of the assistant's activity, within the established position description.
- ✓ Facilitates training for the RDC and FRG Leaders, to include maintaining the critical communication links between RDCs and FRG leaders, and coordinating the responses of established community resources.
- ✓ Works collaboratively with the Army Volunteer Corps Coordinator (AVCC) to assist supported commands, battalions, and companies to recruit and maintain an active volunteer force.
 - This support includes coordination for the provision for formal training of volunteers and command personnel, coordination through local installation resources to work with the FRG, and to instruct and train units, Soldiers and their families, and maintain effective communication with the FRG Volunteer Leadership.
- ✓ Assists supported units with publishing RG newsletters, developing telephone trees, maintaining rosters, and coordinating FRG meetings times and locations.
- ✓ Assists commanders with scheduling pre-deployment, coping with separation, re-deployment, and reunion briefings utilizing "Operation Ready" training material.
- ✓ Assists Commanders with establishment and maintenance of the unit's virtual FRG (vFRG) and Army Knowledge Online (AKO) websites.
- ✓ Works with the RDCs and Total Army Family Program (TAFP) representative to ensure that timely and accurate information is relayed to families.
- ✓ Arranges technical briefings, orientations and workshops for the command, Soldiers and Family Members in the area of FRGs, deployment re-deployment, and reunion.
- ✓ Arranges technical briefings, orientations and workshops for the command, Soldier, and Family Members in the area of FRGs, deployment, redeployment, and reunion.
- ✓ Serves as a liaison to community resources for incoming/outgoing Soldiers and their families for such services as relocation packets, housing information, and for assistance and information on available health care programs.

- ✓ Refers Soldiers and Family Members, as appropriate, for more specialized assistance to include implementation and organization of Family preparedness and readiness groups.
- ✓ Coordinates with local installation/community agencies (i.e. ACS, Provost Marshal, Staff Judge Advocate, Public Affairs, etc.) to provide personnel to train and execute initiatives during increased demand for various resources caused by surges in deployment and heightened security requirements.
- ✓ Coordinates and advertises Soldier Readiness Processing (SRP), reverse SRP, reintegration, and re-deployment, and pre-deployment briefings for Family Members to ensure maximum participation.
- ✓ Participates in installation, mobilization exercises where Family assistance is required.
- ✓ Ensures FRG information in Yellow Ribbon Room (if applicable) is continually updated and accurate.
- ✓ Attends (at the discretion of the commander) Command and Staff and FRG Steering Committee meetings.
- ✓ Attends unit in/out processing, maintains FRG data sheets.
- ✓ Coordinates, and advertises, guest speakers and child care of meetings/briefings.
- ✓ Assists Commanders and FRG Leaders with preparation for unit Command/IG Inspections.

FRSA's Position Description/Requirements prohibit the involvement in the following activities:

- ✓ Duplication or overlap of existing resources in the military community (i.e. AFTB Training).
- ✓ Does not duplicate the roles and responsibilities of the volunteer FRG Leader- FRSA positions will NOT serve as, or replace FRG Leaders.
- ✓ Personal involvement in fundraising activities (coordination permissible).
- ✓ Casualty notification or direct support of affected families.
- ✓ Personal involvement in CARE Teams (team coordination and roster maintenance is permissible).
- ✓ Suicide prevention activities- this responsibility belongs to the Chaplain. FRGDA's will refer, as necessary, and report to the Commander, as required.
- ✓ Teaching Family Readiness Training, or any other training currently provided by the existing community agencies.
- ✓ Serving as the subject matter expert (SME) for installation/Army Family Readiness.
- ✓ Maintaining personal calendars for Commanders, Senior Spouses, or FRG Leaders.

In the Guard, there is one FRG FRSA per state. In the Reserve, the number of FRSA as assigned to the Reserve Regional Readiness Commands varies.

The FRSA must have a good understanding of their role and responsibility regarding the FRG. Clear, precise and continuous communication between the Commander, FRSA and FRG Leader is extremely important. Experience has proven that it is vital to convey to all that the FRG Leader does not work for the FRSA, but they are a team guided by the Commander towards meeting the goals of the FRG.

The actual tasks performed by the FRSA is dependent on unit needs, command direction, FRSA position description and number of FRGs.

Specific Examples of Duties of an FRSA

- Schedules and Coordinates Pre and Re Deployment Briefings.
- Attends installation/unit SRP's to gather and update Family information.
- Attends Brigade Command and Staff Meetings.
- Attends Battalion Steering Committee Meetings.
- Researches and provides assistance to FRGs in utilizing Army and Community Services.
- Finds and retains locations and scheduling FRG meetings.
- Understands and provides assistance in understanding the SOP for FRG fund audits.
- Gathers and updates contact information for in processing Soldiers regarding incoming Family Members.
- Understands, gathers, and provides required info for Volunteer of the Month submission to Division.
- Submits monthly volunteer hours to the IVC [Army Volunteer Corps].
- VTC Liaison for scheduling and contacting Family Members awaiting VTCs-reminds Family Members of previously scheduled VTC appt.
- Understands regulations and be resource to FRG regarding fundraising.
- Provides guidance to FRG leader in obtaining Employer Identification Numbers (EIN) for banking purposes.
- Coordinates Child Care for Deployment Briefings and FRG meetings.
- Schedules training for existing and incoming FRG Leaders, POC/Key Callers, Treasurer and other volunteer positions within the unit/organization.
- Attends Newcomers Briefings to obtain information on new Soldiers and Family Members to pass onto FRG Leaders.
- Generates and maintains binders for Brigade, Battalion and Company and Rear Detachment Commanders that contain Appointment letters, Op Ready FRG Guidelines, Banking/Account information, Point of Contacts, FRG leaders, Volunteers job descriptions etc.
- Assists Family Members in contacting their respective FRG leaders.
- Schedules and Coordinates guest speakers for FRG Meetings.
- Creates, updates, and maintains phone rosters.
- Provides newsletter templates for volunteers.
- Provides any administrative assistance to FRG Leader as needed i.e. make copies, write and mail FRG communication.

- Helps develop and distribute unit newsletters, announcements and flyers.
- Identifies POCs and obtains information on community resources.
- Provides referral to community agencies such as ACS, Chaplain, and Social Work Services.

Creating/Building your FRG

Suggestions for Establishing FRGs

Hopefully, your unit will already have established FRGs that are running smoothly. If not, here are a few suggestions to get you started:

- First talk to the unit commander to discuss expectations and find direction.
- Talk to other Senior Spouses and gather ideas and suggestions. If you are a BN Commander's Spouse, don't hesitate to ask your Brigade Commander's Spouse for advice and direction.
- Some units (usually Brigade level) also have paid FRG deployment support assistants that coordinate between the commander or rear detachment and the FRG leader. This individual can be a great resource.
- Arrange to meet with interested individuals within the unit to get their ideas and suggestions. Senior NCO wives make great resources as they have more than likely been in the unit for a while. Another often overlooked resource is the unit Chaplain; he/she may have suggestions for volunteers, etc. and can provide support in the building process.
- Tap into the multitude of army resources available both on line and through ACS. *(Your best on-line resource is www.carlislebarracks.com and click on Military Family Program. Here you will find up to date regulations, manuals such as: Our Hero Handbook, The Company Commander's Spouse Battle Book, as well as links to numerous military web sites such as Army One source: <http://www.myarmylifetoo.com/skins/malt/home.aspx?mode=user>.*
- Meet with an ACS (Army Community Service) Program manager to educate yourself on FRG regulations, FRG volunteer positions, as well as arrange for and attend training classes for FRG volunteers and Senior Leaders.
- In addition, your ACS should have the following:
 - The revised **Operation READY Program (2006)**, including the FRG Leader's Handbook. (Also available The Facilitator's Guide for Rear Detachment Commander Training and Rear Detachment Commander's Handbook from Operation Ready materials. They are good for explaining Commander, RDC, and FRG interactions during deployment, and keep everybody 'in their lanes.'
 - Family Assistance Centers (FAC) and Video-Teleconference ability (VTC)
 - Army Family Team Building training (AFTB), also available online
 - Financial Readiness counseling
 - Operation READY materials, as mentioned above
 - Army Volunteer Coordinator (AVC). (Note-the AVC used to be called
 - The IVC (Installation Volunteer Coordinator)

- Look for Family Program Coordinators and Family Readiness Liaisons (FRLs) at National Guard and Reserve Headquarters. (see Chapter 8)
- Military Family Life Consultants – are temporarily assigned to various installations according to deployment cycles. They are an extremely valuable resource during deployment.
- Military One Source (MOS) at: <http://www.myarmylifetoo.com/skins/malt/home.aspx?mode=user>.
- AOS, online, sponsored by the Army's FMWRC.
- The FRG Leader Forum at <http://frgleader.army.mil> is an on-line professional forum for past, present, and future FRG Leaders and FRSAs. The FRG Leader Forum is part of the Center for Company Level Leadership at West Point, NY and the Battle Command Knowledge System at Ft Leavenworth, KS.
- Other regulatory authority for Family readiness, besides Appendix J of AR 608-1 and AR 600-20 (g), is found in Appendix 8 (Family Assistance) to Annex E (Personnel) of the Army Mobilization and Operations Planning and Execution System, (AMOPES)

Maintaining your FRG (Newsletters, Websites, Rosters/Phone Trees)

As the Senior Spouse you may not be responsible for the basics of information gathering and distribution. If your unit is lucky enough to have a paid FRSA, this should fall under his/her job description, which will significantly reduce the workload and stress for the FRG leaders and FRG volunteers. Because information flow is the top priority for the FRG, it is important to include some background on these topics. Further research can be found on many FRG websites, but particularly in the FRG Leader's Handbook from ACS's Operation READY.

The FRG and its members need to establish mutually respective boundaries regarding information. It is important to stress the need for privacy regarding FRG matters and information. Ethical boundaries must be established and recognized by the command and the Family Members. The information that FRG leaders and points of contact (POCs) receive, based solely on their willingness to volunteer, can be damaging to Soldiers and families. If the FRG leader misuses this information, the only repercussion is that he/she might lose his/her volunteer job.

Newsletters

Newsletters are done under the direction and approval of the commander. The FRG newsletter must be conducted according to the BN/Company SOP regarding the preparation, printing, and distribution of an FRG newsletter.

Purpose for using a Newsletter:

- To communicate accurate, unbiased and current information.
- Relay information from the commander.
- Highlight military and community resources.

- Advertise upcoming FRG events.
- Address issues of concern.
- Build camaraderie.
- Reach a small audience
- Communicate to a specific group with common interests
- Save meeting time
- Provide recognition
- Introduce new ideas

Preparation of FRG newsletters:

Official information is defined “relates to command and mission essential information that the commander believes families should have to be better informed.” Official information relates to unit mission and readiness.

Examples: training schedule information, upcoming deployments, unit points of contact and chain of concern, new Army programs or benefits available to families, upcoming garrison events for families of deployed Soldiers, educational information.

Unofficial information is defined “non-mission related information.”

Examples: personal information (i.e. phone numbers, addresses, birth or adoption announcements, birthdays), accomplishments by Soldiers or Family Members, FRG member job changes, promotions, and awards, FRG fundraisers, recipes..

Printing and Distribution of newsletters:

Government paper and printing supplies are authorized for use to publish FRG newsletters that rely information from the command. FRG newsletters may be distributed by mail using the Army or installation Post office, email, and/or posted on the company’s page on the battalion vFRG website. For those families who do not have access to a computer or internet connection, mailing the newsletter is essential.

**Before distribution make sure that someone from the rear detachment or the adjutant reviews the newsletter for Operation Security purposes.

Websites

There are many ways to operate an FRG website. The preferred method is to work through the installation’s DOIM [Department of Information Management]. The other method is for the unit to purchase its own domain name from a provider. With very little knowledge of website development, a site can be up and running. Websites are very popular and if run correctly, [keeping all information unclassified], can greatly reduce phone traffic to FRG leaders. One of the benefits of a site is the availability of “chats”. This allows members to assist each other with their questions. The downside of “chats”

is the possibility of it becoming a gossip mill or a risk to security. Websites work best if they are members only, with password entries and monitored by an FRG leader or rear detachment commander.

Utilizing AKO for E-mail and FRG Web Site

AKO offers a wide range of resources for both the senior spouse and the FRG. The following services are now available utilizing AKO:

- Access 24 hours a day/7days a week
- E-mail & instant messaging
- Family Readiness Group (FRG) Sites
- Private Family Team Sites with Restricted Access
- Army Library Services -Newspapers, Magazines and Journals

FRGs can utilize the FRG Site network on AKO with the following options:

- Chain of Command Official Information-Announcements, “Rumor Blaster” and Frequently Asked Questions
- Contact Information-Emergency, Rear Detachment, FRLs, FRSA & FRG Leaders
- Self Service (To Assist Soldiers)-My personnel, My finance, My Education
- FRG, Unit & Deployment News
- Deployment Support-Military Resources, Guides & Links of Interest, Local Community Resources
- Photo and Video Viewers-Family Member Pictures, Deployed Soldier Pictures, FRG Events
- Calendars
- Kids Corner
- Community Sports
- Free Anti-virus Software
- Fun Things in the Local Community

**Check out the AKO Demo on how to build your FRG Site at: <https://www.us.army.mil>.

Rosters and Phone Trees [Chain of Concern]

Rosters (including electronic) and phone trees can also be part of the “Chain of Concern.” There are many different ways to set them up depending on the number of people involved. The Chain of Concern is the primary link of communicating important information. Reasons for use can range anywhere from planning social functions, passing on general information, and/or passing information about deployment, homecomings, or emergency information. Rosters and phone trees can be one of the most efficient ways to deliver information in a timely manner. Examples of a phone tree can be found in Operation READY.

All spouses should be strongly encouraged to participate. Information for the initial set up of the roster should come from the FRG Soldier/spouse questionnaire. People should have the choice of having their information posted on a general roster or reserved on the confidential roster that is given to the FRG leader. If a spouse strongly resists giving the FRG important information, then it should be noted, a statement signed by spouse and Soldier, and the spouse instructed that her only contact will be with the rear detachment. Spouses need to be instructed not to use the roster for any type of recruitment for “business” parties [Mary Kay, Tupperware etc]. A Privacy statement should be printed on every type of roster. [AR 340-21 The Army Privacy Program]

Keeping rosters updated is an ongoing requirement. It is especially important during deployment. It is very important to activate the phone tree periodically to ensure accuracy of information (both address, phone, e-mail). Remind spouses to update with new numbers and emergency numbers if they will be traveling. Utilizing a “Spouses Leave Form” is a great way for Family Members to provide all necessary communication information while they travel outside of their community. Information sheets are a great resource for gathering all necessary information needed for a phone tree. Examples of a phone roster, spouses leave form, and information sheet follow.

Delta Company

Company Commander
Name/Phone

Company 1st Sgt.
Name/Phone

Family Readiness Group Telephone Roster

FRG Leader
Name
Phone
Address
E-Mail

(Crest)

FRG Co-Leader
Name
Phone
Address
E-Mail

GROUP 1	GROUP 2	GROUP 3	GROUP 4
POC/Key Caller	POC/Key Caller	POC/Key Caller	POC/Key Caller
Name Phone ADDRESS E-mail:	Name Phone ADDRESS E-mail:	Name Phone ADDRESS E-mail:	Name Phone ADDRESS E-mail:
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BN Spouses Leave Form

Name: _____

Spouses Name/Rank: _____

Spouses Company/PLT: _____

Current Address/Phone/E-Mail: _____

Travel Leave Date: _____

Travel Return Date: _____

Travel Address/Phone:

Emergency Contact Name/Phone:

Please submit this form to your FRG Leader or Rear Detachment Commander prior to departure.

BN Family Member Information

Soldiers Name and Rank:

Section or Platoon:

Mailing Address:

Home phone number: _____

Cell Phone number: _____

Email Address: _____

Emergency Contact Local Neighbor or Friend:

Name:

Address/Phone:

Other than Spouse, who would you notify in case of emergency?

Name and relationship:

Address/Phone:

CHILDREN:

Name: _____ Age: _____

School/Care Provider: _____

Name: _____ Age: _____

School/Care Provider: _____

Name: _____ Age: _____

School/Care Provider: _____

Name: _____ Age: _____
School/Care Provider: _____

Short Term emergency (local) care provider (Power of Attorney?): _____

Long Term emergency care provider (Power of Attorney?): _____

Other Dependents (do they live with you): _____

SPECIAL FAMILY SITUATIONS (mark X in appropriate spaces):

_____ No driver's license _____ Special Medical Problems

_____ No car

_____ Exceptional Family Member _____ Spouse doesn't speak English--
Speaks _____

_____ Is pregnant. Due Date _____

Other Special Situations/Concerns
: _____

PRIVACY ACT STATEMENT: Authority U-S.C. 522a. and para 3-5, AR 340-2 I; para 2-8a. AR 210-7. Principal purpose is to gather data on Family of assigned Soldiers to provide command information to Family Members during deployment and in emergencies.

Interview Completed by: _____
Soldier/Spouse Signature: _____
Date: _____

Deaths/Trauma While Unit is in Garrison

As a Senior Spouse or FRG Leader you may encounter a trauma or crisis in a unit/organization. Crisis management is dealing with anticipated or emergency situations through planning and preparation. Training is available within each community and chaplains are always a great resource in learning how to respond to a crisis effectively. Research all available referral agencies in your community immediately. Knowledge is a powerful tool in acting quickly and effectively.

There is a wide range of trauma that may occur. Examples include: Death of a Soldier, Death, illness or injury of a leader, Suicide, and Death of a Spouse or Child. Crisis/Trauma in a unit can be difficult for Soldiers and their families; therefore, it is important for the Senior spouse and/or FRG leader to be clear about the role of the FRG in these situations and how it can support the unit and families.

Operation READY - Trauma in the Unit (Tips for Handling Trauma Situations)

- Seek guidance and direction from BN/Company Commander. This will help determine the FRGs role in the crisis/trauma.
- Determine what and if information will be distributed/disseminated to FRG participants.
- Coordinate FRG support of BN Care Team to the deceased's Family as needed.
- The deceased's Family will be experiencing a range of emotions as they go through the grieving process. Encourage FRG members to be patient, and supportive of grieving families. Remind FRG members to acknowledge and support grieving children.
- Provide FRG members with guidance on what to say and what not to say. Invite the Chaplain to talk about the grieving process and acceptable responses. This will help FRG members deal with the unit's loss.
- Remind FRG members to respect the affected Family's privacy.
- Provide emotional and logistical support as needed. Support can be providing meals, sending cards or other steps to let the Family know that members of the unit care and are thinking of them.
- Encourage spouses to attend memorial services. They are very emotional but allow everyone to support each other. They demonstrate how much the Army cares for its own.
- Find out if the installation will support childcare during memorial services and encourage spouses to use it. Memorials are video taped for the Family and they shouldn't have baby noises in the background.
- The first death in the unit will bring shock to the families because up to that point they believed it couldn't happen to them. Make sure it is addressed in FRG meetings. Make notes of what could be done better in dealing with the crisis. You hope there won't be a "next time" but you need to be prepared just in case.

Red Cross Messages

A Red Cross messages is a fast and effective method for Family Members to report an emergency situation. It is important that spouses understand that a Red Cross message should be used for absolute emergencies only. Emergency messages should be sent only for situations that would require an emergency leave situation during training or deployments. Emergencies include a death or impending death of an immediate Family member. An option for a non-emergency message to a Soldier is through the Rear Detachment. The Red Cross in your local community can provide “how to” cards on utilizing their services.

The FRG Matrix – Why an FRG can Sometimes be a ‘Cat-Dog’ Organization

The FRGs was created to fit all kinds of units from all the different branches of the Active Army, and the National Guard and Reserve. As mentioned previously, they have to be flexible, there cannot be one precise model, and they cannot be centrally managed. The specific structure is tailored to the unit, the mission, the demographics of the unit, and the models on pp.5 and 6 are just that, models. Army regulations regarding FRG’s have made their operation much clearer. The FRG is still relatively the ‘newer’ organization military family members interact in and there has sometimes been confusion over how an FRG should ‘be’. Most importantly, FRGs are not private organizations (POs) or unit coffee groups, and do not have auxiliary groups attached (example- a ‘Friends of the FRG’ private organization for fundraising). Because it is a relative newcomer (see FRG history) a comparison sometimes helps.

	INFORMATION	SOCIAL	FUNDRAISING
PO’s (private organizations)	L	M	H
FRG (Family Readiness Group)	H	L-M	L
COFFEE (unit coffee group)	M	H	0-L

Information – meaning information that directly impacts you and your Family, what you need to know regarding the unit and Family readiness, information directly related to why you are at that duty station, and the big D word – Deployment.

Social -- where you can look to meet your personal and social needs; a good place to find friends quickly when you are new to the unit. Socializing might continue outside the organization.

Fundraising -- for the activities and events conducted by these organizations

L=Low, M=Medium, H=High -- The above matrix is an estimate of the intensity these various groups operate at, in keeping their purpose in alignment with the three above categories.

COMPARE the following points regarding the matrix. (This matrix was made with an installation based FRG in mind, with many members living on or near enough to the installation to attend meetings. vFRGs, and some ARNG and RC FRGs have less of the following dynamics.) While some points are obvious, this comparison is to encourage discussion regarding the purpose and dynamics of these groups.

You don't go to a PO to get information regarding your Family decisions even if you learn about your wider community. Don't be surprised if you are asked to help fundraise when participating with a PO. You might make some good friends there, but it might take a little longer than within a unit coffee group.

You can make friends within the FRG, while remembering that its primary purpose is for Family information, unit communication. Some sub-groups within the FRG could bond much more closely, especially during a crisis or during an emotional situation, but do not expect the FRG to have the same atmosphere as a coffee group. You won't have to worry so much about fundraising now, within the FRG, because of the new regulations. You can repeat information, give reminders, regarding unit Family activities at a coffee, but do not make decisions or try to exert influence regarding FRG activities. That is done at a steering committee, and/or FRG meeting, so everyone in the unit FRG have a chance to participate, directly, or through representatives. Keep the coffee group social, just for fun. The FRG can have fun activities also, but usually does something, even an educational game, quiz, or brief mention, regarding Family readiness at meetings. This is always something that reinforces that it is in their best interest to get FRG information. Further comparison to see the differences of the three types of organizations in the matrix follows;

1. Regulating Authority

PO - AR 210-22 (22 October 2001). Many of these groups often have non-profit status (501-c categories) by the federal IRS (Internal Revenue Service); however a PO may be approved to operate on an installation without 501-c tax exempt status. Employment Identification Number (EIN) comes first, non-profit status second, in order of requests when getting established. Officially approved by federal, state government, it is not an official command organization (military required). Follow local/ state regulations regarding taxes for selling and re-sale of items. Often pay state sales tax. Installation connected PO's overseas in host countries, abide by SOFA (Status of Forces Agreements) guidelines with host country. Optional if installation commander approves PO to operate on installation, installation commander does not participate in PO operations, business. Existence of group could continue off the installation. PO does usually have an elected President and Board that is responsible for business for the group. Often raise money for charity to help others outside their group, (fundraising among the general public besides among group membership) and thus have 2 bank

accounts, one for internal operations, and one for charity. No annual income cap of \$5000, however there are still guidelines on account amounts. (DOD 5500.7-R and AR 600-29) Has constitution, by-laws, or articles of incorporation approved by vote of group. PO volunteers work mostly with the garrison commander, his/her deputy, or the DMWR (Director of Morale, Welfare, Recreation) even though the installation commander has overall responsibility. It can be chapters of larger national organizations, besides locally specific.

FRG - AR 608-1, Appendix J (19 September 2007). Is not a non-profit organization and needs just an EIN number. No taxes, follows Army regulations. Existence of FRG is not optional, is an official command organization, unit commander has to have organized one. It is an extension of the unit mission, and thus can not exist off the installation, only exists because the unit exists. Commander participates and is responsible for FRG business. No Board, does not raise money for charity or take on projects helping others outside of their group, can only raise small funds among group membership, for members use only, 1 bank account, annual income cap of \$10,000. No constitution, by-laws voted on by group. Just needs a written SOP, volunteer descriptions, agreements prepared by unit commander. FRG volunteers work with unit commander.

Coffee – Optional, not an official organization, no regulations, organizational guidance. Is a continuance of a tradition from earlier times to provide social cohesion, and support for the unit. Group exists only if commander's spouse and group membership wants it. No Bank Account. Commander's spouse is leader or asks for another volunteer to lead. No constitution. No fundraising, no decisions made regarding unit Family issues or FRG business activities.

2. Purpose

PO – to make the installation and military community better. Has a special activity interest (thrift shop, spouse's club, chess club, scouts, education, etc.) and fosters social goodwill.

FRG – to make a specific unit better. The activity interest is Family readiness, information distribution. Social cohesion can develop.

Coffee – Socialization for a specific membership from unit. Strictly social, association usually only because of marriage to a Soldier in unit.

3. Leadership

PO – democratically elected President, and Board. Accountability is with this Board as elected representatives of the group. No specific training required by army.

FRG – Unit Commander and his/her appointed FRG leader. Not a democratic group but has to feel like one!!! Can't vote out the FRG leader. FRG training required.

Coffee – Commander’s spouse, or an asked volunteer, not appointed. Not democratic since its existence is up to senior leadership, but decisions made by consensus. No training.

4. Accountability/Legal Counsel

PO – the Board has private legal counsel. The PO is responsible for payment to this private counsel. If there is a problem it is between the army installation and the PO. PO private lawyer vs. the military SJA (Staff Judge Advocate) can also be called JAG- (military lawyer). PO has to have own, private insurance, no government protection for business conducted on post, group members protected by PO insurance, and liable for PO activities.

FRG – the unit commander. The unit military lawyer (SJA) is the FRG lawyer. Does not need insurance. FRG volunteers are covered by the federal government, FTCA (Federal Trade Commission Act), and worker’s compensation for most claims BECAUSE they are working on ‘official businesses for FRG Family readiness. Official business does not include fundraising outside of the group membership, which is why FRGs was removed from that. Commander liable for FRG business, activity.

Coffee -None officially. Any problems would be a civil suit between two individuals, using own personal insurance, private lawyers.

5. Participants

PO – Voluntary, from the wider military community, often only limit is military ID card possession. Usually open to those from all army components (branches within the army), and often other military branches, (the other services outside of the army) all status (active, retired, reserve, guard, DOD (Department of Defense) civilians) sometimes involved.

FRG - Voluntary, those designated by Soldiers of unit, can be non military ID card holders, including girlfriends, fiancées, significant others, neighbors, besides immediate and extended Family Members. Unit Soldiers participate in FRG social activities voluntarily. Inclusive in nature.

Coffee – Voluntary, is because of marriage status, thus spouses of Soldiers of unit. Limiting criteria set by commander’s spouse. CSM spouse (Command Sergeant Major) or senior NCO spouse of unit can be consulted on composition of group or groups if more than one in unit is organized. Example-officer spouses and THE senior NCO spouse, officer spouses and senior level NCO spouses, officer spouses and all NCO spouses, just NCO spouses, NCO spouses and junior enlisted spouses. Girlfriends, fiancées, significant others participation, are decision of commander’s spouse. Likewise, decision is with senior NCO spouse if she/he has own coffee group. The coffee group is exclusive in nature because of spouse marriage status, and/or rank of the spouse’s military member.

6. Use of Government Resources

PO - No. No official assistance. However, use of government buildings is installation specific, and most installations want these groups to continue their good work and can find ways to let them operate on the installation. Other equipment, resources are from the PO. Fundraising is done at own expense.

FRG – Yes. Official assistance. FRG regulations explain all. Just cannot use unit APF funds for strictly social activities. Before recent FRG reg. change, government resources could be used for FRG official business, but not for fundraising activities, and the two would often get combined. Installation support is also available. No fundraising except small activity among group membership, at specific locations.

Coffee – No. No official assistance. Use of private homes, private equipment, private money if need be. A small 'group' pot of money can exist from small 'opportunities' at meetings for a special group gift, but is always a minimal amount, kept by a group designated individual, who has no protection regarding funds theft.

7. Fundraising, Gift Solicitation

PO – Yes, use PO resources, done at PO expense. Can do internal (among group membership) to cover operating expenses. Can do external (general public, outside of group membership) at fundraisers located installation wide if approved by installation, and other public places. Gifts for group members bought by PO. May solicit for gifts and/or donations.

FRG - No, except for internal fundraising among group membership, at unit specific locations. See FRG Regulations regarding use of FRG money (informal funds) for gifts, and what can and cannot be bought with unit APF money (appropriated funds). Cannot solicit for gifts, and large donations presented to FRG are turned over to the Installation Supplemental Fund.

Coffee – No. Group members buy their own gift if they want one.

Because these groups have varying purpose, membership, leadership, legal accountability, and fundraising limitations, their activity and group dynamics are going to differ. The FRG can humorously be called a 'cat-dog' organization because the membership sometimes either wants to start acting like a PO, or wants the instant warmth, closer friendship of the coffee group. It cannot be a PO because of legal guidelines. It will not initially be as close as a coffee group because of the differing membership criteria, and its larger size. It is the dominant group to focus on for senior spouses in the unit, particularly a commander's spouse.

Notes for discussion regarding Coffee Groups, to better understand FRGs.

Coffee groups have been in existence longer, and their scope of activity began to enlarge with the advent of the volunteer army (History of FRG, pg.____.) Because they were usually comprised of officer spouses, they encompassed only one portion of unit families. Many then expanded membership to senior NCO spouses, but still did not encompass junior enlisted spouses, whose need for unit information was not being met. With the;

1. Increase of married junior Soldiers (one time reached 60%, low 50's now).
2. The questioning in the 1970's by the IRS as coffee groups got into more fundraising.
3. The changing structure of the army and downsizing.
4. Social changes of the late 1960's.
5. Educational parity developing between all spouses, demographics
6. The changing nature of Family structure, (single parent Soldier, dual military, combined families, more accepted co-habitation, parents, guardians of Soldiers) and the concept of what constituted military Family support.

FRGs were created. They received more attention after Desert Storm and the Gulf War. The more recent increased mobilization of ARNG and RC groups, and Operations OEF and OIF (Operation Enduring Freedom and Operation Iraqi Freedom after 9/11/01) increased the demand for functioning FRGs.

FRGs institutionalized what had traditionally gone on in informal coffee groups, and provided the officially approved arena for fraternization of all spouses, and others, of Soldiers in the unit.

Family Members had to have a way to meet to solve problems, especially during deployments, without worry or interference from some non-supportive active military members. FRGs were to be inclusive and educational, and not let the junior enlisted spouses feel non-connected when it came to unit cohesion. FRGs were to provide improvement to the unit, just as PO's gave, each in different ways, improvement to the larger military community. They were not to duplicate POs or coffee groups, even though portions of the membership of all three mixed. The concept of Family readiness became wider and more regarded compared to earlier times.

The difficulty came with fundraising and membership criteria. The Army mandated that a commander organize a unit FRG, and then did not allow use of unit funds towards it. Some resource support was allowed, but there were always areas that got murky in action. As more FRGs expanded (more external than internal) their fundraising, they were pushed to create auxiliary POs. The same people, not democratically elected, running the FRG were then to run a PO with different legal accountability. With the emphasis on building, maintaining and fundraising for FRGs, many coffee groups were less active, and many disbanded. However, more recently, some spouses missed an informal, small, strictly social forum to link up with.

Coffee groups cannot be inclusive of all Family Members, and/or all spouses, in the unit because of sheer numbers, and that is not their purpose. They were/are peer groups. The FRG is the entire unit inclusive organization. In the recent past, when there was an active, mostly officer spouse, coffee group going, there was sometimes an undercurrent of resistance among some of the officer spouses towards the planning of multiple FRG events, while dynamic NCO spouses not participating in a coffee group were pushing for more. The coffee group membership question is solved by good communication between the commander's spouse and CSM's spouse. If there are no Commander's and CSM's spouses, other volunteer leaders could fill these roles with approval from both commanders. The Commander and CSM spouse need to work as a team, and be open with each other on how each envisions a coffee group.

Many spouses learn that giving 'double duty' time wise comes with the territory of being a participating senior leader spouse. It is not elitist for a commander's spouse to lead a small coffee group, or the CSM spouse to have a separate coffee group, if desired. Or both can co-lead an officer and NCO coffee group, which is becoming more prevalent. Sub-groups can exist without undermining the FRG. They defeat their purpose if they try to be too large.

FRGs are the primary unit based, Family member, group now. For senior leader spouses, attention goes there first; coffee groups are secondary, without meaning that they should be disbanded. All unit spouses are encouraged, and will hopefully participate in the FRG somehow, if only to be open to information. Some sub groups of dispersed FRG families become coffee groups using zip codes as the organizing factor. Some military members make up their own informal support systems (not-unit specific FRG) with other military members, not just army, in their community. And then there are unit Family Members that do not want to belong to any group, and want little to do with other Family Members in the unit. The above discussion regarding multiple group membership is very optimistic, for in some cases, it takes great persuasion just to contact some members, much less get them to attend meetings. Modern life places many demands on people's time, even more so, military spouses. High attendance at Family member meetings can be a challenge. Childcare is always an issue. The question of providing food usually has to be dealt with.

Whether no food, minimal snack, potluck meal, solicited food from restaurant, bought with unit funds, or privately hosted, military spouses are experts at organizing group events, no matter what kind of group!

As a senior spouse of a more traditional Army unit, while living on or near an installation, you can find yourself involved in many different organizations and agencies besides your unit FRG ; schools of all levels (whether on the garrison or off) the CDC (Child Development Center), the YS (Youth Services) and Youth Activities programs and sports program, the Red Cross, the Chapel programs, ACS (Army Community Service) programs, the Thrift Shop, Spouses' Clubs, Girl and Boy scout units, other private organizations on the installation, advisory councils of the commissary, post exchange, other MWR entities, etc.

Refer to the above matrix to see if all are fitting within purpose guidelines. Make your own little matrix to help you prioritize your time and to assess how these groups operate. It could help give you 'a big picture' of your place at that current duty assignment and help you keep a balance, avoiding the path to burn out. If you check the membership (organizing principle and criteria), legal accountability, and source of funding for groups, you can participate more effectively, and be more helpful to the group.

History of the Family Readiness Group

It is useful when discussing FRGs to remember why they were created. Army families have been helping each other since the beginning of the American Army. Though issues like frequent moves, deployments and wars are an expectation of our military lifestyle, other crises like medical, financial and emotional problems can be elevated due to the fact that military families are usually distanced from assistance by hometown Family and friends. The quest to help the Army community is one that many have taken to heart throughout the years, but from the start, it has been Army spouses who have recognized the needs, provided the solutions, and pushed for the official support, to care for their extended Soldier Families.

Historically, Army wives and other Family Members have always preserved the needed Army customs of hospitality and support. The tradition of 'taking care of our own' reaches far back, and is part of American military culture since the founding of our country. History tells us that basic supportive Family groups were in progress during the Revolutionary War. During that time, Family Members actually helped support the troops by cooking, nursing, mending and carrying war equipment. They were volunteers but received food rations for their services. During frontier times, families and Soldiers worked side by side while building new communities in often very harsh environments. The custom of the "Pounding Basket" was started by our FRG forerunners; when a new Family moved to post; each of the established homes donated a "pound" of food to help the newcomers start their pantry. In some units today the tradition of the Pounding Basket continues. This tradition of care rose out of necessity. Soldiers were not well-paid in unfamiliar locations. Meeting a colleague and getting local information soon after arrival, was part of getting a good start at a new post, could even be part of survival in these remote, harsh environments. Mrs. George Custer could be considered our first FRG "leaders."

Upon hearing the news of the devastating losses at the defeat of Little Big Horn, Mrs. Custer then went to every wife in the unit [each now a widow] offering comfort and condolences. She too became a widow that day and shared not only their grief but their frustration with the then Army policy, which stated that widows were not eligible for any benefits that would help them rebuild their lives.

In these frontier posts, unofficial welcomes among wives followed official arrivals in a unit. The unit 'coffee group' developed as the social network among wives, and was led by the spouse of the commanding officer, as an informal gathering to support wives and

children, and by extension, Soldiers. While they followed 19th century rules of social etiquette, they eventually included practical projects of support. However, because it was all unofficial tradition, the success of the group depended on the natural, untrained leadership abilities and health of the senior wife. Because of the distance kept between officers and enlisted, these groups for the most part reflected that separation, as units got larger.

Civic activity grew on military posts, and Army wives tried to voluntarily meet the various needs of Soldiers and their Families. Community type, not just spouse, organizations developed. Groups we would now call private organizations developed under the post commander's responsibility. In the past, a post was usually comprised of one unit. That changed as Army structure got more complicated. These community groups were to benefit the military community at large. They were not just unit based, and were separate from the other Family-necessary entities on a post, such as schools, chapels, gymnasiums, and medical facilities. Some of these were part of national chapter organizations such as the Red Cross, or the Boy and Girl Scouts, and some were for a specific activity. Officer Wives and NCO Wives Club (now called Spouses Clubs), even Thrift Shops, grew from informal coffee gatherings into volunteer, private organizations, (POs).

The number, scope of activity, and size of private organizations grew large and various and they are now part of life on all garrisons. Because none of these unit coffee groups or post wide special activity groups (POs) are officially part of the Army, they have to raise their own funds to promote their activities and do their work. Army Community Service (ACS) created after WWII, was the first official Soldier and Family support organization using Army funds, and became the center on many posts to deal with Family issues. (The word 'post' has now changed to garrison and more than one garrison can constitute an installation.) There was little official support for Families until the creation of ACS. During the previous conflicts of WWI, WWII, Korea and Vietnam, some spouses tried to remain 'near the flagpole' of army posts while their Soldiers were serving far away, and often for very long time periods. They formed "Waiting Wives" Clubs to provide support to each other. Many spouses moved back to their hometowns to wait out the war in familiar surroundings. It was assumed by many in the official army that these spouses had parental Family or extended Family situations to return to. However, throughout time, there have been those that could not, or chose not, to 'go home again', and they more easily fell into socio-economic crises conditions.

The reason for the creation of the current entity called the FRG, (Family Readiness Group) can be summed up in two words, Volunteer Army. The Army is part of the society it serves, and the social changes in America in the late 1960's and 1970's influenced change in the Army. These included:

- The change to a volunteer Army after the U.S. experience in Vietnam.
- An increasingly married Army with fewer single Soldiers in barracks.
- The increasing role of women in the Army.
- The concomitant demands for child care support.

- The increase in the number of military spouses working outside the home.
- Civilian male spouses married to female Soldiers.
- The increase in dual military couples.
- The increase of single parent Soldiers.
- Increased confidence in challenging traditions, existing structures and procedures as the 'rebellious' baby boom generation entered the Army.
- The downsizing of the Army with the end of the cold war.
- Continuing relocation problems accompanied by the higher number of dependents.
- The questioning and then re-clarification of fraternization concerns among the ranks.
- Increased focus on equal opportunity and civil rights protection of both military and Family Members.
- More knowledge regarding alcohol and drug abuse, domestic violence, child abuse – and the institution of programs to deal with such conditions that included the role of Family life in treatment.
- The accelerating increase of deployments in the latter part of this 30 year period.

Family issues and policies took on growing importance, and were directly related to the 3 R's – unit recruitment, readiness, and retention. Stable, supportive families began to be regarded as a force multiplier. The FRG is one structure among others that was created in response to all the changes in the military.

When the Army was larger in the past century, mixed military ranks did not socialize as much together because of sheer numbers, and Army fraternization policies. With the advent of the volunteer Army, the number of 'dependents' grew proportionally and simultaneously, as the numbers within the uniformed ranks decreased. In other words, one difference was a change from more single Soldiers (without children and who socialized in their enlisted, NCO, and officer groups), to fewer (in overall number because of downsizing) but increasingly married Soldiers, with more wives wanting to socialize and needing to know about the Army. (The words 'wife' and 'dependent' are used on purpose here).

The percentage of married Soldiers rose dramatically just before the downsizing of the early 1990's (59% in 1993). It has dropped a little, currently 51% (2005), however that is not because there are fewer Soldiers with Family Members; it is because fewer Soldiers with children are getting married. There are more single parent Soldiers. Better pay for all, most importantly among the NCO and enlisted ranks, improved socio-economic factors among the rank structure. This helped to raise and develop more parity regarding the education levels among all spouses. The volunteer Army facilitated the melding of all, from higher and lower income backgrounds, and encouraged the feeling among many military spouses that they had more in common, that they spoke the same language of the military culture. This sensing grew while there was sometimes hesitancy regarding socially mixed activities among the military members. The term 'Family Member' evolved from the older term 'dependent' because conditions of increased self-sufficiency and independence had become the cultural norm, as

opposed to a word that implied dependency or perceived helplessness. The creation of the Army Family Team Building program (AFTB) came from this new culture. When, before, the description 'Army wife' was the accepted term, the word 'spouse' became the chosen word, in order to acknowledge both genders. Vocabulary changed with the increased focus on Family issues, and the advancements made in the fields of psychology and behavioral sciences.

Even the name for this unit Family organization changed after it was created, from Family Support Group to Family Readiness Group, recognizing that the giving (to Soldiers) and getting (to Family Members) of good support is based on preparation. Sometimes a new wife would ask, "Readiness Group? Ready for what?" and be greeted by a wry smile. Family support structures had to develop if the volunteer Army was to succeed.

In the late 20th century, alongside a growing number of young wives very unfamiliar with the military and suddenly facing the challenges of being a military spouse, there were also a large number of 'familiar' spouses who came from Military Families, offspring of the WWII generation who married back into the military and kept a familiar lifestyle going. The latter group was used to social cohesion, and had a more participatory view of a spouse's role. They pushed for more connection to their husband's unit from their status as self-designated 'insiders' from military childhood, and were experienced voices to the unfamiliar newcomers from the 'outside' civilian sector. Over 50% of those serving in the Army today come from military Families. Influence also came from another group of wives; those whose husbands had served in Vietnam, and had not always been treated in a supportive way by the official Army. Many wanted to make something positive out of their frustrating experience, knew things could be improved regarding treatment of Families, and were not hesitant to speak up with the advent of the volunteer Army. The Army welcomed their input in the first Army Symposiums of the mid 1970's.

The first documented Family Support Group (FSG, the previous name for the FRG) was in the early 1980's. The FSG was the first official Army attempt to focus on the well-being of Families during deployments. Many of the younger spouses moved back home as they still did not feel they had much support while alone with young children. Soon it was not just wives that were considered. The regard for who supports the Soldier and what comprises Family support, expanded. More parents of single Soldiers wanted information. The support needed for children and the role of the military Family as a whole, was increasingly recognized. More single parent Soldiers had a non-Family member as part of their support system, and the existence of girlfriends/boyfriends and close friends as a factor of Soldier support was admitted, despite their lack of legal status or military benefits from the Army. Group support had not been extended to "outside" individuals, such as these friends and parents. Non Family Members and spouses of both enlisted and officers were bound to mix more. There were wives of enlisted Soldiers and officers who did not know how, and some did not want, to be associated with their husband's unit.

Others were not encouraged by their military spouse to know much about their connection to the military. Modern life kept on growing more complex, financially, legally, and medically. Legal documentation for anything administrative became more extensive. While Military Family Members are private citizens, they are also military ID card holders, and the Army is bound, through the Soldier, to them with certain obligations. A vehicle for communication for all these Families was needed.

The Army had to take into account all the above mentioned groups, with their varied interests, amid the changing social conditions. The word 'support' comprises many things and is interactive between the Army, the Soldier, and the Soldier's Family, each supporting the other.

While the Army recognized that it had to do more to support the Soldier's Family, and thus the Soldier, the Soldiers and Families had to have a better way to support each other, and to learn that they needed to support the institution of the Army, if the Soldier and the unit were to function well.

With the creation of the FRG, the Army institutionalized the hospitality traditions that had always been customary in the Army, and had been developed in the informal unit coffee groups. Positive types of activities done by community private organizations, for the overall community, continued. The FRG was to do positive activity that was unit specific. It became a third group, fit in between the other two. Its primary purpose was and is information dispersal, deployment preparation and sustainment, and preparation for times of crisis. Too many Family Members did not know each other. Too many were not welcomed or "fare-welled," too many were not prepared for emergencies, or knew any of the resources available to them. The AFTB program and later Operation Ready materials were developed to provide information and training for FRGs; however FRGs were created before AFTB. The vehicle came first in response to the need, with the hope that group leaders would figure what general information was needed, and how to educate Family Members. The standardized information for the vehicle came second (to supplement unit specific information).

The FRG has also been influenced by trends in feminism. Units in the 1980s had growing numbers of single and married female Soldiers. More military spouses worked full time. Peer pressure, for women to demonstrate their independence and "keep their identity" grew. The Army created a policy forbidding the mention of a spouse's actions in officer evaluation reports. While more women did not want to be identified as 'just a military spouse,' the number of Family Members increased, with their accompanying Family problems. The Army could not assume that there would be a large pool of Army wives any longer to do all the volunteer work. There was a drop in volunteers. The FRG tried to spur interest in volunteering to help the unit in a more tangible way. With AFTB education, it was thought that self-interest for self support during deployments would motivate unit Family Members as much as wanting to help others.

After Operation Desert Storm, the Army realized three important things about Family support:

- ⇒ The Army Family consisted of more than “spouse and children;”
- ⇒ The modern Army Family needed resources and information above and beyond what was provided at the coffee group level, for the coffee group level did not reach all in the unit; and
- ⇒ Army families needed a healthy, officially approved forum for all ranks in the unit to socialize and receive information, without fraternization concerns of military members.

The egalitarian need for how to mix, get information, and solve problems during deployments had to be met. While there had been attempts to organize Family support groups in the 1980's, the result of the lessons learned up to this point was DA 608-47, “A Guide to Establishing Family Support Groups,” which was released in 1993. The point of this document was to define the FSG; Program Management, Group Organization, Roles, Functions and Authorized Support, and Volunteer Leadership. The major focus of the newly established FSG was that it was to be Command-directed. In theory, making the FSG a “Green Suit,” (i.e. military member), responsibility, would take the pressure off of the spouse volunteers, who were getting overextended due to the many duties asked of them during the increasingly frequent deployments. However, because of the high operational tempo, military members were fully engaged in operational requirements and their tendency remained to deemphasize the importance of Family readiness, leaving it to the spouses to sort out and execute the functions of this still new organization.

The FRG regulation (AR 608-1, Appendix J, 19 September 2007) in accordance with Army Command Policy (AR 600-20) has clarified FRG operations and roles. With the FRG now under Army regulation, rather than the previous "guidance," opportunities for confusion have been reduced.

The FRG was created during relative peacetime, and is now being fully tested in a time of prolonged conflict. The challenge of keeping Family Members engaged and supportive of constant training demands, alerts and TDY's (temporary duty away from the home station) in the Army of the 80's has now changed to the challenge of keeping Family Members engaged during long separations, constant deployments and multiple crises. The current change from a forward based Army in overseas locations to a continental based one, also points to the need for active FRGs. With the return of many thousands of overseas troops, and less PCS moves (permanent change of duty station), Family Members will stay longer in one location. The new structure of the modular, expeditionary 21st century army and its BCTs (Brigade Combat Teams) will give stability and aid in the continuity of FRGs. The scale has shifted - deployments up, relocation of families down. Each has accompanying problems that FRGs have to help with. The high rate of activated National Guard (ARNG) and Reserve units (RC) has also pointed to their increased need for functioning FRGs.

The attitude is more serious and the regard higher for FRGs since September 11, 2001. With participation in conflicts in Afghanistan and the Iraq, and the prospect of long term conflict with the Global War on Terror, commitment from all Commands towards the FRGs has been reemphasized as a pre-deployment priority. The recent, newly revised Operation Ready materials, and the new Army Regulations for FRGs show this increased priority.

The FRG faces many new challenges and advantages with; changing demographics, higher off-post populations because of the home-basing of troops from overseas, widening circle of non-traditional Family Members, nature of deployments, simultaneous operations, rising expectations, ever changing methods of electronic communication and the use and misuse of the internet. What developed from social change in the 60s is now fully being put to the test in the early 21st century. The FRG entity will continue to develop and change.

With help from Army resources and outside agencies, the FRG will continue to take care of the Family while the unit is in Garrison, and gone during deployments because of "The Long War" against terrorism and other conflicts. It is a necessary organization for the better health of all – the Soldier, the Family, the unit, the Army. And again with or without this help, Family challenges will be overcome with the same fortitude shown in the FRG's storied history. It will be the Army Spouse who will lead the way.

I had cast my lot with a Soldier, and where he was, was home to me.

Martha Summerhayes
Army wife 1885

Do We Really Need FRGs?

- ***Ratio of immediate Family Members to Soldiers is about 60 to 40.***
- ***Over 50 percent of Soldiers are married, and there are more unmarried Soldiers with children.***
- ***The ratio of children to Soldier-parents is about two to one.***
- ***About 6 percent of Soldier-parents are single.***
- ***Single Soldiers have families somewhere.***
- ***Families help Soldiers make career decisions.***
- ***Finally, the single most important concern of Soldiers is that their families will be taken care of, both during peace and deployments***

CHAPTER 4

Legal Services

In this section, we will cover some basic legal information to inform military family members about personal legal affairs and preventive law. The information here is not legal advice; for that you should consult an attorney. The best place to start is your installation Legal Assistance Office. You can find a legal assistance office near you by using the Legal Assistance Locator at:

<http://legalassistance.law.af.mil/content/locator.php>.

Legal Services References and Information

Military legal information portal and information center:

<http://www.jagcnet.army.mil>

Army administrative publications and forms: <http://www.usapa.army.mil>

Legal services website; legal self-help center; consumer help: Army Knowledge Online/My Legal --- www.us.army.mil (**Must have an account to go through "My Legal"**)

Army Ethics Program: See DOD 5500.7-R, Joint Ethics Regulation

AR 600-20 Army Command Policy

AR 27-10, Chapter 18 - Victim/Witness Program

AR 27-10, Chapter 18, Paragraph 18-10 - Rights of Crime Victim

Fundraising

Legal Resources

Important Branches at the OSJA:

- 1. Legal Assistance**
- 2. Claims**
- 3. Administrative & Civil Law**

3 Branches at the OSJA that you will most commonly be exposed to:

Legal Assistance

Claims

Administrative & Civil Law

Legal Assistance Office

Mission: Provide legal advice to, and prepare legal documents for, qualified individuals

- 1. Soldiers are ready, but are families ready for deployment?**
- 2. Advice on personal matters**
- 3. Conflicts in domestic cases**
- 4. Can't ordinarily represent in court**

Legal Assistance- what does the legal assistance office do?

- 1. Distinguish Legal Assistance client services from other branches of the OSJA office.**
 - Preparation for deployment: wills, POAs
 - Advice on personal matters
 - Explain general conflict policy
 - Limits on LA and representation (will not represent you in civil court proceedings)
- 2. Encourage them in their roles as FRG leaders/members to have soldiers and families use LA while the attorney can still help them- especially in cases involving door to door sales and other consumer transactions, time limits are particularly sensitive. Same is true when summons, warrants, or subpoenas are issued.**

Claims Office

Mission: Process claims against, and sometimes on behalf, of the U.S. Government.

Household Goods Claims

- 1. Strict time limits (70 days pink form; 2 years for claim)**
- 2. Reimbursement theory – not replacement value; a gratuitous payment**
- 3. Required showing; proof of ownership; proof of damage; proof of value and/ or repair**

Claims- what the claims office does, focus on HHG/property damage claims.

1. Stress importance of **timely filing limits**- 70 days for pink form, 2 years for claim itself.
2. **Required showings:** proof of ownership, damage, proof of value/repair. Encourage them as FRG leaders to have a claims office rep come brief/teach, give handouts, especially to new spouses – to increase understanding of the scope and protections of the PCA.

Administrative & Civil Law Branch

Mission: Provide Legal Guidance and Advice to the Command in such areas as contract law, labor law, environmental law, and ethics.

Limitation: Ad & Civ Law provides legal advice to the command, not to private organizations or FRGs.

Understand role of Administrative & Civil Law Branch

Note – Ad & Civ law provides legal advice to the command, not private organizations or FRGs. Semantic distinction- command must approach Ad & Civ law for opinions as necessary. Examples include requests for fundraisers and military event support, which will be staffed through the OSJA office as part of the approval process.

Family Readiness Groups

- 1. Classification of FRGs**
- 2. Fundraising**
- 3. Use of Government resources**
- 4. Liability**

We will now focus our discussion on common legal issues related to FRGs.

Please remember that this discussion will be VERY general and not comprehensive. There will be different local policies, procedures, and regulations at your installation, particularly if you are going overseas. You will need to contact your local Army Community Services office once you arrive at your installation. The information and referral desk there can provide the local contact information for FRG assistance. Ask the outgoing command team, too!

******NOTE******

DIVISIONAL UNITS MAY HAVE MASS FRG PROGRAMS THAT PROVIDE ADDITIONAL SUPPORT TO DEPLOYED UNITS WITHIN THEIR DIVISION. THIS SUPPORT MAY INCLUDE A CIVILIAN FRG EMPLOYEE TO SUPPORT THE UNIT(S). REMEMBER TO COORDINATE EARLY ON TO DETERMINE WHAT ASSETS ARE AVAILABLE TO SUPPORT YOUR EFFORTS.

Classification of FRGs

- FRGs are considered “informal funds” and do not have to apply for Private Organization (PO) status. **See AR 608-1, Appendix J (REGULATION CHANGED FROM DA PAM 608-47)**
- FRGs should not be classified as Pos because they lose eligibility for reimbursement of certain incidental expenses, like child care. (AR 608-1, para J-11)

[Reference: AR 608-1, Appendix J](#)

Classification of FRGs

-classified as an “**informal fund.**” Do NOT want to apply for private organization (PO) status, because that will cause your FRG to lose appropriated fund support.

Informal Funds

- The old \$1,000 cap on an informal fund has been rescinded at the DA level, but what about at the local level?

The cap is now \$10,000 as per AR 608-1 Para J-7

- Informal Funds must follow the rules found in AR 600-20, para. 4-21:

- (1) Expenditures must be consistent with fund's purpose and function.
- (2) One person must be responsible for fund custody, accounting, and documentation.
- (3) Operation of the fund must be consistent with Army values and the Joint Ethics Regulation.

- \$10,000 cap is referred to in AR 608-1, App J, and Para J-7 (e)
- Your local regulation may still impose a limit, important to check.
- You must still follow the rules for informal funds laid out in AR 600-20, App J, (2006), specifically-
 - (1) Expenditures must be **consistent with the fund's purpose**
 - (2) **One person** must be responsible for fund custody, accounting, and documentation.
 - (3) Operation of the fund must be **consistent with Army values and the Joint Ethics Regulation** (which we will discuss in more detail in a moment).
- **remember, appearances frequently govern in this area!**

Fund Raising

- **FRGs are not established for fund raising, because that is not an official purpose of an FRG.**
- **FRG may raise money for activities through fund raising events approved by the appropriate local authority.**
- **Fund raising on and off-post is heavily regulated, make sure you check your local regulations and policy letters!**
- **External* Fund-Raising – FRG has no authority to engage in external fund raising on or off-post (AR 608-1, Para J-8)**

Ref. AR 608-1, Para J-7(d)

FRG fund raising is subject to significant restrictions both on and off post, including bars to solicitation of commercial sponsorship. It is vitally important to check your local ACS and MWR offices, **and seek legal review** before conducting fundraising activities.

DO NOT fund raise to sponsor activities or programs that other agencies already provide such as loan closets, emergency loans, etc.

"External" Fund-Raising means raising funds from personnel outside of the unit.

Specific Resources

- **Government facilities**- yes, as available.
- **Money**- funds authorized for travel and training costs, child care, as well as awards, banquets, and mementos for volunteers.
- **Military Vehicles**- No tactical vehicles!
- **Newsletters**- Yes, if official and approved by the commander, 1 color ink, no more than 16 pages.
- **Official Mail**- Only for official, mission-related purposes.

Ref. AR 608-1, Para J-3(Resources)

- 1. Government facilities:** “FSG volunteers may use government facilities to include dedicated office space or desk drawers, equipment, supplies, and telephones needed to accomplish their assigned duties. Some installations have chosen to establish FSG resource centers with computers, copiers, filing space and meeting areas to encourage sharing among FRGs.”
- 2. Money:** There are appropriated funds (APFs) and non-appropriated funds (NAF) authorized for a variety of purposes, including training and travel costs, reimbursement of incidental expenses (childcare, telephone), and awards, banquets, and/or mementos for volunteer recognition programs. These funds may or may not be AVAILABLE, however, at your unit or installation. Check with your unit and ACS representative. Communications Resources: check your local policies.
- 3. Military Vehicles:** Cannot use tactical vehicles. Controlled by AR 58-1 (changes frequently). Can use other government vehicles when commander determines that (1) use is for official purpose (2) failure to use vehicle would have an adverse effect on soldier morale (3) can be provided without detriment to unit needs. Volunteers can be permitted to drive if they meet certain regulatory requirements.
- 4. Official Mail:** Must be an official, mission-related purpose and approved by the commander. CANNOT be used to support to private organizations, fund raisers, or commercial ventures. What is “official” is discussed in more detail on the next slide

What is Official Information?

- **Commanders should use the following guidelines to determine whether the information is official:**
 - 1. Information is related to unit mission and readiness.**
 - 2. Information is educational (in the broad sense) in nature.**
 - 3. Information is not merely social and personal-promotes unit cohesion and morale.**

Reference: Reference: AR 608-1, Para J-13

What is official?

- (1) Information related to unit mission and readiness, including family readiness.
- (2) Educational in nature, designed to promote self-reliant service members and families.
- (3) Promotes unit cohesion and strengthens esprit within the unit.

PROHIBITED: personal and social information, and information regarding private organizations, fund raisers, and commercial ventures.

****Have class give examples**

If official, then APFs can be used to print and mail the newsletter. The newsletter must state whether it contains official information, unofficial information or both.

AR 608-1, Para 5-3 to 5-8 DISCUSSES TYPES OF VOLUNTEERS AND WHO IS ELIGIBLE FOR COMPENSATION FOR INJURIES INCURRED IN THE LINE OF DUTY.

Personal Liability

- **Volunteers covered by the FTCA and workers' compensation as long as working within scope of official duties.**
- **Recommend written job description for volunteers to prescribe official rules**
- **Fund raising is not an official FRG function!**

If there is an accident or injury while you are performing FRG duties, who is liable?

The answer depends upon the activity you were engaged in- if within the scope of official FSG duties, then the Federal Tort Claims Act **MAY** provide you some protection.

Remember, FRG fundraising is NOT an official function. If there is an accident or injury there, you are not within the scope of official duties and the injured party will not be able to sue the federal government instead of you personally.

Generally, volunteers who may qualify for coverage of incidents in the line of duty are those who are officially entered into the installation's official volunteers program.

Travel

- **General Rule: Military vehicles and aircraft are for Official Use Only.**
- **Spouses may accompany commander spouse when:**
 - Spouse authorized to travel in own right; or
 - There is Space Available and no additional expense to the Government
- **Domicile to duty transportation usually prohibited.**

Ref: AR 58-1, para 2-3(b) and DOD 4500.36-R, para 2-5(g)

General Rule: military vehicles and aircraft are for official use only
Spouse may accompany when:

- (1) **Authorized to travel in own right** - example, Command Team Seminar!
- (2) **SPACE Available if no additional expense to the government.**
Moreover, your presence cannot require the use of a larger vehicle.

(e.g., to the airport). I say “usually” because overseas rules may be different. Not authorized domicile to duty or domicile to TDY due to force protection or transportation asset reasons.

Newest policy: dated 1 September 2005. Special rules for National Capital Region.

Ref. for force protection via air: <http://www.fas.org/sgp/crs/homsec/RS22234.pdf>

Gifts from Outside Sources

General Rule: DOD employees and their spouses may not solicit or accept a gift:

- From a prohibited source; or
- Given because of the employee's official position
- **Prohibited Source**—Those individuals that seek to do business with or obtain official action from the Department of Defense

The **general rule** is fairly simple: DOD employees and their spouses May not solicit or accept a gift from

- (1) A prohibited source, or
- (2) Given because of the employee's official position

Prohibited Source: individual seeking to do business with or obtain Official action from the Department of Defense.

Definitions and exceptions, however, make this area more complicated:

Gifts from Outside Sources- Gift Analysis

1. Is the item a gift?

- Coffee, doughnuts, refreshments
- The “Cheap and Tacky” rule

2. If the item is a gift, does an exception apply?

- Unsolicited gift of \$20 or less; or
- Based upon an outside, personal relationship

3. Even if an exception applies, should it be use?

3 step analysis required when you receive a gift from an outside source:

1. Is the item a gift?

A gift is any item having monetary value. Some things have been determined not to meet this criteria, such as

- coffee, donuts, refreshments: but NOT entire meals
- greeting cards/plaques (cheap and tacky rule)
- anything you pay fair market value for
- widely available consumer discounts or awards

2. If the item is a gift, does an exception apply?

- unsolicited gift of \$20 or less permitted, as long as gift total from any one source does not exceed \$50/year
- based on outside, personal relationship

3. Even if an exception applies, should it be used? Consider the following first:

- potential effect of official position
- Appearance of bribe, frequency of gifts received

IN THIS AREA, APPEARANCE OF A PROBLEM IS A PROBLEM

Gifts Between Employees

General Rules:

- 1. DOD Employee may neither give a gift nor solicit a contribution for a gift for an official superior.**
- 2. DOD Employees may not accept a gift from subordinates.**

Gifts between employees- classic Army example is the farewell gift at the change Of command/ PCS.

Gifts Between Employees- Exceptions

1. Traditional gift- giving occasions

- **Limited to non-monetary gifts up to \$10.**
- **Shared refreshments**
- **Host/hostess gifts**
- **Personal hospitality at residence**

2. Special infrequent occasions

- **Value of gift from any donating group may not exceed \$300.00.**
- **May not solicit voluntary contributions more than \$10.00 from employees (but you can give more if you want!)**
- **No commingling of funds from separate donating**

We know from the general rule that there aren't supposed to be such gifts...but We've all seen them. How? Exceptions apply.

1. Traditional gift-giving occasions: includes holidays and birthdays- permitted:
 - Non-monetary gifts up to \$10
 - Personal hospitality at residence or appropriate hostess gift (hostess gift subject to custom and practice, not the \$10 limit)
 - Food or refreshments shared in an office
2. Special, infrequent occasions: personal significance, such as marriage, illness, or birth/adoption of a child; or terminate the chain of command, such as retirement, resignation or transfer.
 - May solicit voluntary contributions of up to \$10/ person for group gift, and people may freely give more.
 - Cannot exceed \$300 per donating group
 - No commingling of funds from separate donating groups or combining to make on 1Larger gift.
 - Examples: golf clubs, Longaberger basket set

Personal Commercial Solicitations

General Rule: DOD employees may not knowingly solicit or make solicited sales to DOD personnel who are junior in grade, rank or position.

Examples of Exceptions:

- Sale or lease of privately-owned former Residence.
- Sale of personal property not held for business Purposes.
- Off-duty employment in retail business.

Personal Commercial Solicitations:

Cannot make solicited sales to junior personnel in grade, rank, or position.

Exceptions:

Sale or lease of privately owned residence

Sale of personal property not held for business purposes

Off duty employment in a retail business.

The commander should not be selling anything at his unit.

Personal Commercial Solicitations- What about Spouses?

Do not engage in personal commercial solicitations that:

- **Cause actual or perceived partiality or unfairness**
- **Involve the actual or apparent use of rank or position for personal gain**
- **Otherwise undermine discipline, morale or authority**

-Example: Company Commander's Spouse hosts coffee, then brings out items for sale

What about spouses?

Not specifically prohibited, but actual or perceived impact on unit is a bar.

Example: commander's spouse holds coffee as Longaberger party. Problem?

FUNDRAISING

This section will provide an overview on ways to use FRG funds appropriately, and an overview on prohibited fundraising activities. Also, fundraising ideas and things to remember when fundraising are included in this section. Additionally, sample letters and Army regulations regarding fundraising can be found in this section for your reference.

Contents:

Appropriate uses for FRG Funds

- Ideas for Fundraisers
- Prohibited Fundraising Activities
- Obtaining Permission to Have a Fundraiser
- Sample Letter
- Safety at Fundraising Activities
- Things to Remember When Fundraising
- Bake Sale Checklist (Sample)
- After Action Reports
- Army Regulation 600 –29 and Army Regulation 210 – 7
Website references

APPROPRIATE USES OF FRG FUNDS

Expenditure of FRG funds must benefit the entire membership in some way. Appropriate uses include, but are not limited to:

- Special events to foster soldier and family cohesion and morale
- FRG volunteer training
- Meeting refreshments
- Deployment and reunion activities
- Childcare expenses during FRG events
- Postage and operating supplies in support of the FRG
- And authorized expenses approved in advance and in accordance with the spending plan

It is notable that expenditures must benefit the entire membership. However, this does not mean that every member should receive precisely the same benefit as the next. Since FRG members have different circumstances, such as married vs. single, children vs. no children, new vs. experienced, and so on, expenditures on these various groups are necessarily different. The entire FRG benefits, though, due to the positive impact on morale.

FRG FUNDRAISERS

Ideas for Fundraisers

Here are some fundraisers that may be conducted on post; be sure to check the post policies! The first step is to call either JAG (Judge Advocate General) also called the SJA or the Directorate of Personnel and Community Activities (DCA). The DCA title is changing. Please check the new IMA structure.

Some local merchants gladly donate items for fundraisers!

- Bake sales (including fresh-baked and prepackaged products; call Environmental Health & Preventive Medicine to find out their requirements for sale of foods on the installation.)
- Sales of prepared foods (hot dogs, hamburgers, chili, etc.)
- Cook book sales, calendars
- Car washes
- Fun runs/Volksmarches (entry fee, sponsorship of \$\$ per miles)
- Dog washing service, pet sitting, yard work
- Opportunity auctions (donated goods and services)
- Dinner auction (a big hit with the single soldiers; can even be a complete “dinner for 2” or “romantic picnic lunch” – should not contain alcoholic beverages.
- Silent Auction , white elephant, “mystery” package, pie throw, theme baskets
- Commander’s parking space, commander for the day
- Talent show, fashion show
- Concession booth at post events (4th July, sporting events etc.)
- Bazaars, craft sales, “designer”/custom items for your unit/squadron (T-shirts, pens etc.)
- Recycling drives
- Gift wrapping at Christmas
- Piggy Bank (in company area for spare change)
- Fines for missing buttons on uniforms, for not wearing unit pin, etc.
- Games: road rally, bingo, scavenger hunt

Prohibited Fundraising Activities

Be aware of these prohibited fundraising practices, and be sure FRG members are aware of these as well:

- raffles – **illegal in some states without a license (should reword, it is still illegal per DOD 5500-7R to have a raffle. EXCEPTION to this rule is if the coordinator advertises that a contribution is NOT REQUIRED to enter the drawing (DOD 5500-7R).**
- chain letters and pyramid schemes
- door-to-door solicitations

- any activity that is immoral, pornographic, illicit and/or casts a negative light on the Army
- dispensing or acquiring controlled substances
- any activity involving soldiers in uniform
- any activity that competes with AAFES or MWR facilities
- any activity that violates a state or local ordinance
- any activity or product that is dangerous or unduly risky
- fundraising activities conducted without an IRS EIN

Obtaining Permission to Have a Fundraiser

Required permits and training must be obtained before having a fundraiser. The steps involved are:

- Be sure the FRG has its IRS EIN (Employer ID Number – needed to apply for tax exempt status)
- Discuss the proposed fundraiser with the commander (or rear detachment officer) and get approval
- If the fundraiser will be held at a concession or a public area on post, ensure that the proposed site is available on the desired day. To do this, determine who controls fundraisers on the facility. In many cases, the concession also requires permission to have fundraisers on their property. (Depending on the installation's requirements, submit the request letter to DCA several working days prior to the fundraiser. If the event is planned for a weekend or a payday, be sure to reserve the site a few months in advance.)
- Prepare a letter to the appropriate authority requesting permission for the fundraiser. The letter should specify: the unit name; type of event, date, time, and place; use of the funds; POC (must be a spouse, not a soldier); and whether the approval letter should be mailed or will be picked up.
- If planning the event outside a PX or commissary, contact the facility manager beforehand to get permission to occupy the site, or follow the policy established by your installation. Keep in mind that all the above documentation and the trained food handler must be present at the concession site during the entire fundraising event.

Sample Letter:

	Return Address Date
DCA/FMB Attn: _____ P.O. Box XXXX City, State ZIP	
Dear _____,	
The Family Readiness Group of _____ requests approval to conduct a bake sale at the _____ Post Exchange on Tuesday 21 Oct from 0900 to 1200 hours. Funds will be used to help fund our unit's planned FRG picnic at Post Lake. POC is the undersigned, at 555-5555. I will pick up the approval letter when it is ready. Thank You.	
	Sincerely,
	Name FRG Fundraiser Chairperson _____ FRG

Safety at Fundraising Activities

Keep health and safety aspects in mind when conducting a fundraiser. Be sure to give a safety briefing to all participants beforehand. Keep an eye out, especially for children and young spouses. Remember: leaders don't let others and themselves get hurt or sick at FRG events.

Things to Remember When Fundraising

- When conducting a fundraiser, FRGs are soliciting donations and giving goods and services to the donors – not selling them.
- Don't conduct fundraisers without the required authority, permit, and training. Start by talking with the commander or RDO about proposed fundraisers.
- Keep in mind that the Army does not officially endorse off-post fundraisers. The FRG bears sole responsibility for fundraising activities conducted off-post. Persons harmed or injured by those activities may seek legal recourse against those involved. For this reason, it is recommended that food fundraisers off-post

not be held and that great care be taken in keeping foods clean and safe for consumption anywhere they are dispensed.

- When having fundraisers off- post, be sure to check with the city government in advance. They often have permit fees and other requirements.
- Soldiers cannot participate in fundraisers in uniform. Further, they may participate only during off-duty time (in civilian clothing), unless the unit commander has obtained written permission from the post commander for soldiers to help during on-duty time.
- Generally, FRG members should solicit donations for their goods and services. However, a specific minimum donation may be set for bake sales, craft fairs, and car washes.
- If the installation permits it, spouses (not soldiers) may solicit free or discounted food and other products from private businesses off-post and concessions on post to help support FRG activities. However, this must be done as an individual, not as an Army representative.
- Thank you notes to commercial contributors are encouraged, but use FRG letterhead – not the unit’s letterhead.
- Door-to-door solicitation is prohibited on post.
- During periods of drought and announced water use restrictions on post, car wash fundraisers are likely to be prohibited.
- Remember, too, that official FRG newsletters may not contain references to dollar amounts earned from fundraisers.
- Encourage all FRG members to participate in unit fundraisers. It’s good for morale, and besides, when everyone helps with the FRG’s work, it’s fair to share in the benefits.
- No solicitation of prohibited sources
- Military personnel and their spouses may not solicit outside sources because of the military member’s official position
- No official endorsement when fundraising off post

CHAPTER 5

GROUP DYNAMICS AND COMMUNICATION

- Handling group conflict
- Communication techniques
- Handling common situations that leaders usually face
- List of reference books to consider reading

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SPOUSE COMMUNICATION

This section was written with the battalion (BN) level in mind, and the pronoun “you” refers to spouse leadership at that level, most familiarly, the BN CDR’s (Commander) spouse and/or to the BN FRG (Family Readiness Group) Leader. Whether the BN CDR’s spouse or another unit Family Member is appointed to an FRG leadership position, the main points mentioned, regarding good communication, are pertinent to spouse leaders of various groups, especially unit FRG leaders, at all levels.

Good communication is essential in all aspects of a healthy unit. You need to keep an open line of communication with all the spouses in your unit to show that you care and that you want to keep them informed. Information flow is the top priority, and is very critical to the success of the group, especially if a deployment is imminent. (Please read Chapter 6, Deployment.) There will be many challenges as the leader of such a large and diverse group as one at the BN level. Remember that you are there to guide and provide resources to Family Members, not to rescue them. “Resource, not rescue” is a good catch phrase to keep in mind. Keep your sense of humor and try to enjoy this wonderful time.

The spouses’ communications channels closely parallel the military chain of command. You will receive both unit information and military community information from your next higher level (BGD) senior spouse/representative, and this is passed through you to the company/battery/troop FRG leaders/representatives, to be disseminated to all the spouses in those level units. Being a reliable source of good information is important at all levels and builds trust and confidence within the FRG. Information must flow up and down the spouses’ chain, and you facilitate this by keeping your higher level senior spouse/representative informed about activities in your unit and problems that may affect the larger unit.

Communication can be accomplished through personal contact, written and electronic communication and group activities or meetings.

PERSONAL CONTACT

- sponsorship of a newly arriving unit member
- phone calls, e-mails (telephone trees, both unit social and FRG rosters)
- home or hospital visits
- welcomes and farewells to and from the unit
- cards or gifts

NOTE: See Chapter 1 for considerations regarding gifts and to whom in the unit/group, and how, you give them. Consistency, inclusion, and funding are important factors mentioned.

WRITTEN COMMUNICATION (hard copy and electronic)

- company/battalion/brigade newsletters
- e-mails from FRG Leaders, committee, or group members
- dispersion of telephone trees and rosters to group members
- formal welcome letters from the CDR and spouse/representative (not electronic)
- unit activities calendar
- information bulletin boards
- welcome packets (not electronic)
- after action reports

It is important that new spouses feel welcomed and connected to the unit from their beginning association. Providing information helps them get settled and lets those who have been in the unit for a while know you are committed to keeping them informed regardless of their varying degrees of participation. Make the S1 (or equivalent administrator for personnel) of the unit your friend. With the unit CDR's consent, work with that person regarding your being kept up to date on incoming families and new spouses.

GROUP MEETINGS OR ACTIVITIES

- FRG meetings, various committees, social activities, coffee groups
- BN organization day
- BN formal (ball)
- Other units' activities BN leaders might be invited to
- Deployment briefings
- Fundraisers
- Volunteer recognition ceremonies
- BN steering committee meetings

These activities give unit members, spouses, and Families a chance to have fun and to bond with each other. Remember to balance activities (especially FRG) to include single Soldiers, couples, and Families with children.

Helpful Hints

- Carry emergency-type telephone numbers with you so you can have immediate access to them. For example, unit telephone tree, unit duty numbers, and medical resource numbers.
- Ask people to keep you informed to help avoid surprises. When you are surprised, try to figure out a way to keep it from occurring again.
- You don't have to be a walking encyclopedia. If you do not know something, say so, and then get later with the information or guide them to a resource.
- If you can't attend every meeting that you normally plan on, send someone in your place, if appropriate, or ask another attendee ahead of time to get copies of

information and provide you with other notes as needed.

- Overloading people with too much information is not effective communication. When given a lot of information to dispense, prioritize what is most important and relevant for your group. Many loose papers and laundry lists of details will often be ignored. When information is coming from other sources besides your next higher level unit, make clear who or what that source is.
- It is extremely helpful to keep detailed records of major unit activities. It makes it much easier to organize succeeding events.
- Ask the chairperson of the event to write information on who, what, when, where, expenses, problems and frustrations, and recommendations regarding that event.
- Make at least two copies, one for you and one for the next leader spouse/representative. (See Chapter 1, Entering and Leaving a Unit.)

TYPES OF CALLS AND SUGGESTED WAYS OF HANDLING THEM

INFORMATION CALLS: Keep your information current and accurate. Giving outdated information can create many problems. If the information the caller wants is not available to you, say so. Seek out the requested information and appropriate answer from your appropriate unit or next higher level unit source. Maintain a notebook of all resources, announcements, and information relating to Military families in your local community, and unit assistance for FRG Family Members. Your military and civilian committees offer many support services. It is helpful to be familiar with them and gather useful information about these communities outside of your unit.

SOCIAL CALLS: You should limit the length of this type call. Everyone needs someone to talk to occasionally. Loneliness is something all Army spouses face, and talking with someone helps. Be careful with these calls, as you have other obligations that require your time. As a senior spouse, you also need to be careful who you talk to regarding your personal, more private information. (See Chapter 1, Entering and Leaving a Unit.)

PROBLEM CALLS: These are calls that are not in the crisis category and often involve your checking on resources. Record all pertinent information on a worksheet, during a call and afterwards, as you help guide the caller solving the problem. Ensure that you follow up on all calls, even if it is to check that everything is all right.

CRISIS CALLS: The handling of this type call can be a delicate situation. What determines a crisis? Most volunteers are not trained counselors and have to rely on sound judgment. How do you recognize if the crisis is genuine? Listening and answering questions can determine this. Don't give a quick answer, but think about the caller's statements first. Do not try to handle a situation you are not sure of. Do not hesitate to contact the unit command for assistance. Crisis call training is available at most ACS locations as part of Operation Ready, FRG Leader training classes. Three guidelines to help with such calls are:

GROUP DYNAMICS & COMMUNICATION 4

1. Help the caller help her/himself by giving resource alternatives to choose from (i.e. ACS, the Chaplain, and civilian community crisis call hotlines).
2. Be positive.
3. Stay objective but responsive to her/his problem and give calm answers.

Your availability for calls from Families within the unit is important and required in order to have a successful group. Crisis calls are often at inconvenient times of the day and night.

Remaining available will also ensure that you are a visible part of the command; however, you cannot sustain yourself if you are constantly jumping for the phone. Use judgment in how you reserve personal time for yourself, while also responding to those in crisis.

UNNECESSARY CALLS: If you think that a caller is talking just to gossip or seems to be passing on unfounded rumors, remind the caller that you are not interested in inaccurate information or this type of call. State that if the rumor were true, you would have been notified through command channels.

CHRONIC CALLS: Chronic callers may often have underlying problems that may best be helped by referral to professionals. You should use tact and diplomacy with chronic callers.

To avoid burnout, recognize when you are overextending yourself and don't allow people to take advantage of you. Encourage those who call for FRG business or information only to do so during certain hours. Encourage the command to appoint others to assist you with the load if you need help. Identify the helpful people within the command when asking for assistance. Remain alert and consistent and try to always accomplish all you do in a professional manner. Realize that you are not all things to all people. FRG Volunteers are not convenient babysitters, community taxi drivers, financial experts, or miracle workers. However, in times of crisis, these types of services are needed. It is often a matter of circumstance and judgment to know how and how much to do when helping and encouraging others to help and take care of each other.

GIVING AND RECEIVING FEEDBACK

Adapted from Army Family Team Building Senior Spouse Leadership Seminar (FY07)

Another important part of communication is feedback. We give and receive feedback constantly throughout the day without even thinking about it. It is helpful to make us aware of the messages that we are sending and receiving, and how to be effective. There are seven different characteristics of effective feedback.

1. It is *descriptive* rather than *evaluative*. It concerns what is said or done, not why.

It should center on actions and behaviors (As a board member when you did not volunteer to help with that project, it appeared that you did not want to be part of the team) rather than on the intentions and motivations (You are a poor team player). *This is fact based rather than judgmental.*

2. It is *Specific* rather than *general*. It avoids speaking in vague generalities (You are sometimes late) and focuses on specific examples of action or behaviors (You were 10 minutes late for the board meeting). *This is action not attitude, something can be changed.*
3. It focuses on *behaviors* and *actions* rather than *personalities*. When feedback focuses on personality (You are disorganized), it is usually seen as a personal attack. Communicate concerns about behavior (On dates and times you were late submitting your report because you couldn't locate pertinent records), not about the person.
4. It should be directed toward those behaviors or actions that a person *can do something about* ... Commenting on things that cannot be changed is not helpful, is frustrating, and might even be considered personal. (Many people tell me that they don't like your hairstyle).
5. Provide only information that the receiver *can actually use* rather than overload him or her with everything that you would like to say. Concentrating on the most evident, changeable behaviors is more likely to result in a few *positive* changes. A more effective way to provide feedback in many areas is to give it continually, concentrating on one issue at a time. Don't save everything and "dump" it all at once (You are never on time. You always take the easy way out. You haven't started to organize the fundraiser yet.). Managing these small issues successfully generally makes the recipient more receptive to more serious feedback.
6. Good feedback should be *appropriately timed*, provided as close to the occurrence of the behavior or activity as possible. Because we're clearer with our facts and feelings, the recipient is more likely to understand and accept immediate feedback. Although many people may be reflective thinkers, it is still important to do this as soon as possible after the incident have occurred. Don't hold onto feedback to use as "*ammunition*" at a later date unless you are looking to see if there is a pattern. It is much more helpful to mention each occurrence as it occurs.
7. The best feedback is *checked to ensure clear communication*. Active listening skills work well here. The recipient may even be asked to put the feedback into his or her own words to see if the communication was successful. (What do you think we can do about that? How can I help you recover from this? How will you use those hints for the future?)

The following is a suggestion on how you can effectively plan to give feedback.

1. Describe the current behaviors that you want to reinforce (praise) or redirect (criticism) to improve a situation. *What was actually said or done, not personal traits or habits. Be specific, timely and sensitive.*
2. Identify the specific situations where you observed the behaviors. *Be factual and give examples.*
3. Describe the impact and consequences of the current behaviors. *Remember to be precise, objective and supportive.*
4. Identify alternative behaviors and actions for you, the volunteer and others to take away. *Remember to encourage, offer suggestions and be positive.*

Beginning a conversation is sometimes the hardest part about giving or receiving feedback. Here are a few phrases to help initiate positive discussion and foster useful feedback.

Giving Feedback:

- Would you be interested in discussing how...?
- May I share a few thoughts (feelings) with you about...?
- How do you feel about...?
- Do you have any questions (concerns) about...?
- Do you have a few minutes to discuss...?
- Have you considered...?
- Am I making sense about...?

Receiving and/or Asking for Feedback:

- Would you mind letting me know how...?
- May I get your ideas on...?
- Do you think that it would help if...?
- Do you have any particular suggestions regarding...?
- Do you think that this may be because I...?
- How do you feel about...?
- Could you help me understand...?

Sometimes when you give feedback, it is not so much what you say but how you say it. The following is a list of some stimulating phrases and some suffocating phrases:

Stimulating:

I like that!

Keep talking; you're on the right track.

Go ahead...try it...

Keep going...

Why not?

Let's try it.

That's a great idea.

That's the way to go.

That's great! How can we do that?
What else do we need?
Tell me more!
That's an interesting idea.

How can I help you?
This could be fun.
I love challenges!
I am glad that you brought that up.

Suffocating:

The problem with that idea is...
Impossible
We've never done it that way before.
It won't work.
We've tried that before.
Why start anything now?
Let's form a committee...
It's always been this way.

No way will that work here!
It's not a bad idea, BUT...
We have too many projects now.
We're not ready for that yet.
Let's talk about it some other time.
I just know it'll never work now.
Let's be practical.
What's the use? It'll never be approved.

NOTE: Don't use a "stimulating" phrase if you don't mean it, because your genuine enthusiasm and leadership are essential. Insincerity is easily discerned. Likewise, there are many times when some of the suffocating phrases put in a more positive way are necessary. Be aware that almost any stimulating phrase can be made negative with the addition of one word: **BUT**.

Provided below is a list of books that may be helpful to you in both your personal life as well as when you are in a leadership role dealing with group communication and conflict. It includes books that are practical and easy to understand. There are many publications out there as well as information on the internet on these topics. The following are just to get you started.

- ✓ *Coping with Difficult People* By Robert M Bramson
- ✓ *Coping with Difficult People ... in Business and Life* By Robert M. Bramson
- ✓ *Dealing with People You Can't Stand* By Dr. Brinkman & Dr. Kirschner
- ✓ *If I'm in Charge Here Why Is Everybody Laughing?* By David Campbell
- ✓ *Who moved my Cheese?* By Spencer Johnson, MD

HANDLING GROUP AND PERSONAL CONFLICT & CONFLICT RESOLUTION STRATEGIES

You may be asked to lead and/or interact with a group i.e.: Family Readiness Group, coffee group or a community group. This may include situations where interpersonal conflict is present between you and another or among a group. Although unsettling,

conflict is a probability wherever there is human interaction. Today's society is recognizing that ignoring conflict often brings about more problems, thus creating more conflict. Over the years, we as a society have learned a great deal about conflict and how, by applying good problem solving techniques, we are able to not only overcome the conflict, but to also achieve better results. As a leader, your effectiveness depends a great deal upon how you manage personal and organizational conflict.

In any group, conflict is inevitable because people have different viewpoints, different backgrounds, experiences, values and different levels of commitment. Since conflict is natural, the goal of the group or leader should not be to eliminate conflict, but to view it as essentially healthy. It can be healthy if it is handled and resolved constructively. The group is enhanced by exploring differences and new ideas, consequently new learning results. Usually when conflict arises and is dealt with openly, people are energized and more willing to listen to new ideas and other possibilities. Through this process the group begins to trust you as a leader. It shows the group members that you truly care and that you want the group to succeed.

Please remember that conflict can stimulate interest and/or curiosity. It can provide the means for problems to be heard and possibly resolved. It can also increase group cohesiveness and performance and it can help to promote personal growth.

There are several ways of dealing with conflict. As the leader you will need to decide which approach is best to use depending on the situation and/or individual. Above all keep in mind that although you may have a particular preference it may not always be the best choice for all situations. Please keep in mind that there are two parts to conflict, the feelings/emotions and the substance. It is important to maximize the positive aspects of conflict while reducing its harmful effects, thus enhancing the mission's accomplishments.

When conflict occurs, you have a five choice response model. You can **Avoid**, **Accommodate**, **Compete**, **Compromise** or **Collaborate**.

1. **AVOID** – Simply avoid the other person or the issue. **This works if the person is someone you don't associate with very often or the issue is not that important to you.** Maybe you know that the issue will be decided by someone else shortly or is a moot point due to other factors. For example, a wife may be upset at what your husband is asking her husband to do in the unit. You might use avoidance because you recognize it is not your place to address an issue like this. But is she still 'upset'? You can validate her feelings by saying, "You sound frustrated and I'm glad your husband has you to talk to. He may want to speak to his chain of command if he has concerns." Note that validating someone's feelings does not mean that you are directly addressing or fixing the problem!
2. **ACCOMMODATE** – "Keep the peace." **This is effective when the relationship is more important than the conflict.** For example, your husband's Family is coming to the change of command and he wants to take them all out to dinner. You prefer

to avoid the expense and fix dinner at home. You give in. Or, someone wants to bring food to the FRG meeting because you are starting earlier than usual. You don't want to start this as a routine practice in the group, but might say "Although we don't normally have snacks, tonight is an exception as we are starting earlier than usual. It might be a nice treat for a change." (Be sure and let them organize it!)

3. **COMPETE** -- **In this instance a person uses force or authority to end the conflict.** "Because I'm the Mom, that's why!" is a common form of this method. This is especially effective in a crisis situation, such as a trauma in the unit. You may have a great lady in your company call with the idea to begin meals to the Family. You say, "I can understand everyone's desire to help out as soon as possible. Your thoughtfulness is greatly appreciated, but we need to wait until we have further information from the commander or the chaplain in order to respond to the specific needs of the Family. I'll call you as soon as we have more information." There won't be many times in an FRG where competing would be appropriate because you are dealing with volunteers.
4. **COMPROMISE** – **This requires both sides to gain a little and lose a little.** For example, during an FRG meeting the group develops a great idea for the December FRG meeting – making a holiday centerpiece. They estimate the cost at \$20.00 per person. You realize that many people won't participate due to that high cost, so the group decides to do a smaller design for about half the price.
5. **COLLABORATE** -- **Both sides find creative solutions for a win-win situation.** This is more time consuming and not always possible to achieve, but is frequently desirable. For example, your group is planning welcome home activities for Soldiers returning from a deployment. (Full potluck dinner for hungry troops vs. brownies and cupcakes for the troops who want to get home!) Two groups have great ideas, which they feel strongly about. You can suggest that everyone sit down and share their ideas and incorporate them into one great welcome home event. (Perhaps pre-wrapped cold-cut sandwiches and sodas in a lunch sack would work for both sides!)

Your ability to handle conflict has a direct impact on the group's confidence in your leadership skills. Even though it may be more comfortable for your personality or leadership style to adopt a "wait and see" attitude, it may not be what is best for the good of the group.

REMEMBER!

- Confrontation does not need to be ugly. It is simply problem solving!
- Conflict can often be avoided if clear, specific guidelines for behavior and/or performance standards are stated.

- By the same token, establishing, and/or redefining guidelines may resolve conflict. For example, review the group's initial priorities and established goals and then summarize the group achievements to this point.

CONFRONTING AN ANTAGONIST

Choosing to confront an antagonist in a group is frequently a balancing act. The reality is that the adversary plays an important role in the group process. Sometimes this person acts as a 'devil's advocate' and helps or forces the group to look for a better solution or idea. Perhaps this person is actually giving the group the opportunity to clarify its' position. From this perspective, you can learn to appreciate the 'thorn in your side', and even welcome their input.

When the antagonist becomes a liability to the group, it's time to take action. We all need to lament first; "Why me? Why now? How much longer will they be in this group?" Then, objectively look at the situation.

Ask:

- ☞ Is this person fulfilling a role in our group that ends up making us all think and clarify matters, making ourselves more sure of ourselves in the end?
- ☞ Are we able to still function as a productive group and have a good feeling about being together?
- ☞ Can we collectively overlook the difficult person and still operate cohesively?
- ☞ Can we still like them "forgive them for being troublesome?"

VS:

- ☞ Is the group fed up with the attitude/performance of this person?
- ☞ Are we all walking away shaking our heads and venting at home?
- ☞ Is there a lot of talk in the parking lot about the person's behavior?
- ☞ Is it affecting the cohesiveness of the group?
- ☞ Do people avoid or resent getting together if this person is present?
- ☞ Are there instances where feelings are being hurt, or gossip is being spread by or about the adversary?
- ☞ Is it affecting morale?
- ☞ Are they a detriment to the group?
- ☞ Are they a liability?
- ☞ Are they just plain nasty?
- ☞ Are they taking more energy from the group than they are putting into the group?

Evaluate carefully. Then consider your options. Many of us would prefer to adapt a "wait and see' attitude, trusting that the group process can/will redirect the problems and they will be resolved on their own accord. Group dynamics can be a wonderful thing! Members tend to monitor each others' behaviors and reactions, creating a

Code of conduct that is learned and reinforced. This can be the best option, especially when the group is still in the growing/forming stage. However, a word of caution is necessary.

The “peace” you achieve in adopting a “wait and see” attitude must be weighed against the perception and faith your group members have in you as a leader, along with the morale and productivity of the group.

As the leader, your obligation includes maintaining a comfortable environment in which members are able to perform their roles unencumbered by constant discord, unmolested by other group members.

Is it time to confront? Most of us loathe this part, and in fact have spent a lifetime avoiding confrontation. This has led to the misconception that confrontation is always aggressive, always ugly, and only to be used as a last resort. In fact, confronting an issue can be relatively easy, and extremely productive, but like most leadership skills needs to be learned and practiced.

We’ve all met the kind of person who can tell us that we are the lowest amoebae on earth, and we walk away saying ‘thank you’ and feeling wonderful. This is a skill that can be perfected! We’ve also met the confronting type who can hardly open their mouth without being resented - WE CAN AVOID THAT!

A confrontation is the direct expression of one’s view (thoughts and feelings) of the conflict situation and an invitation for the other party to express her or his views of the conflict. Confrontation is simply a process of bringing an unacceptable behavior to someone’s attention so the behavior can be changed.

Determine whether it’s worth it to confront. Consider:

- **The relationship’s nature.** The greater its importance, the more meaningful the confrontation. (Can you gain, lose, or maintain a friend through this? Do you care?)
- **The issues’ nature.** The more significant the issues, the greater the potential benefit from confrontation. (Is this really important? Will it matter in ____ years?)
- **The ability of the other party to act on the issue.** If the anxiety level is high or motivation /ability to change is low, confrontation will likely fail. (Will confronting solve anything? Will it stress one of us out? Will the other person care enough to make a change? Is the other person able to act differently?)

There are specific guidelines that enhance your chance at success when confronting. These guidelines include:

- Establishing contact and rapport.
- Confronting when there is sufficient time to share views about the conflict.
- Confronting in a “neutral” place.
- Identifying the issue in question. Staying specific to the issue. Communicating

- openly and directly your perceptions of, and feelings about, the issues in the conflict.
- Focusing your concerns on the issues and the other party's behavior, not on the other party's character or personality.
- Comprehending as completely as possible the other person's views of, and feelings about, the conflict.
- Valuing disagreement. It gives an opportunity to work through that disagreement.
- Requesting and negotiating changes in behavior rather than demanding them.
- Inviting the other person to confront you about your behavior. Reciprocal confrontations can balance power in the situation and lead to higher quality conflict management efforts.

Don't preach to or interpret for the other person. Share your interpretations while inviting a collaborative approach to improving the situation. Be timely! This can require courage and tact, but it **does not need to be hurtful or ugly**. It is simply problem solving. If you waver over the need to confront, remember that **your intent is to improve group dynamics** – and once the confrontation is over, the group will be able to progress!

Tips for getting started include:

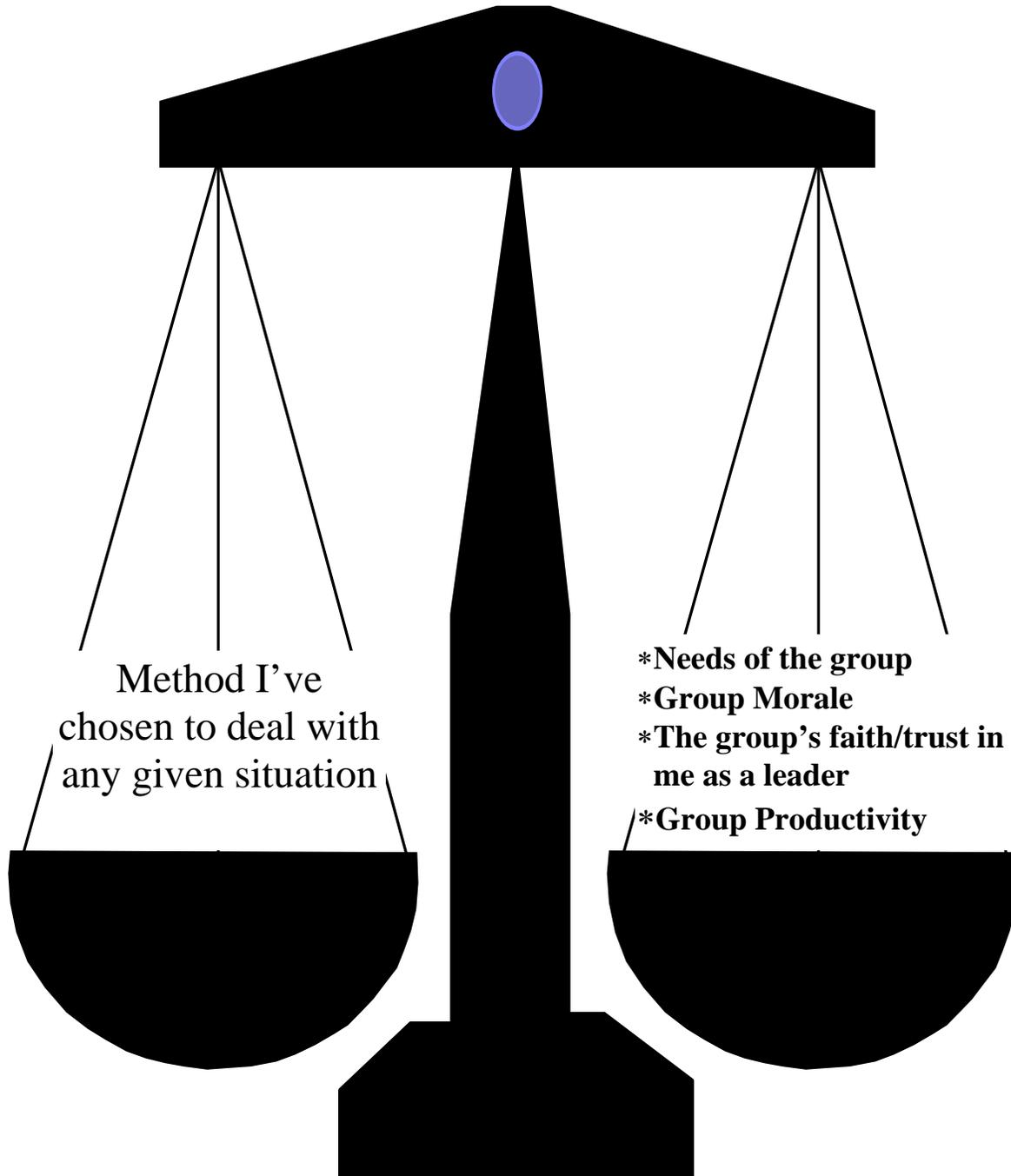
1. Starting that first sentence! This can be the hardest. Try saying:
 - “There's a perception that you're unhappy with... (the way the group is run, the project we're doing) and I'm concerned that the group... (isn't fitting your needs, is being impacted in a negative way.)”
 - “Do we have some fence mending to do? I've noticed (that you take issue with many of my suggestions that you don't seem to support me /group, etc.)”
 - “I've noticed that (in the group) you've appeared (identify the behavior) – i.e. bored, hostile, distracted, angry, disruptive) and I'm concerned about the impact on the group. Am I missing something or am I reading you right?”
 - “I can tell that we disagree on this subject. I believe we can work together and find a solution in which we can both be winners – (when shall we discuss this? Or what do you see as a like solution?)”
 2. Use personal statements or “I” messages. “I am concerned about,” “I am confused by,” “My worry is,” “I am frustrated by” are all personal statements.
 3. Use relationship statements. These are “I” messages about some aspect of the relationship. “I appreciate your consulting with me on . . .” is a relationship statement.
 4. Understand and interpret. Use questions for clarifying and paraphrasing to check understanding before indicating
 5. Provide and invite concrete feedback.
- To **summarize**, confrontation involves:
- Describing behavior and one's reactions to that behavior.
 - Clarifying and exploring issues in the conflict (substantive, relational, procedural).

- The nature and strength of the parties' interests, needs, and concerns.
- Disclosure of relevant feelings.

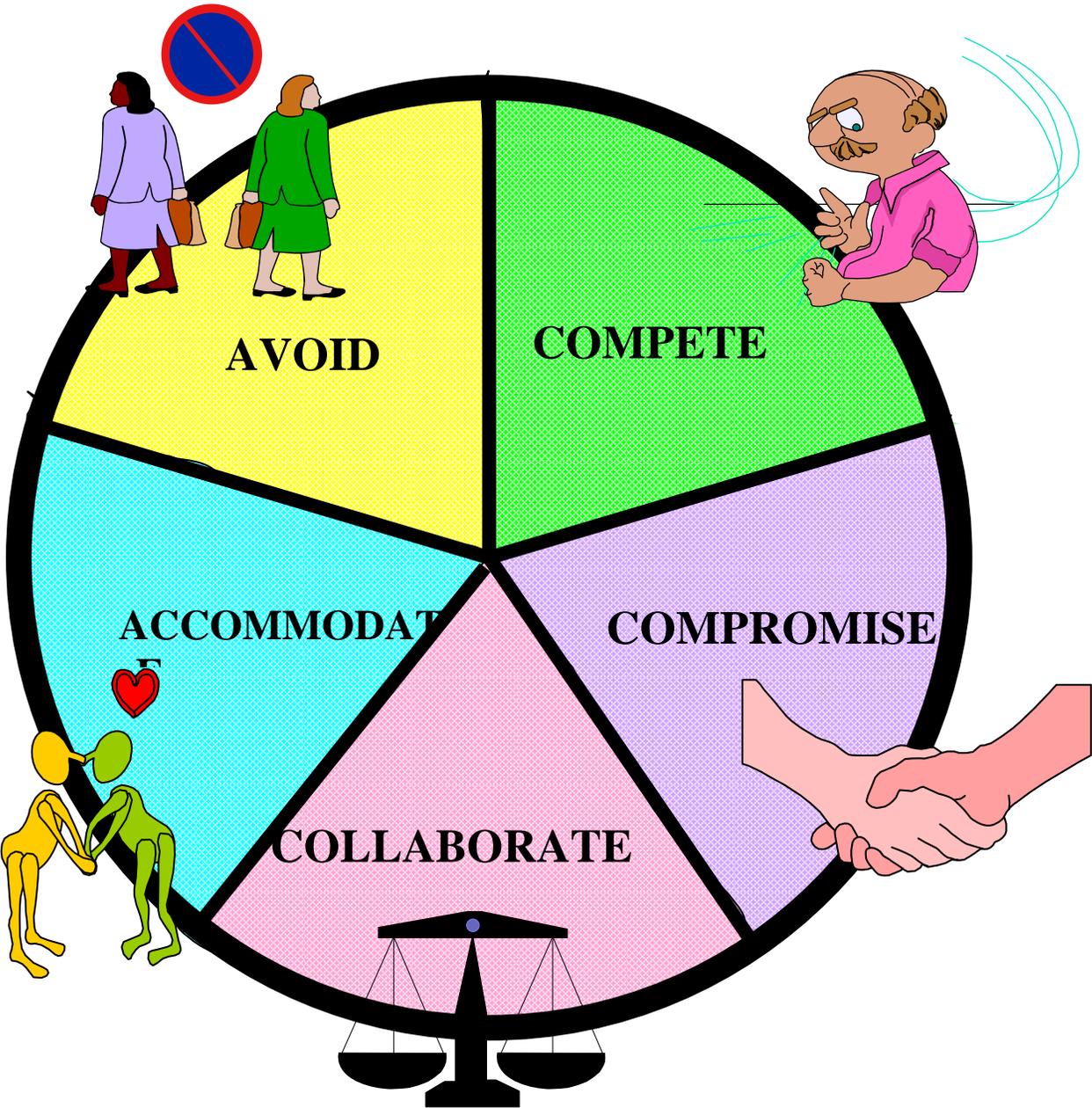
Again, dealing with conflict may not always be easy, but as a leader your obligation includes maintaining a comfortable environment in which members can perform their own roles without constant discord. Clarify the problems and work on one issue at a time – remember to focus on the problem(s) as opposed to the personalities.

When Dealing with Conflict!!!

Weigh Your Options



FIVE CHOICE RESPONSE MODEL



FINAL WORDS OF WISDOM

Being a leader is an important responsibility that can develop suddenly or slowly over time. Many people will look up to you for guidance particularly because of your position as a Senior Spouse. The following suggestions are designed to help you become more comfortable in this position.

1. BE a positive role model. Think of the people you admire and why. Work to emulate.....them – in your own way. A positive attitude is contagious.
2. Be available and approachable. Smile, genuinely and from the heart and maintain warm and friendly eye contact.
3. Prepare yourself for your role as leader. Know your role and responsibilities as well as your limits.
4. Language is important as words can easily be misinterpreted. The tone of your voice especially can be influential. It's not always WHAT you say but HOW you say it.
5. Don't be afraid to say "I don't know" or "I made a mistake" or "I'm sorry".
6. REALLY LISTEN. This is one of the most important skills you can develop.
7. Get to know the people you are working with on a regular basis and share experiences. Encourage others to do the same.
8. Help develop the self-esteem of your co-workers. Be the first to provide positive comments, frequent praise, and most of all, encouragement. Be careful not to award undeserved praise just for the sake of praising; it often has the opposite effect.
9. Encourage commitment by promoting a climate of openness and creative cooperation and showing a genuine interest in the group and its' individuals.
10. Help the group manage rumors. Emphasize the importance of dealing with facts in all situations.
11. Remember that each person or group is unique and that maturity levels within the group will vary. Have patience.

12. Remember, to be there for assistance and advice, to encourage and support independent thinking and new ideas, but let individuals and groups make their own decisions. Be non-judgmental. Your role is to encourage and empower. Keep your sense of humor – it goes a long way! Take your job seriously but be able to take a step back as well. After all, that is how you came to be an “experienced” person yourself!

CHAPTER 6

DEPLOYMENT

- Pre-Deployment
- Samples/Checklists
- During Deployment
- Post Deployment Reunion and Reintegration
- Soldier Family Assistance Centers

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Pre-Deployment

The pronoun "you" and "yours" in the following refers to FRG leadership. Again, the FRG leader is appointed by the Commander. The "you" can be both the Commander's spouse in an advisory role, and the FRG Leader, or it can mean just one person, the Commander's spouse serving as the FRG leader. Apply as you need to fit your unit FRG leadership.

One of your most important duties as an FRG Leader is to ensure that spouses/Family Members are prepared should their Soldier deploy. When Families feel prepared, and supported, there are at least two positive outcomes. In the short-term, Soldiers in theatre (the location and corresponding area where the unit is sent) will be less distracted by Family issues and be able to focus on their mission better. In the long term, Families will have a more positive perception of unit leadership and Soldier retention decisions.

This section is based on the premise that your FRG is well established and already a source of information and communication for unit spouses. It is assumed that you have a functional FRG Steering Committee and any issues with phone rosters, newsletters, and volunteers have been ironed out. If this is not the case in your unit, you must begin with the previous chapter on FRG (Chapter 3) and build from there.

Much of this chapter's information is quoted, verbatim in many cases, from various resources that are already available for your use. By sorting through and reprinting available information in a logical, time-line focused format, we hope to help make your job a bit easier. In addition to those resources listed within their own chapters, check the following for further information:

AR 608-1, Appendix J, *Army Family Readiness Group Operations*

U.S. Army FRG Leader's Handbook

U.S. Army Rear Detachment Commander's Handbook

Army One Source (AOS) available online at: www.myarmylifetoo.com.

Roles and Responsibilities: FRG, RDC, FRSA

How the Rear Detachment Commander (RDC) works with FRGs - A well-seasoned FRG Leader draws on years of experience and can offer advice, samples, and ideas in preparing spouses for deployment, but the RDC is charged with a mission. Published by the FMWRC on 1 August 2006, the Operation READY series (*U.S. Army Rear Detachment Commander's Handbook* and the *U.S. Army FRG Leader's Handbook*) clearly define roles and responsibilities of the Rear Detachment Commander (RDC), the FRG Leader, and the FRG Support Assistant (FRSA). You will note that some of these responsibilities overlap; however you can avoid duplication of efforts, confusion, and save hard feelings by reviewing the differences and then working with your RDC in preparing spouses for deployment. For instance, acknowledging the fact that the RDC serves as the "official" source of information and communication between the deployed

unit and Families, not only makes your job easier, but it also serves to maintain continuity and dispel rumors throughout the deployment.

FRG Leaders - A Battalion RDC oversees and supports all Company FRGs directly and indirectly through Company level RDC and the Battalion FRG steering committee. When there is a Battalion Headquarters FRG (likewise for Brigade levels), the Battalion RDC works with the Battalion FRG leader in the same manner as described below:

Responsibilities of the FRG leader - The FRG leader role is held by a Family Member approved by the unit commander. The responsibilities of the FRG leader are to:

- Support commander's Family readiness goals
- Provide overall leadership of the FRG (which includes planning, running and supervising FRG activities)
- Ensure the FRG's communication systems effectively keep Families informed
- Provide timely, accurate information from command to Families
- Recruit the volunteers needed to conduct required FRG activities as well as those activities requested by command
- Ensure Families are referred to appropriate military and community organizations for needed assistance
- Identify important FRG and Family issues and inform command
- Assist command in maintaining contact information for Families, especially Family Members that leave the area during deployment.

Rear Detachment Commander (RDC) Responsibilities to FRGs:

- Serve as unit commander's representative at home station while unit is deployed
- Handle legal and administrative responsibilities of unit commander for FRG operations (e.g., oversight of FRG's informal fund, approve volunteer agreements for FRG volunteers, develop necessary SOPs, authorize resources)
- Serve as FRG leader's link to unit and ensure FRG leader has access to RDC
- Select FRG leaders, when necessary, and ensure FRG leaders (and volunteers) receive required training
- Coordinate with FRG leader on information to be disseminated to Families
- Support FRGs (e.g., attend FRG meetings and events, maintain roster used for FRG telephone tree, approve content of vFRG postings and FRG newsletters)
- Discuss FRG and Family issues and help FRGs deal with these issues
- Identify appropriate agencies for FRGs to refer Families for assistance and take other actions as needed to help resolve Family issues.
- Plan and notify FRG leader on all unit briefings, welcome home activities, and other unit activities
- Notify Care Team Coordinator and/or FRG leader when a Care Team is needed for a casualty or trauma in a unit
- Be clear about the FRG and Care Team's role in casualty support. FRGs and Care Teams are not involved in casualty notification; they are only involved in Family assistance after notification, if requested.

Responsibilities of the Family Readiness Group Support Assistant (FRSA) - The role of the FRSA is to provide administrative support to both commanders and FRG leaders in support of Family readiness programs and activities. (Note: The FRSA is not to impinge on the role and responsibilities of the FRG leader, but to contribute to the FRG's efforts to assist Families.) This administrative support is particularly helpful in lightening the burden on FRG leaders. The actual tasks performed are dependent upon unit needs, command direction (i.e., RDC during deployment), FRSA's position description, and number of FRGs, but may include:

- Assisting with preparation of unit pre-deployment and reunion activities
- Scheduling/coordinating Family readiness training or unit sponsored training for Soldiers and Families
- Working with RDCs to provide FRG leaders with timely and accurate information
- Helping develop and distribute unit newsletters, announcements, and flyers
- Coordinating video teleconferences between deployed Soldiers and Families
- Maintaining a list of FRG leaders
- Assisting in establishing and updating FRG rosters
- Identifying POCs and obtaining information on community resources
- Providing referrals to community agencies
- Helping FRGs with producing newsletters, flyers, and activity calendars; submission of volunteer forms; scheduling and coordinating FRG meetings and events; arranging guest speakers for FRG meetings or events; and FRG mailings.
- Work collaboratively with ACS to ensure broad range of classes and support are offered to FRG members

Preparing the FRG for Unit Deployment

The purpose of the FRG is to provide social and emotional support and to keep unit Families informed via a structured communication network between command and Families. This support is designed to sustain Families and ease the stress associated with Family separations and deployments.

Impending deployment often draws spouses to FRG meetings who have never attended before. It is advisable to spread the word that **everyone** is welcome at FRG meetings and that it is an information meeting versus a social gathering.

Who is everyone? Whom should you invite to join the FRG? Appendix J of AR 608-1, Army Family Readiness Group Operations, states, "An FRG is a command-sponsored organization of Soldiers, civilian employees, Family Members (immediate and extended) and volunteers belonging to a unit." It is the experience of several of the authors of this Battle Book, that the more Family Members and volunteers you have in your FRG, the better.

Ask the Soldiers who they rely on for encouragement and support. Those brothers, sisters, mothers, and fathers are just as important to single Soldiers as husbands,

wives, and children are to married Soldiers. Additionally, remember caretakers of children of deployed personnel. A Soldier can designate a close neighbor (non-Family relation) as his/her FRG volunteer supporter. Your goal should be one of inclusion. Regardless of where they're located, it is easy to add a fiancé or Mom to your newsletter listing. The recipient will be especially grateful for the information, and the Soldier will have a much better understanding of why FRGs exist in the first place. Although the Army has no legal obligation to fiancé's, neighbors, or other unrelated volunteers, encourage them to volunteer through the ACS. Sometimes not all FRG members are ID cardholders. You have to be cognizant of the "membership" of your particular FRG as there may be members from all the different categories as your FRG prepares for deployment.

Another integral part of your FRG is any Soldier(s) and Family Member(s) who is attached to your unit during deployment. (An attached Soldier or unit is one that the Army temporarily "borrows" from elsewhere to augment yours.) If the attached unit is a National Guard or Reserve unit, be certain to get the FRG Leader's contact information as soon as possible. She will appreciate any help you can offer, and she may need nothing more than an occasional unit update or a copy of your newsletter to pass along to her spouses. We have added a chapter on Army National Guard and Reserve to this book, and it includes updated contact information. Find out if she has a copy or order one for her through the USAWC Military Family Program, <http://www.carlisle.army.mil/usawc/dclm/milfam.htm>. Today we even have units with attached military members from other Services, and they can be very confused about Army FRGs.

Battalion (BN) Family Briefing and Briefing Topics for FRGs

The Army Leaders' Desk Reference (2002, available from Army One Source, provides guidelines (reprinted at the end of this section) for establishing and running this important meeting. You should note that this briefing should be established by the Commander early while the BN is still in Garrison. He/she leads the briefing and establishes ground rules. After the BN deploys from its home station, the RDC steps in to plan briefings. The BN Family Briefing is an important opportunity for the spouses to gain information in addition to what is presented in the Company-level FRGs. Spouses who may not have been as active in the smaller, more personal Company-level gatherings because of shyness or hesitancy are often drawn to the larger BN level briefing.

While the unit command is responsible for this briefing (reserving the meeting space, setting the agenda, directing the content), your participation and positive presence can influence the direction this meeting takes. This briefing can include officially prepared slides, unit specific information, and photos of unit training with familiar Soldiers. Speakers from other agencies of the installation are also helpful. For example, tables can be set up at the back of the room with agency representatives from the Finance, Legal, ACS, Chaplain, and Medical Clinic offices. These agency representatives are then readily available to explain topics such as: finance and combat pay, contributions to the Savings Deposit Program (SDP), accessing bank accounts that are in the name of the military member, general and special Powers of Attorney, Wills, Cycles of

Deployment, and community resources for counseling services, emotional support, and family medical emergencies.

Agenda suggestions for the first few meetings:

- Mission, timeline, maps, living conditions, & background information of deployment area
- Introduction of RDC and FRG leadership
- Financial Readiness - Family finances, budgets and documents
- Family Readiness: Family Care Plans, Family emergencies (“leave forms” for spouses)
- Unit specific information on the casualty notification process
- Legal Assistance
- Housing Information
- Chaplain activities/emotional support/services
- Dealing with the media
- Family security and safety
- What children need to know about deployment and talking to children about deployment
- Community resources
- Helpful Web Sites - provide a list of helpful sites - think “younger generation.”

Additional briefing topics to consider:

- Mail – Soldiers’ downrange address & Free Mail
- POV storage, vehicle registration/renewal
- ACS: Cycle of Deployment
- Rest & Recuperation Policy
- Stop-Loss/Stop Movement (SLSM) & Foreign Service Tour Extension (FSTE)
- POV Insurance – suspend during deployment?
- Foreign Spouses – ensure paperwork remains current throughout deployment, especially if the unit is extended
- New Baby Passports – if overseas, covered under Special Power of Attorney?
- Army Knowledge Online (AKO) accounts for all
- Yellow Ribbon Rooms – gathering room with bulletin boards, computer access

A **Deployment Tips Sheet**, from www.deploymentlink.osd.mil, is copied in the “Samples/Checklists” section of this chapter. It is written with the Soldier in mind, but you can use it to draw specific agenda items for your meetings. Again, spouses will be especially grateful when a representative from each community agency is available at the back of the room after each briefing. Remember that if your unit has a Stop-Loss/Stop Move order (an order in which personnel moves are essentially stopped to ensure the number of personnel in the unit remains constant and at the same level of training), dated actions become troublesome. For instance, ID cards and vehicle registrations may expire before the unit returns.

The Battalion (BN) Steering Committee

Especially during deployment, the single best thing that you can do for yourself and your unit is to follow the adage “Many hands make work light.” Establish a Steering Committee and meet monthly to establish your main line of communication with your key volunteers. A sample roster is included in the “Samples/Checklist” section of this chapter.

Note that key unit leaders, from the Battalion Commander to Company Commanders, are listed as members of the FRG Steering Committee. Invite them, but do not expect all of them to attend each meeting. The BN Steering Committee should be considered your best opportunity to gather your key volunteers each month, and the RDC should present timely, up-to-date information during the deployment. Points to consider when preparing the FRG for the unit’s deployment:

- Co-FRG leaders at Company level work well, but naming a leader and assistant instead works even better. The leader takes ownership and responsibility for the group. Leadership takes its toll though, and she will need an assistant to be in charge while she is away.
- Communication flow and rosters: Who calls whom? A sample FRG Notification Roster is included in the “Samples/Checklist” section of this chapter. Consider that you may have to deal with mass casualties or injuries. Consider that some of the FRG Leaders and/or key callers may depart the area for an extended time (go “home” to other Family) after the military member deploys. Talk about replacement and/or dividing responsibilities.
- Virtual Family Readiness Group (vFRG): The establishment of a vFRG in a hosted web system is especially important for geographically dispersed Family Members during deployment. You can find an example of a vFRG at <http://www.armyfrg.org/>.
- Request that everyone sign up for Army Knowledge Online (AKO) at www.us.Army.mil to communicate via email with their deployed spouses. It is a “sponsored” account, meaning the sponsor will have to approve a Family Member’s account. Of course, it is best to establish an AKO account before the military member deploys. Otherwise, the Rear Detachment may be able to help if the sponsor is already deployed.
- Unit newsletters: Individual Company/unit FRG newsletters go a long way in establishing and maintaining communication and esprit de corps. Battalion or Brigade-wide newsletters help with cohesion by ensuring that higher headquarters’ and community policies and information are also distributed. Issuing emergency numbers to the unit’s spouses on pocket size cards has worked well (a sample is included in the “Samples/Checklist” section of this chapter). You may also want to include the rear detachment, chaplains, or clinic. If you are overseas, consider including phone numbers for the local emergency services and car towing services.
- Consider those spouses who have no car or who do not drive. Some of those spouses may live far away from the military installation. Consider how you will

communicate with these families. Sometimes, when possible, a move closer to the military installation or into military housing is good preparation.

- Prepare for language barriers. There may be spouses who may not speak and/or read English. Ideally, find a reliable volunteer who speaks the language in question to establish a point-of-contact for the military spouse in case of problems or emergencies.
- Rumor control: How will you deal with hearsay and rumors? The RDC is charged with providing timely and accurate information to curtail rumors. With this RDC, decide early on how best to disseminate information.

Tips for Managing Rumors

- Discuss questions/issues that Families have in a timely manner with RDC. This may help to prevent rumors.
- When there are rumors, contact the RDC to discuss the steps that need to be taken. Determine what information the RDC wants the FRG to give to Families.
- Disseminate the information to Families that has been provided by the RDC to the FRG leader. Ensure official information is passed on using multiple communication systems (e.g., FRG telephone tree, email, and vFRG).
- Have the RDC attend and speak at an FRG meeting or event to provide “official” information to Families.
- Notify Families of any information briefings scheduled.
- Bottom line: It is essential that Families get accurate information in a timely manner. This will help to avoid rumors.

Battalion Care Teams and FRG Emergency Volunteers

There has been much confusion regarding the difference between the Battalion Care Team and the list of FRG Emergency Volunteers. A **Battalion Care Team** is a group of specialty trained individuals who are called upon in unit tragedy. The **FRG Emergency Volunteer** list is one used to help Families with situations beyond their control.

The following guidelines are copied from the *U.S. Army FRG Leader's Handbook*. For additional updated information, see Operation Ready Care Team Handbook and Trauma in the Unit.

Battalion Care Teams

The Battalion Commander decides whether to have the Battalion Care Team available for casualty or trauma situations. If he/she chooses to have these teams, then FRG leaders advertise to its members that a cadre of care team volunteers is needed and provide information on the training available to all interested individuals.

Note that some volunteers may be deemed unsuited for the task. Training is conducted by either unit or garrison chaplains, Army Community Service or Reserve Component Family Programs.

Once individuals have completed training, a care team roster is prepared by the care team coordinator and made available to the Battalion Commander, RDC, FRG Leader, and the FRG advisor PRIOR to deployment. In the event of a casualty incident, the chaplain or Casualty Notification Officer (CNO) will ask the Family if they want assistance from a care team. If requested by the Family, the CNO or chaplain will contact the Battalion RDC, who will determine the 3-6 individuals from the roster that will form the "team" sent. The Battalion RDC may seek input from the commander's spouse, Battalion FRG advisor, or care team coordinator in determining the team's make-up and/or role based on the Family's wishes (including the individuals with whom the Family feels comfortable). As a result, care teams can be comprised in different ways and may include any of the following individuals: key spouses from the BDE, BN, and/or Company, or the Company FRG leader; and/or spouses from a Company. The RDC may appoint one individual of the team to serve as the care team leader. The care team reports to the RDC and not the FRG leader.

The Battalion Care Team offers short-term emotional and logistical support to Families of injured and deceased Soldiers and deployed civilian personnel. The care team can also serve as a facilitator to all the well-intended outside support until the Family's own support system begins to work. The support provided and the ways in which the care team assists a Family will depend on the Family's requested needs. The services care teams can provide include:

- call support (e.g., screen calls per Family's wishes, keep phone log of calls to Family, help Family identify whom THE FAMILY needs to contact)
- home care assistance (e.g., arrange for help with laundry, lawn care, pet care or boarding, and other household matters in which Family may need assistance; keep log of cards/flowers sent to Family; stop mail and newspaper while Family on travel to medical facility; reschedule appointments; run errands)
- keep log of questions the Family wants to ask the Casualty Assistance Officer
- meal support
- baby sit or make temporary child care arrangements
- assist visiting Family Members and friends with installation access, lodging and transportation, as needed house sit (or arrange MP/civilian police to check on house) while the Family visits a hospitalized Soldier.

The care team can provide these services themselves or coordinate the services needed (e.g., get individuals to assist with meal support). The team provides only what the Family requests. This short-term care is generally provided for 7 to 14 days. However, support may be provided for a longer period, especially for Families of injured Soldiers.

The length of time the care team serves will depend on the Family's needs and support network. Care teams are also mentioned in Chapter 7, Trauma in the Unit.

FRG Emergency Volunteers

As noted above, the unit should maintain a listing of volunteers to lend a hand in emergency situations. While the FRG is neither a taxi nor babysitting service, in reality and during times of crisis, we sometimes must provide such help in order to care for one another. This list of volunteers is entirely separate from the Battalion Care Team and reports to the FRG Leader. They are called upon as unique situations arise (mom temporarily hospitalized, loss of an extended Family Member, car breaks down leaving a Family stranded miles from home). These situations, while not serious enough to warrant calling on the Battalion Care Team, require a helping hand. This list of volunteers can also provide valuable support to Battalion Care Team members. While Care Team members must be strong and reliable, they, too, may need a hand with a meal or childcare while assisting a Family in crisis.

Pre-Deployment Preparation for Spouses

Beginning with the **FRG Leader's Train-Up/Preparation and Mobilization "Pre-Deployment" Checklist**, there are several samples of checklists at the end of this section. Read through them, copy or cut and paste those that you find useful, and fill in unit-specific information for your spouses.

Pre-Deployment Checklists & FRG Rosters

Rosters must be complete and accurate, including street addresses, cell phones, e-mail addresses. In case of casualty notification, the unit must have strip-maps to all homes. You will find the Family Assistance Information Packet and other worksheets and checklists at the end of this section. Work with the RDC to assemble a dual-purpose Data Sheet for both of you to use. The RDC should ensure that all Soldiers complete the Data Sheet during their Soldier Readiness Processing (SRP) before deployment, and that they maintain the responsibility of ensuring that the information remains accurate.

It is important to identify all Family Members and next of kin as well as to assess Family issues before deployment. This includes knowing child care arrangements and children's schools. Be certain to include deployed civilian personnel, single Soldiers and Soldiers who may have children elsewhere. You must also include Privacy Act information on your checklists and you absolutely must gain permission to include any personal information on your rosters. Notifications have also been made during normal work hours. Knowing where a spouse works is helpful, so that the Notification Team can reach a spouse before the public media does.

Family Care Plans

A Family Care Plan is very important for all Families at all times, but especially during deployment. You will find a sample Red Cross Notification page to be completed by Soldiers. This page provides the necessary information that parents/loved ones will need to send a Red Cross Message from home. Provide these to spouses also so that

their Family Members will have all of the information necessary in case of emergency. Additionally, remind Families to consider/do the following while preparing their Family Care Plans:

- Assign a guardian for your Family in a special Power of Attorney and make sure that the guardian understands his/her responsibilities.
- Contact somebody you trust NOW who will take care of your child if you are gone or become ill, while your spouse is deployed.
- Have a Special Power of Attorney prepared for your designated caregiver, so that he or she will be able to act on your behalf. This is especially important in case this individual needs to seek medical attention for your child.
- Talk to your designated caregiver about emergency situations. He or she should be familiar with the children, know which schools they attend, know if you have pets that require attention, have access to necessary funds he or she might require, etc.

The military sponsor needs to:

- Obtain ID cards and check to make sure ID cards will not expire. Make sure the Soldier's spouse and children are registered in the Defense Enrollment Eligibility Reporting System (DEERS) for medical needs (www.Tricare.OSD.mil).
- Sign up for SGLI or a similar group life insurance, and update all beneficiary information.
- Arrange for housing, food, transportation and emergency needs.
- Prepare a will, and designate a guardian in the will.
- Arrange for necessary travel and escort to transfer Family Members to their guardian.
- Discuss your plans with older children in the Family.
- Think about arrangements for spouse's parents if you provide assistance to them.

Emotional Changes within the Couple Facing Deployment

Communication is an effective way to cope with sadness, anxiety, anger, and frustration. Reminders for spouses:

- **Feelings:** Emotions run high before deployments. Also, do not be surprised to see your military spouse excited about, even looking forward to, deployment. Do not take this as a personal rejection. Military members are trained professionals who recognize that deployments are a part of their job. Do not make your spouse feel guilty for having to leave you.
- **Conflict:** Resolve problems. They may get worse while your spouse is deployed.
- **Money:** This is crucial. Spouses must know how and when to pay their bills, which accounts or loans they have, how to cash checks or use the ATM machine, and how to get the monthly leave and earnings statement (LES). Discuss how the budget will be affected by the deployment.

- My Pay website: Spouses can access the leave and earnings statement (LES) and tax statements through www.dod.mil/dfas. You must have the military member's social security number and PIN. (Remember that because of lack of trust, some Soldiers will not give My Pay access to their spouses. This may cause additional anger and bitter feelings between the husband and wife and jealousy between this spouse and other members of FRG. There is no easy fix – trying to downplay who has access may be your only means of reassuring the spouse in this tough situation.)
- Documents: Know where important papers are such as Power of Attorney (general and specific), passports, car title, insurance papers, bank accounts, marriage or birth certificates. Please see checklists at the end of this chapter.

Preparing Children

This may be the hardest task. Parents dread it, but children must be told, so they will have a chance to prepare for and cope with the deployment. Coordinate early with the Chaplain's Office and ACS to determine which BN Family briefing presentations are appropriate for children. For instance you will need to find alternate activities for children in the audience during a presentation on casualty notification. Additionally, schedule BN Family briefings geared toward children and deployment so that they will have a better understanding of which feelings are "normal." See "Tips for Parents Supporting the Child Whose Military Parent is Deploying," written by the Department of Behavioral Medicine, Brooke Army Medical Center, at the end of this section.

It is important to remember that no two children are alike and that individual responses will depend on multiple factors such as maturity, personality, gender, age, parent-child relationship, coping and communications skills.

The following notes may be helpful to pass along to your Families:

- Planning ahead and discussing the challenges of deployment with the entire Family is helpful. Also, children will often cope with the deployment better if they see other Family Members dealing with deployment in a positive, supportive manner.
- Expect mixed feelings. Depending on the individual child, each may deal with the news of a parent deploying differently. Children may cover up their true feelings. Help them identify their feelings throughout the deployment cycle.
- Allow each child to spend time alone with your deploying spouse.
- Talk to your Family Members about setting goals. Make it positive and exciting but also realistic. For example, children may want to be able to read on their own by the time the deployment is over, or you may want to read some books you always wanted to read. Be careful, though, about adding stress by setting high goals.
- Family schedule/chores must be considered. Talk about how the absence of a parent will affect schedules and how chores will be divided in your home. Be consistent and keep routines.

- It is advisable to let teachers or other adults who interact with your children know that your spouse will deploy.
- Children and Youth Services (CYS) at the installation usually offer youth support groups.

COMMUNITY/ADDITIONAL RESOURCES

ACS usually operates a Family Assistance Center (FAC) in times of large-scale deployment, contingency call-up, or mobilization to provide crisis referral service, problem-solving assistance, legal and military benefits information, or Family assistance by Family Program Coordinators.

Some units, especially at the BN, BDE, or Division (DIV) level, establish Family Readiness Centers (FRCs) or Yellow Ribbon Rooms. These FRCs may be staffed with financial specialist NCOs, chaplains, or other support personnel to assist spouses during deployment. Also, the FRC may provide e-mail, phones, or even video-teleconferencing.

Another resource is the Army One Source available at: www.myarmylifetoo.com.

Preparation for Deployment: Additional Resources

In addition to those resources provided within their own chapter in this book, the following is provided for your information:

Pre-deployment training materials for FRG and unit classes are available through your ACS Center.

Operation R.E.A.D.Y. (Resources for Educating About Deployment and You) and *The Soldier/Family Deployment Survival Handbook* available from Army Community Services (ACS) or www.goacs.go deal with all aspects of deployment and reunion.

The Army FRG Leaders Handbook is the Operation READY training module.

PRE-DEPLOYMENT SAMPLE CHECKLISTS

The following pages provide samples of checklist that you may use or modify to suit your needs.

FRG'S LEADER'S TRAIN-UP/PREPARATION AND MOBILIZATION PRE-DEPLOYMENT CHECKLIST

Reprinted from *U.S. Army FRG Leader's Handbook*

- Introduce yourself (FRG leader) to Soldiers and Families at pre-deployment briefings, FRG meetings, and other opportunities that arise. (Note, if time and space permit, a short FRG meeting can be conducted following a pre-deployment briefing.) These occasions are an opportunity to talk about the FRG and explain the benefits of participation. Keep in mind this is a brief sales presentation. The first impression the FRG leader conveys and what is said will influence whether Families choose to participate or not; so it is important to plan and execute well.
- Disseminate information about Company pre-deployment briefings (including childcare arrangements), mission and schedule information (if allowed), Soldier Readiness Processing (SRP) schedule, and FRG meetings to Soldiers and Families using the phone tree, vFRG web site, and email.
- Ensure Families understand the process of notification in case of casualty or injury.
- Encourage Soldiers and Families to attend pre-deployment briefings, if possible. Provide important information disseminated at pre-deployment briefings to Soldiers and Families.
- Encourage Soldiers and Families to provide contact information for all desired loved ones (i.e., immediate Family, extended Family/relatives, and fiancés/fiancées). This information will be obtained by the RDC, FRG and ACS. Also get information on Families' interest in participating in FRG activities or vFRG. Ask the Soldier to provide a form authorizing Family Members' access (by name and relationship) to the RDC or vFRG system administrator.
- Ensure Family Members know how to access the unit's vFRG web system and MyArmyLifeToo.com for up-to-date information.
- Provide information on how Families can contact Soldiers while deployed, if known.
- Coordinate with PAO to provide information to Soldiers and Families on how to deal with the media.
- Remind spouses to check that they have access to important personal documents (e.g., power of attorney), safe deposit box, car keys, checkbook, etc. and Family care plans if an emergency arises during deployment.

FRG'S LEADER'S TRAIN-UP/PREPARATION AND MOBILIZATION PRE-DEPLOYMENT CHECKLIST (Continued)

- Distribute information on Military One Source and Community Mental Health resources.
- Give all FRG members a pocket guide list of emergency phone numbers on their post including RDC, RDNCO and FRG POC.
- Provide Families with appropriate information and education materials such as:
 - a copy of the *Operation READY Soldier/Family Deployment Handbook* available from ACS and Reserve Component Family Programs
 - a copy of military and civilian community phone directories of important resources
 - Copies of Operation READY children's workbooks for the appropriate ages (also available from ACS and Reserve Component Family Programs).
- Make sure Soldiers are told specifically to add any person (such as fiancée's, significant others, parents, etc.) on their information sheet that they would like the FRG to contact.
- Make sure all FRG members' have an FRG member on emergency pick up on school information for children in case of emergency.
- Advise members to share with school counselors that their spouses are being deployed so that schools may support or at least be aware of home situation.
- Make sure all spouses have AKO accounts.
- Ascertain whether Families have any questions, especially after pre-deployment briefings, and address Family questions as appropriate.
- Conduct social activities to build Family camaraderie.
- Encourage Families who are considering leaving the area to notify the unit and provide the FRG and RDC with new contact information.

101 MI BN FRG Steering Committee

BATTALION FRG LEADER

BN FRG leader name	phone	BN Cdr name	duty phone
Email address		Email address	

ADVISORS

XO or S3 spouse	phone	XO or S3 name	duty phone
Email address		Email address	
CSM spouse	phone	CSM name	duty phone
Email address		Email address	

HHOC

FRG leader name	phone	CO Cdr name	duty phone
Email address		Email address	
FRG assistant name	phone	1SG name	duty phone
Email address		Email address	

A CO

FRG leader name	phone	CO Cdr name	duty phone
Email address		Email address	
FRG assistant name	phone	1SG name	duty phone
Email address		Email address	

B CO

FRG leader name	phone	CO Cdr name	duty phone
Email address		Email address	
FRG assistant name	phone	1SG name	duty phone
Email address		Email address	

C CO

FRG leader name	phone	CO Cdr name	duty phone
Email address		Email address	
FRG assistant name	phone	1SG name	duty phone
Email address		Email address	

D CO

FRG leader name	phone	CO Cdr name	duty phone
Email address		Email address	
FRG assistant name	phone	1SG name	duty phone
Email address		Email address	

BN FRG TREASURER

Treasurer name	phone	email address
----------------	-------	---------------

101 MI BN FRG Steering Committee (continued)

CHAIR, HOSPITALITY COMMITTEE

Name phone email

CHAIR, WELCOME COMMITTEE

Name phone email

FUNDRAISING COORDINATOR

Name phone email

POINTS OF CONTACT COORDINATOR

Name phone email

SPECIAL EVENTS COORDINATOR

Name phone email

VOLUNTEER COORDINATOR

Name phone email

BATTALION CHAPLAIN

Name home phone duty phone cell phone email

BOSS Representative (Better Opportunities for Single Soldiers)

Name duty phone email

REAR DETACHMENT COMMANDER

Name home phone duty phone cell phone email

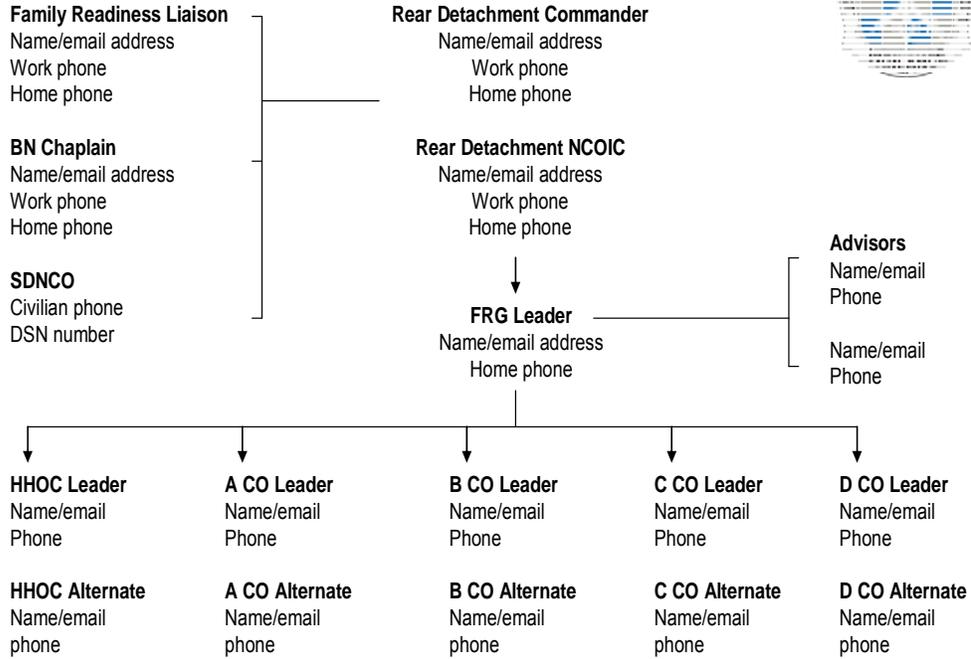
REAR DETACHMENT NCOIC

Name home phone duty phone cell phone email

CARE TEAM COORDINATOR

Name phone email

**101 MILITARY INTELLIGENCE BATTALION
FRG NOTIFICATION ROSTER**



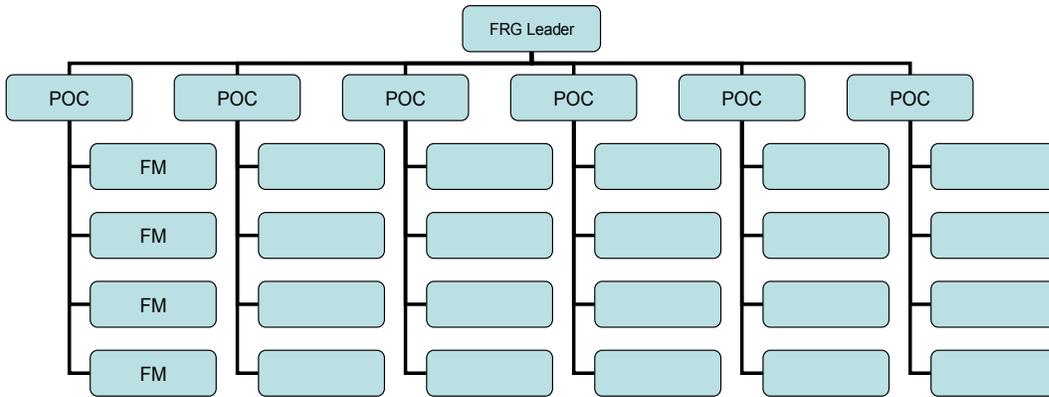
EMERGENCY CONTACT INFORMATION

MP: 114 German Ambulance: 19222
 FIRE: 117 Am Red Cross: 07031-15334
 German Fire: 112 ARC DSN: 431-2334

As of 11 December 2003
 FOR OFFICIAL USE ONLY

Family Readiness Group Phone Tree (Sample)

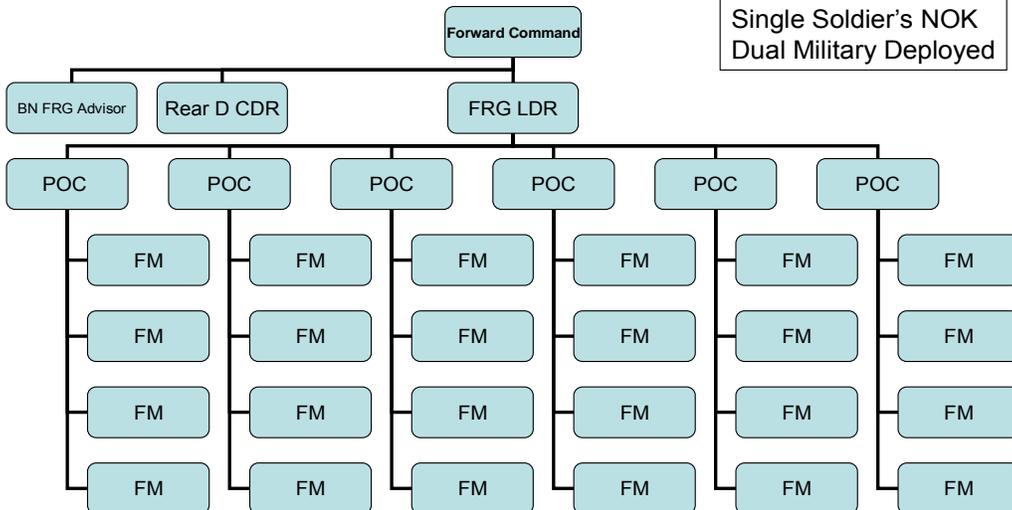
Name
Phone (Home/Cell)
Email



PRIVACY ACT

Key Caller Roster (During Deployment)

Name
Phone (Home/Cell)
Email
Single Soldier's NOK
Dual Military Deployed



PRIVACY ACT

FAMILY BRIEFINGS / PREDEPLOYMENT BRIEFINGS

Reprinted from *U.S. Army Rear Detachment Commander's Handbook*

Pre-deployment briefings for Soldiers and Family Members help equip them to cope with an upcoming separation by acquainting them with unit plans and making available handbooks and information on spouse contacts and post and community resources. The following guidance refers to briefings that will be conducted on the Battalion level when the Battalion deploys as part of a task force. Companies are encouraged to conduct similar briefings when they deploy as smaller elements. These milestones should be kept in mind, as advance planning is important:

<u>Date</u>	<u>Event</u>	<u>Responsibility</u>
Six weeks prior to deployment	Schedule briefing to include facility, Speakers, equipment, Refreshments, childcare	S-1, S-3
Five weeks prior To deployment	send out personal invitations from Battalion commander	S-1
Three weeks prior Deployment	conduct briefing	Battalion commander

The Battalion should publish procedures for the conduct of predeployment briefings, reserve the facility to be used, and ensure adequate equipment is available. The S-1 should schedule briefing presentations, send out invitations, designate an officer in charge (OIC) for the briefing, provide for refreshments, and arrange for childcare. In addition, he/she should ensure that pertinent information is prepared and distributed at the briefing—including information from the American Red Cross (ARC), Army Community Service (ACS), and other Family-helping agencies. The schedule could be similar to the following:

<u>Topic</u>	<u>Presented by</u>	<u>Time</u>
Welcome	Battalion commander	15 min
Personnel issues	Battalion S-1	15 min
Predeployment Information	ACS staff	10 min
Security	Provost Marshal Office	05 min
Break		15 min
Rear Detachment Concerns	RDC	10 min
Financial Assistance	Financial Readiness/CFSNCO	10 min
Religious Support	Unit Chaplain	10 min
Legal Issues	Staff Judge Advocate Ofc	15 min

Other optional briefers may be the Guard or Reserve Family Program Coordinator or key FRG personnel. A Staff Judge Advocate (SJA) officer might make a presentation on Powers of Attorney and wills. Following the formal briefing, Companies may want to hold FRG meetings to elaborate on issues specific to their group.

FAMILY BRIEFINGS / PREDEPLOYMENT BRIEFINGS (Continued)

A great deal of planning must go into a successful briefing, and there is no shortage of good material. The remainder of this section outlines things to be taken into consideration in planning predeployment briefings and areas of concern that might be discussed. There will be more material here than a single briefing can address; the content should be tailored to local needs and might be varied from one deployment to the next. Some topics may have been covered in FRG workshops.

A group planning session for the briefing could include the major installation Family support personnel, Guard or Reserve Family Program coordinator, and representatives of the unit to be supported, such as:

- the unit commander and senior NCO (with FRG leadership, as appropriate);
- an ACS representative; and
- the unit chaplain, TRICARE representative, a representative from the legal office, or other representatives, as appropriate.

Whenever possible, it might be a good idea to have speakers from the civilian community to present ways the spouse can become involved in the larger community. In choosing an appropriate date, consider the deployment needs of the unit. Time selection is a difficult task as many Families have both spouses working. When large numbers are deploying, consider both a daytime and an evening briefing. If only one briefing is decided upon, most likely an evening time would reach the greatest number. The length of the briefing will depend upon choices made in content, but a good rule of thumb is not to exceed two hours. Shown below are some options to be coordinated with deployment-processing agencies.

- Weekday afternoon at approximately 1300. Provide childcare for children who are not in school. Soldiers who attend should leave work (if not in the duty section) at the end of the briefing.
- Weekday morning at approximately 0930 to ensure that children are in school. Release Soldiers from duty to transport Family Members, if needed, and to attend the briefing.
- Weekday evening at approximately 1900 or 1930. Provide childcare.

Location and meeting area are crucial. Ensure that the space available can accommodate the anticipated number of attendees and that there is adequate parking nearby. Consider the briefing an opportunity to develop a sense of “Family” within the unit.

Two types of issues should be covered. Some material should deal with the emotions associated with Family separation, such as stress, communicating feelings, and helping children cope. There should also be information on practical aspects of deployment. This would include a mission statement, standard procedures, readiness checklists, and so on.

DEPLOYMENT TIPS SHEET

www.deploymentlink.osd.mil

ADMINISTRATIVE

Defense Enrollment Eligibility Reporting System (DEERS) - It is the service member's responsibility to verify DEERS enrollment for their Family Members prior to deployment. This will ensure that Family Members can receive medical care while the service member is deployed. To confirm enrollment contact DEERS at 1-800-538-9552.

ID Cards – Service members should check the expiration date of all dependent ID cards prior to deployment. If the cards expire prior to the end of the deployment, you should contact the appropriate personnel office to initiate the paperwork.

Service Record – Check the pages of your service record to ensure that the contact information is correct. An incorrect phone number can delay a response in the case of an emergency.

Vehicle Information – While deployed it is recommended that you make storage arrangements for your vehicle(s). Some installations have long-term storage available. Additionally, you should check your vehicle registration expiration date. If your registration will expire while you are deployed, you should renew your registration prior to deployment or make arrangements for someone with your power of attorney to take care of it for you. Also, some insurance Companies offer reduced rates to Soldiers who are deployed if their vehicle will not be in use. Contact your insurance agency to see if this is an option for you.

FINANCIAL

Bills - Service members are responsible for their household expenses/bills while they are deployed. These expenses could include rent, mortgage payments, car payments, credit cards, etc. Before deploying you should ensure that you have made arrangements for these payments to be taken care of. You may wish to appoint your spouse or Family Member with power of attorney, so that they can handle your finances while you are deployed.

Direct Deposit – (Outdated information – direct deposit is mandatory) Direct deposit is the fastest and most convenient way to receive your pay while you are deployed. By utilizing direct deposit your pay will be automatically credited to your checking or savings account. For more information check with your bank or credit union.

Income Tax – If you will be deployed when your taxes are due, decide in advance how income taxes will be filed and who will do it. You may wish to file for an extension through the Internal Revenue Service by filing [Form 2350: Application for Extension of Time to File U.S. Income Tax Return](#).

DEPLOYMENT TIPS SHEET (Continued)

LEGAL

Power of Attorney - A power of attorney is a legal designation by an individual that grants to another the authority to execute documents in the name of the grantor, as if he or she actually signed the documents. While you are deployed it may be necessary for your spouse, a parent, or another competent person to act for you in your behalf. Before you execute a power of attorney, be sure you understand exactly what you want your attorney-in-fact to do in your place. For example, you may want to limit the duration of the power of attorney to the period of time you expect to be deployed. For assistance in preparing a power of attorney will you should contact the legal office at your installation. See [Legal Resources](#) for more information and referrals.

Service members' Group Life Insurance (SGLI) - Each active duty service member is eligible to be insured under SGLI up to a maximum of \$400,000 in increments of \$50,000. Before deploying you should verify who you have designated as beneficiary on your SGLI and make changes as necessary. An eligible beneficiary can be any person or legal entity designated by the service member. To make any change the [SGLI Election Form \(VA Form SGLV-8286\)](#) must be completed. For more information about Service members' Group Life Insurance, please visit the Department of Veterans Affairs [group life insurance](#) information page.

Will - A will is a legal expression or declaration of an individual's wishes concerning the dispositions of his/her property after death. It is always easier for one's survivors to take care of things if there is a legally executed will. If one dies without leaving a will, personal and real property are distributed by state law, which might not necessarily coincide with the way the individual would have wanted it. For assistance in preparing or updating/changing your will you should contact the legal office at your installation. See [Legal Resources](#) for more information and referrals.

101 MI BN Family Member "Leave" Form

Your Name

Home Address

Home Phone

Home Email

Child(ren) traveling with you? Yes No

Child's Name

Child's Name

Child's Name

Child's Name

Child(ren) left with

Phone _____ Address

Soldier's Name / Rank

Soldier's Unit

LEAVE Address

LEAVE Telephone Number

LEAVE Email Address

STAYING WITH (optional)

(Name of parent, sibling, friend, etc.)

Date of Departure

Date of Return

**3/7 INF FAMILY READINESS GROUP
Communication Log**

NAME:

Phone Number:

Email:

NOTES:

Day: _____ **Date:** _____ **Time:**

_____ **FRG meeting reminder**

_____ **Fundraiser/event reminder**

_____ **Greeting/introduction**

_____ **Other**

Day: _____ **Date:** _____ **Time:**

_____ **FRG meeting reminder**

_____ **Fundraiser/event reminder**

_____ **Greeting/introduction**

_____ **Other**

Day: _____ **Date:** _____ **Time:**

_____ **FRG meeting reminder**

_____ **Fundraiser/event reminder**

_____ **Greeting/introduction**

_____ **Other**

Day: _____ **Date:** _____ **Time:**

_____ **FRG meeting reminder**

_____ **Fundraiser/event reminder**

_____ **Greeting/introduction**

_____ **Other**

Intentionally left blank

Sample WALLET CARD

Copy this page, fill in the information, and provide it for your spouses
in wallet card format or in your monthly newsletter.

a) OFFICE DUTY NUMBERS

HHOC.....
A Company.....
B Company.....
C Company.....
D Company.....
Rear Detachment Commander.....
Rear Detachment Commander Home.....
Battalion Chaplain.....
Chaplain after Duty/Emergency.....
Rear Detachment Chaplain.....
Help Line.....
Battalion Staff Duty NCO.....
Legal Assistance.....
Armed Forces Emergency Service.....
(American Red Cross), 24 hr Toll-Free Number..... 877-272-7337

The Soldier/Family Deployment Survival Handbook

FAMILY PREPAREDNESS CHECKLIST

Reprinted from *Fort Leavenworth Family Assistance Handbook*

Although deployments and separations are never easy on the Family, the hardships involved 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 in your possession certain documents. Military spouses are often required to take over Family matters during the Soldier's absence, therefore, it is important that both of you sit down together to gather the information and documents named in this checklist. You are encouraged to keep originals or copies of all listed documents in a special container that you can find immediately. If you are using a safe deposit box, be sure you check with the bank to see what the regulations are for you to have access to it when your spouse is away.

LOCATION OF CONTAINER: _____

- ◇ Marriage certificate
- ◇ Birth certificates of all Family Members
- ◇ Shot records up to date of all Family Members, including pets
- ◇ Citizenship papers, if any
- ◇ Adoption papers, if any
- ◇ Passports, visas, if any
- ◇ Military ID cards for all Family Members 10 years and older
- ◇ Life insurance policies for Family Members, including name, address, and phone number of insurance companies
- ◇ Power of Attorney drawn up, copies provided
- ◇ Wills for both spouses completed and filed, copies on hand
- ◇ Orders - at least 10 copies of TDY and/or PCS orders
- ◇ Emergency data card updated in Military Personnel Record; copy on hand
- ◇ List of all credit cards and account numbers
- ◇ List of all bonds and stocks
- ◇ Court orders relating to divorce, child support, or child custody (if applicable)
- ◇ Real estate documents. Copies of all documents relating to rent or ownership of land. Documents relating to lease, mortgage, deed, or promissory note
- ◇ Copies of installment contracts and loan papers
- ◇ Death certificates for deceased Family Members
- ◇ Last LES (Leave and Earnings Statement)
- ◇ Discharge papers and other documents related to military service records

FAMILY PREPAREDNESS CHECKLIST (Continued)

- ◇ Allotments updated with correct amount, name, address and account number

- ◇ Social Security numbers for ALL Family Members
- ◇ Inventory of household goods
- ◇ Titles to all automobiles
- ◇ Extra set of keys to house, car mailbox, etc.
- ◇ Next of kin informed of rights, benefits, assistance
- ◇ Family budget and business arranged
- ◇ Emergency services available explained
- ◇ Nature and location of important documents explained
- ◇ Moving of household goods explained
- ◇ Joint checking/savings account arranged. List all account numbers
- ◇ Parents and spouse's parents informed of deployed's address; how to contact Soldier in case of an emergency
- ◇ Location and use of Red Cross explained
- ◇ Location of Army Community Service explained
- ◇ Location of JAG (Legal Assistance) explained
- ◇ Current addresses and telephone numbers of all members of immediate Families of both spouses (include father, mother, brothers, sisters)
- ◇ Personal telephone directory updated; important/emergency telephone numbers available at fingertips
- ◇ All doors and windows have good locks
- ◇ Problem areas with cars, household or appliances identified and resolved

Reprinted from *Fort Leavenworth Family Assistance Handbook*

RED CROSS NOTIFICATION

Dear Family,

If you need to contact me quickly or need my presence at home, you must contact the American Red Cross (ARC) in your local community. 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. The following is information that you should provide the local American Red Cross:

My Full Name: _____

My Social Security Number: _____ - _____ - _____

My Rank: _____ My Branch of Service _____

My Enlistment Date: _____

My Date of Birth: _____
Month Day Year

My Military Unit: _____
Month Day Year

My Mailing Address: _____

Duty Phone: _____

My Residence Address: _____

My Home Telephone Number: _____

In addition, they will request detailed information regarding 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 the case of death or critical illness in the Family, you would want to call me directly, but you must also contact the Red Cross to authorize and expedite travel arrangements.

The Red Cross may be contacted 24 hours a day and there is no charge for this service. Please complete the following now and place this document in a safe place so that it can easily be found in case you need to contact me. This procedure can be used regardless if I am deployed or at my home station.

Local American Red Cross:

24 hour Toll Free Number:

Address:

Signed: _____
(Service Member)

**Soldier: Complete this information and hand/mail it to Family Members.
Spouse/Family Members: Keep this document in a safe place in case of
emergency.**

MAIL RELEASE FORM

Mail Release
(Please Print)

I _____, assigned to

(rank/name)

(unit)

authorize _____ to pick up mail addressed to
me

(spouse's name)

at the unit mail room during the period _____
(first day)

through _____.
(last day)

signature

Instructions for Use of FAMILY ASSISTANCE INFORMATION PACKET

PURPOSE: To ensure that FRGs have the same data on all Soldiers and their Families. This packet will allow us to notify Families, including those who do not live on or near an installation, of the services that are available to them through our FRG networks and the Rear Detachment. Use of this form will be kept confidential within the unit and the FRG leadership.

Use with Active Component Soldiers. This packet is to be filled out by the Soldiers during SRP. A copy of the completed form will be maintained with the FRG and the Rear Detachment. Fill out the information as best as you can. The items you are unsure of may be filled out in pencil. Write legibly so that the information can be easily read and understood.

_____ FAMILY ASSISTANCE INFORMATION PACKET _____

PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC, Section 3012. PRINCIPLE PURPOSE(S): To assist Army Agencies and Commands in their mission of providing care and assistance to Families of Service Members who are required to be away from their home station. ROUTINE USES: (1) To identify specific problems and service needs of Soldiers and their Families. (2) To gather data that will assist in the development of appropriate programs and services. (3) To serve as a record of services provided. MANDATORY OR VOLUNTARY DISCLOSURE AND EFFECT ON INDIVIDUAL NOT PROVIDING INFORMATION: 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 _____

Home address

Email address

Home phone number w/area code

Cell phone

Unit _____

Soldier's religious preference

Local church / Pastor

Marital Status: Single _____ Married _____ Divorced _____

2. EMERGENCY/CASUALTY NOTIFICATION:

In case of emergency notification, would spouse/PNOK require or request the presence of the Chaplain or any clergy? Yes / NO If yes, who

Does your spouse have a "Base Buddy" (friend/neighbor) whom he/she would rely upon for assistance? Yes _____ No _____ Would your spouse want this person contacted in the event of casualty notification? (This person would be contacted after official notification has been completed.) If yes, provide contact information:

Name _____ Telephone

Address

Employment location

Additional information

FAMILY ASSISTANCE INFORMATION PACKET

3. FAMILY INFORMATION:

Spouse's or Family Member name

(person you want general information to be delivered to, could be parent, fiancé, etc.)

Home telephone _____ Cell phone

Spouse or Family Member email

Spouse's place of employment

Spouse's birthday _____ Wedding anniversary

Children: Yes ___ No ___ (List all children / dependents of the Soldier, living with you or not, including those of previous marriages / relationships. Use back of page if necessary.)

Name(s)	Birthdate	Lives with (Name/Location)	School
---------	-----------	----------------------------	--------

4. PRIMARY NEXT OF KIN (PNOK), if other than spouse:

Name _____ Relationship

Address

Home phone w/area code

Email address

Native language spoken by PNOK

Nearest military installation to your PNKO

FAMILY ASSISTANCE INFORMATION PACKET

5. SECONDARY NEXT OF KIN (SNOK):

Name _____ Relationship _____

Address

Home phone w/area code

Native language spoken by SNOK

Nearest military installation to your SNKO

6. EVALUATE FAMILY PROBLEMS/CONCERNS:

Are there Special Needs in your Family? YES _____ NO _____

If Yes, state problem and assistance needed

Financial: What arrangements have been made to provide financial support to spouse/children? Check to bank _____ ATM Card _____ Checkbook _____ Allotment _____ Other, specify:

Housing: Will your Family relocate as a result of this deployment? Yes _____ NO _____

If yes, relocation address:

Phone number w/area code:

If no, are there any concerns about current housing situation? Yes _____ NO _____

If yes, specify

Transportation: Does spouse/PNOK drive? Yes _____ NO _____

Will there transportation be a problem in your absence? Yes _____ NO _____

If yes, specify

MEDICAL: Are there any medical concerns? Pregnancy? Surgery Planned? Yes
__NO__

Due Date / Planned Surgery Dates:

FAMILY DOCUMENTS: Does your spouse/PNOK have the following documents:

ID Cards	Yes / No	Registered in IACS	Yes / NO
Power of Attorney	Yes / NO		
Will	Yes / NO		

FAMILY ASSISTANCE INFORMATION PACKET

Family Care Plan Yes / NO Single parent, Dual-Military couples, or pregnant Soldiers: if yes, does the Family care provider have installation access? Yes / NO

List any pertinent issues not covered above which will have an adverse effect on your deployment:

7. FAMILY READINESS GROUP (FRG) INFORMATION:

Would you like your spouse/Family Member to be contacted by the FRG for current unit news and community information? (This could be a parent, brother, sister, fiancé, etc.)

Yes / NO email address

Would your spouse/Family Member like to volunteer with FRG activities? Yes / No

Specify

8. STRIP MAP - Below, or on the reverse, please draw (or print out a map from an online service, Google, MapQuest, etc.) a strip map to the spouse's/PNOK's residence. Add written instructions as if explaining to a new arrival who is not Familiar with establishments, use landmark references as necessary.

If living on post, provide a location of your building in reference to the streets or other buildings (schools, etc.) noting your stairwell entrance as necessary.

Soldier's Signature

Date

Spouse's Signature

Date

SOLDIER'S CHECKLIST

Automotive:

_____ Proper periodic maintenance up-to-date (oil change, lub, tune-up, fluid levels)

_____ Equipment in good condition (brakes, tires, battery, lights)

_____ Insurance policy adequate

_____ Road service policy (if desired)

_____ Vehicle registration/license (on post and state) and renewal dates current/known

_____ State annual safety inspection current and renewal date known

_____ Driver's license for spouse current and renewal date known

_____ **Spouse has automobile information: warranties/guarantees in effect and from whom; correct tire pressure and how to inflate and check tires; oil to use and how to fill and check dipstick; gasoline to use; where to go for maintenance and repair services; how to get emergency road service; where car keys and spares are located**

_____ Spouse Familiar with bus routes and alternative transportation in case the Family car is out of service

Family:

_____ **Unit has the complete current address and telephone number for your Family, along with the names, addresses, and telephone numbers of one or two relatives, neighbors, or friends who will know where your Family is living**

Make sure spouse has:

_____ Name, address, and telephone number of your landlord or mortgage company

_____ Names, addresses, and telephone numbers for your commander, Army Community Service Center, Guard or Reserve Family Program Coordinator, rear detachment commander, and Family Readiness Group representatives

_____ Current ID cards for each member of your Family (check expiration dates)

_____ Keys (house, car, garage, personal storage company, safety deposit box)

_____ Marriage certificate

_____ Birth certificates

SOLDIER'S CHECKLIST, page 2

- _____ Insurance policies (life, home, automobile)
- _____ Family social security numbers
- _____ Deeds and/or mortgage papers
- _____ School registration papers
- _____ Proof of service documents
- _____ Copies of orders and all endorsements
- _____ Shipping documents and/or household goods inventory
- _____ Court orders for support and custody of legal dependents
- _____ Unit mail card

And if appropriate:

- _____ Naturalization papers
- _____ Divorce decree and separation agreements
- _____ Adoption papers
- _____ Death certificate

Financial:

- _____ Bank or credit union accounts in both names with an "or" rather than an "and" between the names (checking, savings, and any other accounts)
- _____ Spouse has account number, bank books, checkbooks, ATM card
- _____ Spouse has credit cards, bills, information on amounts due, and when and how to report lost cards
- _____ Spouse knows amounts due on loans, monthly payment dates, addresses and phone numbers of loan companies
- _____ Spouse is aware of savings bonds and securities owned, where they are, and how to gain access to them if needed
- _____ Spouse has access to LES or MyPay

SOLDIER'S CHECKLIST, page 3

_____ Spouse is aware of all bills that need to be paid routinely, with address and telephone number for each (rent or mortgage, car payment, telephone, electricity, appliance/furniture payments, water, credit cards, garbage collection, all types of insurance, debt repayment, cable television, dues and subscriptions, and so on)

_____ Spouse has access to copies of state and federal income tax returns for the last five years; the name, address, and telephone number of the person or company who helped you with your return last year, along with information, forms, and tax deductible receipts for the current year

_____ Spouse knows where to go for financial assistance in times of crisis: Army Community Services, Army Emergency Relief, rear detachment commander, Family Assistance Center, Guard or Reserve Family Program Coordinator

Legal:

_____ You and your spouse have current wills to specify how you want your property handled and distributed in the case of the death of either

_____ If needed, spouse has Power of Attorney giving him or her the right to sign your name and do the things you could do if you were actually present; may be specific or general

_____ Spouse has copies of all insurance policies, along with the name and telephone number of your insurance agents

_____ Spouse has information on where to go for legal aid: Legal Assistance Office, rear detachment commander, Family Assistance Center, Guard or Reserve Coordinator

Medical:

_____ Spouse has Family medical cards/knows how to get medical records

_____ Spouse has Family immunization records; shots are up to date

_____ Spouse knows medications/allergies of all Family Members

_____ Prescriptions (medical and optical) are readily available

_____ Rear Detachment Officer/ACS knows of Family Members with special needs, Exceptional Family Member Program, or chronic medical condition

_____ Spouse has phone numbers for medical and dental services: emergency care, outpatient and inpatient medical care, pharmacy, routine or emergency dental care, and health benefits advisor for assistance with TRICARE

SOLDIER'S CHECKLIST, page 4

Security/Safety:

_____ Military or local police crime prevention survey for your quarters has been conducted

_____ Your home or apartment has at least a front door peephole and adequate locks on all doors and windows

_____ Your Family's name is on the Military Police Quarters Checklist

_____ Your smoke detector is working and has a new battery

_____ Fire extinguishers are charged and are in good working condition; Family Members know where they are and how to use them

_____ Your Family is Familiar with alternate exits they can use to leave the home from each room in case of fire or other emergency

_____ Spouse knows how to reach police, MPs, fire department, ambulance, poison information center, chaplains, help line; locate numbers by the telephone

_____ Spouse and older children know how to turn off electricity, water, and gas in case of an emergency

CAR MAINTENANCE CHECKLIST

Reprinted from *Fort Leavenworth Family Assistance Handbook*

The Family car is an important part of Family life. The sudden and unexpected loss of the use of your car can be a real burden, and in some cases could be tragic. During separation, not knowing how to cope with car problems is just one more aggravation while the spouse is away. Please take time to fill in and go over the following information. Discuss what problems may happen to the car and become Familiar with the periodic checks that are a part of routine maintenance.

Family Driver License Information

Name	Lic.#	State	Expiration Date
------	-------	-------	-----------------

1.

2.

3.

Auto Data/Service Information

1. Make: _____ Model: _____ Year: ____ Vehicle ID# _____

2. Warranty: Yes ___ No ___ Location: _____

3. Car title: Yes ___ No ___ Location: _____

4. Car registration: Yes ___ No _____

5. License plate number: _____ State: _____ Expiration: _____

6. Inspection sticker expiration date: _____ State: _____

7. Auto insurance: Yes ___ No ___ Policy Number _____

8. Spare keys: Yes ___ No ___ Location _____

9. Gasoline type: Unleaded ___ Leaded ___ Premium _____

10. Battery type: _____ Make/brand _____ Warranty: Yes ___ No ___

11. Tires make/brand: _____ Size: _____ Pressure: _____
Warranty: Yes ___ No _____

12. Oil brand: _____ Weight:

CAR MAINTENANCE CHECKLIST, page 2

Maintenance Schedule:

1. Major servicing to be done at: _____

Phone number: _____

2. Oil filter change/lubricant: _____ Next scheduled date: _____

3. Tune up: Next scheduled date: _____ Approx. mileage: _____

Where: _____ Remarks/Instructions: _____

4. Tire balancing, rotation, front end alignment: Next scheduled date: _____

Approx. mileage: _____ Where: _____

Additional Instructions:

Emergency Contact Information

Post this form on the back of your front door or on the refrigerator.

Soldier's rank / name _____ Unit

Spouse's name _____ Phone

Home address _____

Are there any special diets needed for any immediate Family Members? Yes / No
Specify: _____

Are there any medical concerns/conditions for immediate Family Members? Yes / No
Specify: _____

School / Childcare:

Child _____ School _____ Teacher _____ Phone

Child _____ School _____ Teacher _____ Phone

Child _____ School _____ Teacher _____ Phone

Carpool / Bus Information:

Name _____ Phone _____ Bus #

In case of emergency, the children can go home with: (This person has Temp Guardian POA)
Name _____ Address _____ Phone

Neighbors/Friends for Emergency Childcare:

Name _____ Address _____ Phone

Name _____ Address _____ Phone

Do you have Pets? Yes / No Describe

Names of those who could pet sit: _____ Phone

Family Readiness Group Contacts:

Key Caller Name _____ Phone

FRG Leader Name _____ Phone

Family Contacts:

Name _____ Address _____ Phone

Name _____ Address _____ Phone

Religious: Do you want your church/pastor contacted and/or unit chaplain? Yes / No
Church _____ Pastor _____ Phone _____

Documents: Where are your important documents located?

SPOUSE'S CHECKLIST

_____ Take AFTB classes

_____ Get to know community resources, services, and locations

Automotive:

_____ Get automobile key (and spares)

_____ Get garage key (and spares), if applicable

_____ Vehicle tuned-up; know the mileage reading when next service is due

_____ Make sure all fluid levels are up to normal (oil, transmission fluid, brake and steering fluid, water); know how to check and fill them yourself (if needed) and what gasoline to use

_____ Make sure all vital equipment is in good condition and working order (brakes, tires, battery, belts, hoses, headlights, tail lights, brake lights, turn signals)

_____ Review your insurance policy to make sure it provides adequate coverage; know the renewal date, cost of renewal, who to contact to renew the policy (name, address, and telephone number)

_____ Investigate a road service policy (if desired) to provide assistance with flat tires, towing, stalled engine, being locked out of your car, and other emergencies; know what your policy covers, when it expires and has to be renewed, cost of renewal, who to contact to renew (name, address, and telephone number); know what to do if you don't have this coverage and one of these events happens

_____ Look into the renewal of state and on-post vehicle registration (year, cost, where to go, what to do)

_____ Check your state driver's license expiration date, cost to renew, where to go, what to do

_____ Check your annual state automotive safety check, if required (when it expires, cost to renew, where to go, and anything that may have to be repaired or replaced to pass this inspection)

_____ Take possession of automotive papers (car registration, safety inspection, tire warranties, battery guarantee, insurance policy and certificate of insurance, road service card); know where they are, what they mean, how to use them

_____ Learn what alternative transportation is available (on post, car pools, taxis, city buses, friends)

SPOUSE'S CHECKLIST, page 2

Family:

_____ Make sure your spouse's unit has your name, address, and telephone number, along with the name, address, and telephone numbers of one or more people who will know where you are at all times

_____ Get the name, address, and telephone number of your landlord, mortgage company, or government housing office

_____ Get the names and telephone numbers of key members of your Family Readiness Group, your unit's rear detachment commander and chaplain, Family Assistance Center, Guard or Reserve Family Program Coordinator

_____ Make sure you have a military ID card for each member of your Family; know when they expire, and have required forms signed by sponsor before departure

_____ Get the keys to your house, safety deposit box, personal storage company

Make sure you have (if appropriate):

_____ Marriage certificate

_____ Birth certificates

_____ Insurance policies (life, home, auto)

_____ Family social security numbers (including your children's)

_____ Rental or lease papers (if appropriate)

_____ Deeds and/or mortgage papers (if appropriate)

_____ School registration papers (if appropriate)

_____ Spouse's proof of military service documents

_____ Copies of your spouse's orders and all amendments

_____ Shipping documents and/or household goods inventory

_____ Court orders for support and custody of legal dependents

_____ Unit mail card

_____ Copy of your most recent allotment request (if appropriate)

SPOUSE'S CHECKLIST, page 3

_____ Naturalization papers (if appropriate) know the expiration date and prepare paperwork in advance

_____ Divorce decree (if appropriate)

_____ Adoption papers (if appropriate)

_____ Death certificates (if appropriate)

Financial:

_____ **Take possession of appropriate bank books, ATM cards, checkbooks, credit union papers or books, credit cards**

_____ Know how to report lost credit cards and how to request replacements. If a credit card is lost or stolen, report it immediately to the issuing company.

_____ Make sure you can make deposits and withdrawals with only your signature. If the account shows an “and” between your spouse’s name and yours, it requires both signatures; an “or” ensures you can make deposits and withdrawals in the absence of your spouse.

_____ Keep a list of automatic deposits and withdrawals or payments made to financial accounts (paycheck, insurance, loan, or bill payments)

Important documents you should have:

_____ Get a Power of Attorney, unit mail card, and military ID card if you will have to pick up your spouse’s LES and/or mail from the unit

_____ Prepare a list of outstanding payments, loans, and other obligations with due dates, amount owed, who to pay, contact person, address and telephone numbers

_____ **Prepare a list of investments such as securities or bonds with their value, contact person’s name, address and telephone number; know how to cash these in an emergency**

_____ Get copies of the past five years’ state and federal income tax returns and everything needed for the next filing, including due dates and who to contact for assistance in preparing the returns

_____ Prepare a list of military and community organizations that offer financial advice, counseling, information, and assistance

SPOUSE'S CHECKLIST, page 4

Legal:

_____ Get the name, address, and phone number of your military or private attorney or legal advisor

_____ **Get a Power of Attorney (general or special) if you will need to sign documents or act on your spouse's behalf during the deployment**

_____ Make sure your will and your spouse's will are up to date and valid

_____ Get copies of all insurance policies, and find out what is covered and to what extent; get contact person's name, address, and telephone number; ask whether you need a Power of Attorney to file a claim during your spouse's deployment

_____ Secure a list of military and community organizations that offer legal advice, counseling, information, and assistance

Medical:

_____ Make sure you have Family medical cards for you and your children

_____ Make sure you have Family shot records for you and your children

_____ Check prescriptions for medicine and glasses or contact lenses

_____ Get a list of military, community, state, and federal organizations that offer medical, mental or emotional, dental, and optical assistance

Security/Safety:

_____ Request a military or local police crime prevention survey for your home

_____ Add a peephole to at least your front door and adequate locks to all of your doors and windows

_____ Place your Family's name on the Military Police Quarters Checklist (or notify the local police if you live in a civilian community) if your Family will be away from home for an extended period

_____ Install smoke detectors (or check existing detectors)

_____ Install fire extinguishers (or inspect existing extinguisher)

_____ Discuss with your Family alternate exits they can use to leave your home from each room in case of a fire or other emergency

FINANCIAL PREPAREDNESS CHECKLIST

Reprinted from *Fort Leavenworth Family Assistance Handbook*

Experience with previous deployments and separations indicates some spouses are financially unprepared for their spouses' departure. The following information can help spouses overcome many financial obstacles during deployment:

Check to Bank – now mandatory

As appropriate, open a joint checking account. Allotments can be made to various financial institutions for the purpose of paying bills. It is recommended that married Soldiers have a joint checking account with their spouse.

Eliminate Credit Cards

Keep plastic money to a minimum. It gives you a false sense of wealth where there really isn't any money.

Allotments

Service Members should start allotments for recurring payments prior to deployment. Discretionary allotments are authorized for commercial life insurance, car loans, support of dependents, mortgages, consumer credit loans, and deposit to a financial institution. If you have to take casual pay for any reason such as emergency leave, your allotment will still be secure. This eliminates a surprise shortfall in pay to Family.

Power of Attorney

Service Members can provide their spouses with a special power of attorney to obtain copies of Leave and Earnings Statements (LES). The special POA can be obtained at the military legal assistance office. Spouses should understand how to read an LES. Family Members should be aware that under some circumstances BAS pay is terminated because Soldiers receive their meals at no cost while deployed. Spouses are encouraged to utilize unit Family support channels for financial inquiries, emergencies, or assistance.

Financial Aid Programs

Army Emergency Relief (AER) provides loans and grants under emergency conditions. If they cannot help they may refer you to Red Cross, but you must start with the AER office.

FINANCIAL PREPAREDNESS CHECKLIST, page 2

Keep a good credit rating by paying your bills on time! Remember to keep a record of personal finances to stay on top of your recurring bills. The following is an example you may want to use in tracking your bills:

To: _____

Amount: _____

Address:

—

Due Date:_____ **Does coupon go with payment: Yes**____ **No**

Money Checklist

1. Do you and your spouse have a joint checking account?
2. Will YOUR bank accept a Power of Attorney?
3. Do you know:
 - How deposits are made?
 - How to balance your checkbook?
 - How to read a bank statement?
 - How to write checks?
 - How to order more checks?
 - What service charges are?
 - What minimum balance means?

If you answered "NO" to any of these questions, call ACS and set up an appointment with the Consumer Affairs/Financial Assistance Program Manager.

MONTHLY FINANCIAL WORKSHEET

Name of Bank: _____

Location: _____

Checking Account Number: _____

Savings Account Number: _____

Income:

Base Pay	\$ _____
Quarters Allowance (BAH)	\$ _____
BAS (Basic Allowance for Subsistence)	\$ _____
Other Allowance	\$ _____
TOTAL	\$ _____

Deductions:

Federal Withholding Tax	\$ _____
State Withholding Tax	\$ _____
FICA Tax (Social Security)	\$ _____
SGLI (Servicemen's Group Life Insurance)	\$ _____
Allotments	\$ _____
Other Deductions (dental, etc.)	\$ _____
TOTAL	\$ _____

Article II. AVAILABLE INCOME (Income minus Deductions):
\$ _____

Monthly Expenses:

	Amount	Due Date
_____ Rent/Mortgage	\$ _____	
_____ Utilities:	\$ _____	
_____ Gas	\$ _____	
_____ Electricity	\$ _____	
_____ Telephone	\$ _____	
_____ Heating oil	\$ _____	_____
_____ Water	\$ _____	_____

Food (all groceries, including pet food)

\$ _____

The Soldier/Family Deployment Survival Handbook

Monthly Expenses:

Amount Due Date

Clothing Purchase

\$ _____

Clothing Care (laundry, dry cleaning)

\$ _____

Personal Items (hair care, toiletries)

\$ _____

Installment payments:

Car

\$ _____

Furniture

\$ _____

Appliances

\$ _____

Insurance (all types)

\$ _____

TV (cable)

\$ _____

Newspaper/Magazines/Books

\$ _____

Gasoline

\$ _____

Recreation (movies, bowling, restaurants)

\$ _____

Children's Allowance (including lessons)

\$ _____

Childcare

\$ _____

Dental and/or Medical Costs

\$ _____

Gifts

\$ _____

Contributions to Church or Charity

\$ _____

Credit Card Account

\$ _____

Savings

\$ _____

Total Expenses and Savings

\$ _____

Total Monthly Income:

\$ _____

Difference (+ or -): \$ _____

Pre-Deployment Discussion Sheet for Couples

PRE-DEPLOYMENT

What did we do well the last time we were preparing for a deployment separation?

What would we like to do differently this time as we prepare for deployment separation?

What are our biggest concerns for this deployment? What can we do about these concerns?

What do we want our last 24 hours before the separation to be like?

DEPLOYMENT

What did we do well to stay connected during our previous deployment separation?

What would we like to do differently to keep the whole Family connected during this separation?

Who will be the person in our lives that will give us strength to endure the difficult times?

REUNION

What went well for us the last time we reunited after a deployment separation?

What would we like to do differently this time for the Family when we reunite?

What activities will be doing as a Family 6 weeks after our successful reunion?

PRACTICAL TIPS FOR SURVIVING DEPLOYMENTS AND SEPARATIONS

Reprinted from *Fort Leavenworth Family Assistance Handbook*

- Volunteer! Helping others is good medicine for your soul and spirit. Call Red Cross, ACS or the Installation Volunteer Coordinator for volunteer opportunities.
- Set a goal. Start the program or project you've been putting off. Begin a self-improvement program. Go back to school, learn a new skill or hobby. Do something for yourself.
- Initiate, don't wait for the phone to ring. Plan an outing or a special dinner, then call several friends to join you.
- Travel. New scenery and change of pace, if only for a day or two does wonders for the spirit. Plan on taking a friend and making a day out of it.
- Go to work. A full or part-time job can provide extra income as well as opportunities for interaction.
- Take a break. Take time away from your children. Single parenting wears you down, so go to dinner or see a movie with friends once a week.
- Laugh. Don't lose your sense of humor. Look for roses and take time to enjoy them.
- Don't feel guilty about going out with friends and leaving your children with a sitter. That's the cheapest form of sanity check available.
- Keep a journal of your thoughts and activities while your sponsor is away to help "catch up" when they return. Include snapshots of you and the children taken while he/she was away.
- Join a support group. Whether it is your Family Support Group, Waiting Spouses Support Group, your church or work, the support of friends makes the going easier.
- Know at least 3 of your neighbors. You may need their help on an emergency basis, and they can offer day-to-day support.
- Don't always call or run home to "mother" if the going gets rough. That, at best, is a temporary solution, and may become very expensive.

PRACTICAL TIPS FOR SURVIVING DEPLOYMENTS & SEPARATIONS, page 2

- If you and your spouse have some differences, try to work them out before he leaves. They'll get bigger and bigger if you don't.
- Find a "buddy", another military spouse who is also alone temporarily. Time passes quicker with a friend.
- Little things can help a lot: Cook a special dish that you enjoy, but that your sponsor dislikes; start a small project; do some physical labor -- it will help relieve "emotional tiredness".
- Don't sit home on weekends thinking, "Oh, if only I weren't alone". Get a group of spouses together and DO SOMETHING.
- When your sponsor comes home give them time to adjust. Don't hand them a list of repairs and problems as soon as they walk in the door. And don't smother them with attention. Allow them some time alone.

CARE PACKAGE/MORALE BOOSTING TIPS & IDEAS

- A tour of the home city by mail: postcards, souvenirs, etc.
- Valentines out of season
- Pictures from wedding or other special event
- Home made cards with coupons for special activities when finally together again
- Tapes with favorite songs and a special personal message
- Favorite hometown products
- Candy, brownies, cookies, mixed nuts, homemade snack mix (Chex mix)
- A small collage frame with photos of Family
- Pictures the kids drew (in fact...wrap some presents in kid's drawings)
- Music disks or tapes
- Cards and stamps
- If you mail early enough, blank Christmas cards so they can send their own out
- Small tabletop tree and seasonal decorations
- Handmade cards from the kids
- Warm socks, if they are in a cold area such as Bosnia
- Sentimental items (rose that he/she gave you, dried)

Disposable cameras
envelopes

Baby powder, handy wipes
Dental floss, toothbrush, tooth paste
Deodorant, body lotion, eye drops
Razors, shaving cream
Cheese in can, crackers
Powdered drink mix
Frisbees, hackie sacks, squirt guns, yo-yo's
rugby)

Journals, magazines, paper &

Mints, gum, hard candy
Hand lotion, sun block, lip balm (w/SPF)
Athletic socks, wicking undershirts
Soap, shampoo, hand sanitizer
Chips, granola bars, snack cakes
Protein bars
Sports equipment (baseball, football,
rugby)

Night At The Movie Care Package:

Movie
Already popped Popcorn
Their Favorite Candy
Rice Krispie Treats
Cookies
Chips & Dip
Nachos (Doritos work well)
colored

The Comforts Of Home Package:

Blanket (maybe one that you use often)
Book or Magazines
Pair of Slippers or Cozy Socks
Hot Cocoa or Coffee & Coffee Mug
Small packets of creamer and sugar
Picture of you and kids
Coloring pages your children have
colored

Tips for Parents Supporting The Child Whose Military Parent is Deploying

1. **Talk as a Family before deployment:** Before a deployment, military members are usually preoccupied with many preparatory activities at their military unit, requiring extended hours and increased workload. As a result, military members come home tired, perhaps late, and are already reluctant to address painful issues of impending separation. Family Members frequently collude in this. It is important to overcome this resistance and make plans with the Family as far ahead as possible.
2. **Bestow, rather than “dump”, responsibilities on remaining Family Members.** Concerns expressed by children after a parent has been deployed are that everything has changed at home and they now have to do “everything” that the deployed parent used to do. Discussions before deployment, in which trust and faith in a child’s ability to carry out a responsibility are expressed, are valuable times to help a child to feel he/she is important to the Family, is important to the deployed parent, and that he/she can help share a potential burden with the remaining parent. As a result, the remaining parent will have more time and energy for the children.
3. **Make plans for the Family to continue to progress together, and include the deployed parent in ongoing projects.** It is important that the Family not put “life on hold” in anticipation of the return of the deployed parent. This will result in stagnation, loss of direction, and burn-out. Make plans for specific goals to be reached by each of the children and the remaining parent, as well as Family projects to work on. Help children design ways to communicate with the deployed parent, and relate progress made, so that the deployed parent can be part of that progress by seeing pictures, report cards, to which he/she can respond and provide encouragement. Make sure the remaining parent and deployed parent have specific plans on how to communicate. Keep regular but not too frequent communication. Include the deployed parent informed and involved, but do not discuss problems and issues that he/she cannot do anything about.
4. **Continue Family traditions and develop new ones.** One very stabilizing factor in a Family is routine and tradition. Don’t stop Friday pizza night or Saturday outings because the parent has deployed. If anything, become more predictable in continuing traditions. Family bowling night, attendance at and fellowship at places of worship, and involvement in events with other Families are important ways to maintain a sense of stability and continuity. If the Family has not previously had regular Family traditions, now is a good time to start them. Encourage children to talk about these activities to the deployed parent in their calls and letters.

Tips for Parents Supporting the Child Whose Military Parent is Deploying, page 2

5. **Help children understand the finite nature of a deployment by devising developmentally appropriate time-lines.** Although the parents may not always know the exact time that the deployment will take place, it is still helpful to make an estimate, and then help a child craft a calendar of some type, illustrated and punctuated with events which help to define time for them. Examples to include are holidays, birthdays, special Family and extended Family events, school events, vacations, and other “markers” which help to divide up the time of deployment absence into short and finite time episodes. Create a paper timeline with dates, which extends around a room, which can be illustrated by the child, or make a chain made of illustrated paper links, which are dated and illustrated. These links can be cut ceremoniously on a daily basis.
6. **To children, no news is worse than bad news.** Studies with children of deployed parents reveal that the children’s main preoccupation from day to day is not over the absent parent, but with the remaining parent. At some level, children are concerned about what is going on with the remaining parent. If that parent becomes short, cross, self-absorbed, tearful, with no explanation, the child’s fantasies about that parent’s ability to function are worse than what the reality is. Thus, the remaining parent should be relatively open about sharing concerns and news about the deployed parent. If the child has an explanation as to why the parent is irritable, tearful, or preoccupied, it is much easier to accept. Parents should not use their children as surrogate adults and load all of their concerns on the child, but should use judgment in sharing enough to ease the child’s worries.
7. **Listen to a child’s worries about the deployed parent and answer questions as truthfully as possible.** Follow up a child’s questions with further questions as to what prompted them to bring up an issue. Listen carefully first, before trying to dispel what you consider to be false notions on the part of the child. Explore as far as possible a child’s question and concern to show that you are trying to understand what he/she is worried about. Don’t keep pursuing the issue after a child appears to be satisfied. Be reassuring about protective measures and training designed to protect the deployed parent, but do not make false assurances about not getting hurt or not dying.
8. **Maintain firm routine and discipline in the home.** Under the best of circumstances, maintaining order and routine for children in the home is difficult. It is even more difficult when a parent is suddenly absent. The child will manifest anxiety about this new separation, and the concerns over the ability of the remaining parent to function, by testing the resolve of the remaining parent, testing rules, and flouting routines. With the increase in responsibilities, numbers of tasks and new stresses, it will be tempting not to pursue and enforce limits. Only later does it become evident that the stress level increases quickly, when it is too late. Be proactive and discuss with the child your intent to have very firm routines related to bedtimes, morning routines, room clean-up, chore accountability, and homework. Then follow through

with a clear and predictable set of consequences and rewards to keep the program going.

Tips for Parents Supporting the Child Whose Military Parent is Deploying, page 3

9. **Initiate and maintain a close relationship with the school and the child's teacher.** Have a conference with the significant figures in the child's schooling, depending on the child's level. This may only involve the child's classroom teacher for the young child, or others, such as several teachers, counselor, or principal for the older child or special needs child. Make clear to them that the child's parent has been deployed and that there may be an increase in stress at home. Anticipate the first signs of stress in the child. Signs of vulnerability and stress are deteriorating academic performance, behavioral problems in the classroom, problems in peer relationships, unexplained mood changes, tearfulness or irritability, or worsening of previously existing behavioral problems. Have a plan devised with the school authorities for constructive and helpful interventions to support the child and redirect him/her to previous levels of successful function. Be ready to have further conferences if necessary. Be proactive and take the lead.

10. **As the remaining parent, make sure you take care of yourself.** If one is interested in the wellbeing of a child, the dictum is always, "Take care of the caretaker." Unfortunately, because of the many demands upon the remaining parent, it is difficult to make this happen. Taking care of oneself must be seen as a necessity and given high priority in planning. Frequently, the remaining parent is basically a working single parent. However, sit and plan a schedule, and include the child in the planning if it is appropriate. Let your child know that you will be much better able to take care of him/her, that you will be much more fun to be with, and have more energy if you can take time to get out and exercise, take a scheduled nap, have alone time, or take time with a good supportive friend. The time periods can be short, but should be planned, so that you are not feeling guilty. Express appreciation to your child when you take the time for yourself, and let him/her know how much better you feel.

Department of Behavioral Medicine
Brooke Army Medical Center

Quick Tips to Help Prepare Your Children for Your Deployment

With planning, you and your Family can create special ways to stay in touch during deployment. Try these ideas provided by Military One Source:

- **Give your Family a scrapbook and a special box to hold letters, drawings, and other souvenirs you send home.** Later you'll be able to tell them the stories behind the objects and photographs.
- **Hide small gifts or notes throughout your home, and jot down the location of each item.** Every few weeks during your deployment, send home a treasure map or a clue to lead your Family to one of the gifts or notes.
- **Mark on a map or globe where you will be located, unless the information is classified.** Mark the locations of Family in other parts of the world, too
- **Make tapes of yourself reading your children's favorite storybooks.** Ask your spouse to play these for your children before bedtime when you're away.
- **Have your children help you pack, if there's time.** This will help them think and talk about your deployment and ask questions they may be wondering about.
- **Ask your children for a special keepsake to bring with you on your deployment.** And give your children a photograph of you in a special frame to keep near their beds.
- **Agree on a phrase you will each say before going to sleep.** It could be as simple as, "Sweet dreams, goodnight." Think of your children and spouse while you say it, and ask them to think of you when they say it.
- **Put your name on the prayer list at your place of worship, if this is your custom.** This will give your Family and the entire community the opportunity to pray for you each weekend.

What it means to Love a Soldier

FORT HOOD, Texas, Oct. 8, 2003 -- She stands in line at the post office waiting to send a package to her husband, a U.S. Army Soldier serving in Iraq. Envelopes, pens, paper, stamps, sunscreen, eye-drops, gum, batteries, powdered Gatorade, baby wipes and Twizzlers.

He said he needed the sunscreen and baby wipes. She threw in the Twizzlers.

There's a common bond at the post office in this military town. People aren't just sending letters and packages; they are sending smiles, hope, love and just a touch of home. People look around at the others, sharing their concern, fear and pride. They take comfort knowing they are not alone.

Passing through the gate leaving the Army post, she enters another world. A world filled with pawnshops, surplus stores, barbershops, fast food galore and, of course, "Loans, Loans, Loans."

This is a life that includes grocery shopping at a place called the Commissary. A life that has her venturing to the Post Exchange, referred to as the PX, instead of heading to Wal-Mart. This is where you come to learn, appreciate and respect the ceremonious traditions of Reveille and Retreat, and of course, the National Anthem from a completely different perspective.

At 6 a.m., or as the Soldiers call it, 0600 hours, Reveille can be heard across post. The bugle call officially begins the military workday. At 1700 hours Retreat sounds signaling the day's end. Soldiers render salutes, chatter fades and all eyes are drawn to the nearest flag. At 2300 hours, the bugle sounds Taps, denoting not only the "final hour" of the day, but also honoring those we have lost.

When the national anthem plays in a military town, a special aura fills the air. Men, women, and even children stop to pay their respects. Civilians place their hands over their hearts. Soldiers salute. In this world, the anthem isn't just a prequel to the echo of "Play Ball."

Since she married her Soldier and experienced the Star Spangled Banner from this perspective, she's noticed how people in civilian towns react to the national anthem. She notices the people who continue to talk, the hats that stay on, the beer that doesn't get put down, and even the jeers at the person singing the anthem. The meaning seems to be lost to a majority of people. But if she looks closely, she can see who has been blessed enough to learn this lesson. Some are grandparents, some are parents, and some are young children.

At first glance, children growing up in this world of artillery, tanks and uniforms are the same as any other kids from any other town. They do the things that kids do. They play sports, go to school, and play with their friends. The difference is that their group of friends may change once a year, or more, due to a change of duty station.

They don't have any say in this. They could be two years old and not remember a thing about it, or they may be 16 years old getting ready for prom and having to up-root and move again. They're known as "military brats," a harsh misnomer for those who learn a lifestyle of sacrifice at such a young age. Yet, it makes them strong.

The little boys become the men of the house and the little girls become the ladies. They adapt to these different situations. They live with the reality that one, or even both parents, may not be around to celebrate birthdays and holidays. They know there will be times when they will look into the stands during Little League games and see only an empty space in the bleachers.

At the same time, these kids have a sense of overwhelming pride. They brag about their daddies and their mommies being the best of the best. They know their Mom's been through deployments, changes of duty stations, and the ever-changing schedules Army life brings. While Dad is away, she takes care of the house, the bills, the cars, the dogs, and the baby.

To cope with it all, she learns military families communicate via the Internet so he doesn't miss out on what's happening back home. But he does miss out. He won't be there for the baby's first steps, and he may have to hear his son or daughter's first words through a time delay across a static-filled telephone line.

She remembers what it was like before he left, when everything seemed "normal." Normal except for the pressed uniform, the nightly ritual of shining boots, the thunder-like sound of the Apache helicopters flying overhead, and the artillery shells heard off in the distance. OK, relatively normal - when they occasionally went to the park, spent holidays together and even enjoyed four-day weekends when he could get a pass. But, the real challenge began with the phone call.

She relives the moments before she kissed him goodbye. A phone ringing at 0400 hours is enough to make her heart end up in her throat. They've been expecting the call, but they weren't sure when it would come home. She waits to hear the words, "Don't worry, it's just a practice run." But instead she hears, "Here we go."

So, off he goes to pack, though most of the packing is finished because as a Soldier, he is "always ready to roll." She gets the baby, but leaves his pajamas on because it is just as well that he sleeps. She takes the dogs out, she gets dressed, all the while trying to catch glimpses of her husband. She wants to cherish his presence because she doesn't know when she'll see him again.

She knows that in other homes nearby, other families are enacting exactly the same scene.

Within 15 minutes, the Family is in the car heading to the "rally point." As they pull up, they see Soldiers everywhere, hugging their loved ones. While people love to see

tearful, joyous homecomings, fearful, anxious, farewells are another story.

Too soon, with his gear over his shoulder, he walks away. She is left behind, straining to keep an eye on her Soldier. As the camouflage starts to blend, only his walk distinguishes him from the others.

She takes one last look and takes a deep breath. She reminds herself she must stay strong. No tears. Or, as few tears as possible. Just words of encouragement to the children, to her friends and to herself. Then she turns, walks back to the car, and makes her way home to a house that is now eerily quiet.

She mentally prepares for the days, weeks, even months ahead. She needs to focus on taking care of her love while he is overseas. Her main priorities will be the care packages, phone calls, e-mails, and letters sprayed with perfume. And, she can't forget to turn the stamp upside down to say, "I love you."

Taking care of her Family, her friends, even strangers - this is her mission as an Army wife to do these things without a second thought. At the ripe old age of 22, she knows the younger wives will turn to her for advice. "How do you balance a checkbook? How do you change a tire? When are they coming home?"

Only when she knows everyone else is OK, the bills are paid, the cars maintained, the lawn cut, the kids asleep, the pets calmed down, and the lights are off, does she take time for her self.

Alone at night, she runs the next day's events over in her mind to make sure it will all get finished. She reviews her checklist of things to do, things to buy for his care package. Once again, she checks the calendar to count down the days. Before turning in, she checks to make sure the ringer is on for the late night phone call that might come in from overseas.

Before she falls asleep, a few tears hit the pillow. But even as the tears escape, strength enters her mind, body, spirit and soul. She remembers why she is here. She remembers the pride and the love that brought her here in the first place, and a sense of peace comes over her, replacing, if only for a second, the loneliness, the fear and the lingering heartache she feels while her soul mate is away.

This is what it means to love a Soldier.

She wouldn't have it any other way.

During Deployment

As you know, this time of your life will become very stressful but it can also provide personal growth as a senior spouse. At the unit, spouses will look to you for guidance and leadership. At home, your children depend on you. Within the community, groups or organizations ask you to help with advising and fundraising. On top of it all, your spouse is deployed.

It is a good idea to develop techniques for coping and balancing the concerns of home, unit, and community. Especially during deployment, emotions run high and you may find yourself becoming overwhelmed with concern.

- Try to keep your sense of humor.
- Appreciate your special contributions to the Family, community, and unit. But, learn to prioritize, occasionally saying “No thanks, not at this time.” Each of us has a special way of coping. Saving some time for you will help.
- Turn off the radio or TV. Don’t let yourself get addicted to the news as it can overcome you as time goes on.
- Talk to your mentor, friend or battle buddy. Share your feelings, concerns.
- It is absolutely okay to seek professional help.

I wish someone would have told me!

The following scenarios are not added to discourage you, but rather to prepare you. More often than not, the difficulties are compounded because the Family did not prepare adequately. Unfortunately, there is not one answer that fits all the different nuances of emergencies or challenges that you will encounter; however, being aware of some of the difficulties that arise during deployments, will better prepare you for the situation and may even help you to avoid some challenges. Keep in close contact with the RDC and let him/her know of situations as they arise. Between the two of you, you will be able to resolve most issues before they become major difficulties.

In most of the following scenarios, community support agencies, such as ACS (Army Community Services) www.goacs.org, AER (Army Emergency Relief) www.aerhq.org, ARC (American Red Cross) www.redcross.org, SJA (Staff Judge Advocate) or the chapel services are great resources to help with the crisis. Don’t forget to check out the websites at the end of this section and in the resources chapter.

You're Role in Emergency Situations and Challenges

It is your decision as to how much time and effort you are willing to contribute. Remember that you are setting precedents. In other words, if you get deeply involved in helping one Family, be prepared to do the same for another Family. Your job is to provide resources to the Family rather than rescue them. You can direct them to where or how to seek help.

- Help the spouse to help him/herself.
- Show that you care and are willing to listen.
- Respond to special needs.
- Get the Family Member in contact with the RDC. Many issues have quick fixes.

Emergency Situations

- Death, critical illness, or serious injury in the unit: Please refer to the chapter *Trauma in the Unit*.
- Death or serious illness in the immediate Family: Emergency messages are sent by the American Red Cross. Commanders will usually only grant emergency leave to the deployed military member if a spouse, child, parent, or guardian (in-loco-parentis) dies. During deployment, the Commander often cannot grant emergency leave when a grandparent, an immediate sibling, or parent-in-law dies. Ultimately, all emergency leave decisions are made by the Commander based on mission requirements. Military spouses may need help with meals, flights or transportation, childcare, or monetary loans from AER.
- Hospitalized Spouse: The military Family cannot fully prepare for this emergency and care may need to be arranged for children and pets. Often, FRG members will volunteer to help in such situations temporarily. Check the contact sheet; the spouse may have a close friend(s) listed who is willing to help out – oftentimes, this friend may know the Family's everyday routine.
- Self-created emergencies: Some spouses will “create” an emergency in an attempt to get their deployed spouse home. This is complicated and, depending on the circumstances, may require intervention by support agencies and the command. The RDC should handle these situations; you can help as needed.

- Suicidal behavior and/or depression, substance abuse, child abuse/neglect, pet abuse/neglect: these emergencies require intervention by the RDC, authorities, and support services.

Challenges

It is often difficult to deal with challenges because the military Family did not prepare adequately or because the Family had difficulties before the deployment began. The RDC must be informed if any of the following situations occur; various service agencies will be contacted as needed.

- Substance abuse: Depending on the particular situation, this may be an emergency.
- Lack of transportation: Spouse does not drive and depends solely on others for transportation.
- Language barriers: Spouse left behind cannot read or understand English and has nobody with whom to communicate.
- Pregnancy: Spouse is pregnant and claims that she can no longer clean her house, shop, walk the dog, etc.
- Too much communication by cell phone, letter, and/or email: Rumors about what the unit or individuals have done, said, or heard with spread quickly.
- Failure to maintain a clean house can be a concern. Often this challenge stems from a combination of frustrations, negligence, depression, or anger. If children are in the home, they may be placed in foster care temporarily until the situation can be resolved.
- Expired Military ID card, passport, car registration, or driver's license.
- Utilities/services cut off: Electricity, phone, water, etc. has been cut off because military spouse did not pay the bill.
- Wrong address/phone number: Spouse cannot be reached.
- Public complaints: Spouse writes negative letters to the editor or others complaining about the unit, the deployment, the FRG. Please see the chapter on *Media*.
- Rumors usually negative and spread quickly. Continue to reinforce that the RDC is the official source of information.

Entitlements

Anticipate changes to Leave and Earning Statements (LES). You can keep track of the Service Member's pay via <https://mypay.dfas.mil.mypay.aspx>. Your Service Member must set it up and give you the pin number to access it.

Note that entitlements change over time. Check with your Finance or Legal Assistance Office for the most current information. Current finance rates can be found at <https://secureapp2hqda.pentagon.mil/perdiem>. Information about legal services can be found at <http://www.jagcnet.Army.mil/legal>. The following is a list of entitlements that may apply:

- Hardship Duty Pay (HDP), depending on location of deployment.
- Family Separation Pay (FSP) is payable to military members with Families who are deployed for at least 30 days.
- Hostile Fire Pay (HFP), Imminent Danger Pay (IDP). Depending on location of deployment, HFP/IDP will be paid for any time during a given month during which the military member was in a HFP/IDP zone.
- Cost of Living Allowance (COLA) compensates for a portion of excess costs for non-housing expenses incurred in areas that exceed costs in an average U.S. military location by more than 8%. Or, if you live overseas, COLA is a supplement for uniformed service personnel designed to equalize purchasing between members overseas and their CONUS-based counterparts. If you return to the Continental United States (CONUS) for longer than 30 days, COLA may be changed to the "without dependents" rate.
- Finance TDY/TCS Travel Settlement is available, depending on type and/or length of deployment.
- Savings Deposit Program (SDP) is available to military members during deployment.
- Combat Zone Tax Entitlements include excludable income or filing extension.
- Auto insurance, Military Star Card (<http://www.aafes.com>), or other credit cards may offer special lower rates. You may also to be able to take advantage of a no payment option on credit cards when your spouse is deployed. Check with your insurance company and credit card companies.
- Basic Allowance for Subsistence (BAS) may be cancelled during deployment because the military member is provided meals.

Services and Offers from the Military and Civilian Communities

Usually, the military community, and often the surrounding civilian communities, will be more than willing to help with donations that may be needed for the FRG. Often civilian communities are an abundant source of understanding and support to the military and their Family Members. However, you absolutely must check with the Legal Office before accepting any donations for the FRG. You may want to consider the following:

- AAFES will sometimes provide free movie tickets, coupons, etc. for Family Members of deployed units.
- Commissary may provide free food for FRG functions or discounts on purchases.
- Free services may be available for families of deployed soldiers. Check to see if your installation offers respite or supplemented childcare at the child development center, free car care maintenance at the automotive center, or free aerobic classes at the gym.
- Supplies for deployed military members are sometimes donated by non-profit organizations or churches. A word of warning: make sure that you know what is needed, how much, when it is needed, and how the item(s) will be shipped to the deployed unit. Be careful on agreeing to ship it thru the unit, the cost could be substantial. Again, check with the Legal Office before accepting donations.
- Special rates or services by various organizations or companies are often available for military members and their families during deployment, R&R, or just after deployment. Check websites such as www.uso.com or www.military.com/eCommerce/DealIndex.
- Some military communities will provide free or reduced-rate trips to Family Members of deployed Service Members through MWR or ITT.

Additional Resources

www.aerhq.org Army Emergency Relief. If you are looking for the relief societies from the other services search for: Navy-Marine Corps Relief Society, Air Force Aid Society or Coast Guard Mutual Assistance.

www.Armycommunityservice.org/vacs_deployment/home.asp or www.goacs.org
Army Community Service

www.fisherhouse.org

www.militaryonessource.com User id: military. Password: onessource. Counseling services (24 hours a day), information and resources. From the U.S.: 1-800-655-4545 or 1-800-342-9647. From overseas: 800-342-96477. From USAREUR: 00-800-464-81077 or call collect: 484-530-5947.

www.nmfa.org National Military Family Association. Information and links to help with military deployment, including Children and Deployment.

www.onestop.army.mil/armyonestop.asp?v=1 Army Housing Onestop. Great info on other bases and money matters. Will even connect you with other websites for information.

www.redcross.org American Red Cross

www.taps.org Tragedy Assistance Program for Survivors, Inc.

www.us.Army.mil Army Knowledge Online (AKO)

Sister Services, National Guard, and Reserve Components

While searching for additional information on the internet, consider that each branch may have a different name for the services or community centers. Also, note that this book now includes a new chapter on Army National Guard and Reserve Components. Look to it for guidance especially if your unit has been augmented with Guard or Reserve Soldiers.

Post-Deployment Reunion and Reintegration

Redeployment is the point in the deployment cycle when Soldiers prepare to return and out-process at deployment site or in the theatre of operations. It is generally a brief period of time ranging anywhere from five to 30 days. Redeployment also refers to individual Soldiers who return mid-tour for an approximately two-week period known as (Rest and Recuperation, R&R). Each deployment and return you and your Family experience will be different. However, there seem to be several constant themes that occur in this phase. This section will address some of these topics.

- Your Soldier will be required to attend a unit reintegration program prior to leaving theatre and upon his return home. The RDC should coordinate with ACS, Reserve Component Family Programs, or a Chaplain to provide reunion and reintegration training for Family Members. This training should include changes in relationships, including relationships with children before redeployment. It is helpful to provide Families of deployed Soldiers and civilians, as well as designated care providers, with reintegration information before redeployment.
- **Four dimensions of reintegration** have been identified. They are physical, mental, emotional and environmental.
 - **Physical** - may include post deployment health assessment
 - **Mental** - may cover combat stress and related mental health service
 - **Emotional** - reunion training, suicide awareness, and prevention
 - **Environmental** - may include communicating changes in pay and entitlements and promoting safety on the home front.
- The RDC should provide an opportunity for Families and children to receive information materials, briefings, and/or classes on important issues and available services (related to and including TRICARE, benefits, returning to work, health symptoms and distress, and taxes).
- Your Soldier will most likely upon his return struggle with a sense of purpose. You may also have similar feelings, as your role in assisting Family Members in the unit may change. These feelings will normally pass. However, you should become educated on the symptoms of post traumatic stress syndrome (PTSD) and where help is available in your area. PTSD sufferers frequently re-experience the ordeal in the form of flashback episodes, memories, nightmares, or frightening thoughts. Anniversaries of the event can also trigger symptoms. PTSD is a medical diagnosis and is often diagnosed when symptoms last more than one month. Symptoms typically begin within three months of a traumatic event, although occasionally they do not begin until years later. Once PTSD occurs, the severity and duration of the illness varies.

Signs of Post-Traumatic Stress Disorder (PTSD)

- *Emotional numbness*
 - *Sleep disturbances*
 - *Depression*
 - *Anxiety*
 - *Irritability or angry outbursts*
 - *Guilt*
 - *Headaches*
 - *Gastrointestinal complaints*
 - *Immune system problems*
 - *Dizziness*
 - *Chest pain or discomfort in other parts of the body*
 - *Alcohol or substance abuse*
- Investigate resources in your community and army wide which can assist your Families in the reunion and reintegration process. Examples are: funding for child care, welcome home ceremonies, and couple, Family and single Soldier retreats.
 - Be prepared in the event that your unit is delayed in returning home (a short time or a longer extension). Family Members should realize that Block Leave will not begin immediately upon return. This is determined by the Commander. Try to hold off on making travel plans.
 - Be reminded during this time that you and your spouse may have changed. You have been a role model to junior spouses and have often shouldered more responsibility during the deployment. Readjustment will require time. Some things to consider during this adjustment period:
 - Look at your expectations. Are they realistic?
 - Talk with each other openly and honestly. Listen to each other.
 - Give everyone time to readjust.
 - Children may be elated or sad. Expect them to test limits.
 - Expect a mixture of feelings.
 - Understand your spouse's exhaustion. While you may be overdue for a vacation, your spouse may want to stay home.
 - Old and new conflicts may arise over roles and responsibilities.
 - Entitlements will change and so will the paychecks. Discuss finances with your spouse.

If you contributed to the Savings Deposit Program (SDP) during deployment, you should withdraw funds NLT 90 days after redeployment. Their program is located under Mypay.DFAS.mil under the United States Army Finance Command (USAFINCOM).

Changes within the FRG

The FRGs will go through a readjustment after the unit returns. The FRG's primary role throughout the months of deployment has been to provide accurate, timely information to Soldiers' Families (immediate and extended). The FRG has helped Families cope with the stress of deployment by providing opportunities for Families to get out and reduce their isolation, and helped Family Members connect with each other.

There may be a different emphasis as the deployment ends. Preparing Families for reunion and supporting Families during reunion and reintegration is important, as this is another challenging time for Soldiers and Families. While the level of FRG activities will decrease after reunions, it is important to maintain periodic communications with Families to monitor their well-being and to sustain camaraderie.

- Re-evaluate how often the FRG leaders' group or BN steering committee should meet.
- If you held FRG meetings twice a month during deployment, you may want to cut back to once a month again.
- Expect that fewer Family Members will attend FRG meetings again.
- Scheduling a "social" (in particular formal socials that are adult-only events) too soon after re-deployment can result in low attendance. Families are still trying to readjust to being together again. It is usually best to wait until everyone is back from leave and is reestablished in their routine before scheduling social events.

Key Lessons Learned

- Effective FRGs must exist prior to deployment.
- Financial, marital, and personal problems often surface during deployment.
- Attitude of the BN advisor, FRG leaders, and POCs influence Families' attitudes.
- RDC and FRG leadership need to know when Families are leaving and where they are going.
- Rosters need to be kept up-to-date.
- Reunion briefings are important for Soldiers and Family Members.

Post-Deployment Resources

Additional resources are available in the resource chapter.

www.goacs.org Army Community Service

www.deploymentconnections.org Resources on post-mobilization/deployment

www.militarystudent.org Parents' and Educators' Guides to deployment and reunion

www.phoenixproject.org provide no cost retreat to Service Members and their spouse

www.militaryonesource.org provides a wealth of post-deployment information, from managing changing budgets to PTSD assessments

...on a lighter note – Planning Happy Homecomings!

With so much excitement in the air, spouses will hardly be able to contain themselves. Keep them busy by helping to prepare the barracks and post for reunion. Remember that at this point the RDC and helpers may be few in number and some were not physically able to deploy or may have returned with injuries. There is plenty of back breaking work to be done to prepare the barracks – most spouses will help if you ask.

Pre-made Barracks – With providing housing for transients throughout the deployment year, or sitting empty throughout the year, the barracks may need to be painted, and kitchens and bathrooms scrubbed. In addition to painting and scrubbing, Soldiers' Ready Boxes and Household Goods should be returned to individual rooms (these are not to be unpacked!).

Bed Linens & Curtains – beds should be made with fresh linens & pillows, curtains should be hung.

Welcome Home Banners – spouses normally prepare banners for their Soldiers and hang them on every available fence, but don't forget single Soldiers. About 3 to 4 months before redeployment, contact parents, fiancés, families, and friends to mail banners to the unit. Tack these banners in individual barracks rooms.

Door Banners – use FRG meeting time to prepare barrack's door signs welcoming home each Soldier.

Goodie bags should be assembled and delivered to rooms, along with drinks placed in refrigerators. Don't forget chocolates for each pillow!

Often times FRGs provide goodie bags at the Reunion Tent, but Soldiers are already lugging all of their gear and are sometimes too busy catching up with friends to take a goodie bag. It's not until they arrive exhausted at the barracks (usually at two in the morning) that they realize they didn't have time to eat. Our experience is that a pre-positioned goodie bag in barracks rooms is the way to go. Staple a little note simply saying "From the FRG – We missed you – Welcome HOME!" Your bags could include:

Soda, sports drink, or water
Snack cakes or cookies
Mints and gum

Crackers
Jerky or chips
Trail mix or raisins

Yellow Ribbon Tying Day – tie yellow ribbons on every tree (or almost) across post.

Welcome Home BN Formal/Ball – Use caution with planning a formal/ball too close to reunion, Try to hold off on a formal/ball until after the block leave period, when everyone has had time to readjust.

REUNION TENT DETAILS

The following list of “nice to have” items is provided, in case your unit is charged with set up of the reunion/ceremony tent. Of course, none of this is your responsibility, the RDC will be charged with the mission. Because of inevitable flight delays, families may be gathered at the tent for hours at a time. Many of the items shown on the bottom of the list can easily be obtained by putting out a call for individual donations of gently used items.

Additionally, work with the Chaplain's Office to request that a “quiet room” be built into a corner of the tent so at-risk couples can reunite away from the crowd and with a mediator/counselor available as necessary.

Backdrop flag photos	Patriotic music / scrolling unit
PA system – podium	VFW salute team w/flags
Sign announcing next scheduled ceremony	Bathrooms with running water
Cables for banners with clothes pins	Comfortable seating
Tables for goodies	Goodies/drinks/coffee
Children’s area with rug, toys (check w/YS)	Magazines & rack
Stroller area/corral	Diaper changing table

*See Chapter 7, Trauma in the Unit, for instructions when reunion is at an MTF (Military Treatment Facility) and not at a unit's home station.

How to Create a Shared Sense of Purpose After Deployment

Coming together as a couple after war deployment isn't always easy or something that happens naturally. It requires effort, and an understanding that each person has grown and changed during the separation. A positive way to think about this is that both of you, service person and spouse, have developed your own sense of purpose coping with new experiences while apart. What's important now is to come together and create a "shared sense of purpose", that is essential for your well being as a couple, that of your children and your life in the community. This won't happen overnight; it will take time, mutual compassion and a desire to do so. Here are four steps to help you create a "shared sense of purpose".

STEP#1: Understand Each Other's Sense of Purpose During Separation

The returning service member's sense of purpose has been shaped by:

- Traumatic events that can be difficult to process and talk about.
- Identification and closeness with their military unit and comrades who have shared similar experiences.
- Regimentation in the form of highly structured and efficient routines.
- Heightened sensory experiences including sights, sounds and smells.
- Expanded self-importance and identity shaped by war.

The spouse's sense of purpose has been shaped by:

- *New roles and responsibilities.* Many spouses have assumed new or more taxing employment, oversight of finances and child rearing.
- *Community support trade-offs.* Some spouses and children left the military base

to stay with parents and in-laws for various reasons, but will have experienced loss of connection with their military community, its familiarity and support.

□ *Emotional changes.* Some spouses may have experienced growing independence and thrived on it; others may have found this a difficult time leading to depression, anxiety, increased alcohol or substance use and abuse, and other symptoms of stress.

STEP #2: Recognize that the following concerns upon return are common, often shared or felt indirectly, and will require mutual adjustments and time:

□ *Home.* Life at home does not have the edge and adrenaline associated with wartime duty, which often leads to let down, disappointment and difficulty shifting gears.

□ *Children.* Reconnecting with one's children is an anticipated event by service member and spouse. Children react differently depending upon their age, and can be shy, angry, or jealous as new bonds are reestablished. Discipline will now be shared, often resulting in conflicting opinions and styles.

□ *Relationship.* Concern about having grown apart, growing close again without giving up individual growth and viewpoints, issues of fidelity, and being able to discuss these issues without raising more anxiety or anger challenge many couples.

□ *Public.* While there has been widespread support of the service member, the public has mixed views of the war.

Protracted deployment and an upcoming election may polarize the public, promoting media coverage that can undermine the pride and purpose military families feel about their involvement.

STEP #3: Relationship Breakers: Most couples argue about three things: sex, money and children.

Understanding the potential of these issues to divide rather than unite is key to reestablishing a shared sense of purpose. These issues involve:

□ *Intimacy.* Intimacy is a combination of emotional *and* physical togetherness. It is not easily reestablished after stressful separations creating an emotional disconnect.

Partners may also experience high or low sexual interest causing disappointment, friction or a sense of rejection. In due time, this may pass, but present concerns may include hoping one is still loved, dealing with rumors or concern about faithfulness, concern about medications that can affect desire and performance, and expected fatigue and alterations in sleep cycles.

□ *Finances.* During the deployment, most service members and families received additional income from tax breaks and combat duty pay, as much as \$1,000 extra/month. Some families may have been able to set aside appreciable savings; other families may have spent some or all of the money on justifiable expenses and adjusted family budgets. This may create disagreement that can hamper the important work of building *shared trust* and financial planning as a couple essential to moving forward.

□ *Children.* Children have grown and changed during deployment. Some returning soldiers will see children for the first time. It is important to build upon the positive changes in your children, and work as a couple to address issues of concern that need improvement or attention. Discipline of children will now be shared and should be viewed as something that can be built together rather than criticized or ignored.

Step#4: Relationship Makers. Here are some thoughts and tips for building a shared sense of purpose and stronger family.

□ *Expectations.* Remember that fatigue, confusion and worry, common during this transition, often lead to short tempers. In that frame of mind, it is easy to revert to the relationship breaker issues listed above. If this happens, suggest taking time out and return to discussions when both parties feel more relaxed.

□ *Enjoy life.* Find and do activities that are pleasurable such as a movie, a family picnic, bowling or shopping.

Create time in your weekly schedule to do something as a couple, as a family, and one-on-one activity that is shared between returning service member and his/her child or children.

□ *Give thanks.* Together, thank those people, family, friends, co-workers and new service member buddies, who have helped you and your family during this deployment. Showing appreciation through writing notes together, calling people or visiting them will bring a sense of fulfillment that reunites each other's experiences.

□ *Communicate.* Talking together builds a shared sense of purpose. Desire to communicate is more important than details. Service members often prefer to discuss war stories with military buddies to protect their spouse and family from traumatic memories. Spouses should not be offended. Other ways to communicate involve physical activity. Take walks, work out together or engage in a sport. Healthy communication involves processing feelings, new information and relieving stress. Read, draw, paint, dance, sing, play an instrument, volunteer at church or in the community to keep a sense of perspective and individuality as you grow together as a couple.

□ *Let time be your friend.* Time may not mend everything, but it is often one of the most important factors in healing and solving problems.

□ *Be positive.* A positive attitude is one of the most important gifts you can bring to each other and your family during this time. Appreciating what one has gives strength and energy to a family and a couple. Special circumstances such as physical injury and psychological problems are not addressed in this fact sheet, and require additional support, information and resources.

□ *Know when to seek help.* Both service member and spouse have endured a level of stress, uncertainty, worry and lonesomeness that can affect one's health and mental health. If either spouse or service member suspects they may be suffering from a health or mental health problem, it is essential to seek help. Many service members do not want to seek help for mental health problems from the military for fear of damaging their career. However, the consequences of letting a problem linger untreated can be much more damaging. There are excellent treatments including medications that can help people reclaim their lives and enjoy their families, as they should. You owe it to yourself and your family to be in good health. We hope this fact sheet is helpful and something you will hold onto and refer to in the months ahead. Service members and spouses should feel proud of the important contributions both have made to our nation. Now it is time to reunite with loved ones and enjoy a shared sense of purpose and togetherness.

CHAPTER 7

TRAUMA IN THE UNIT AND COPING WITH CASUALTIES

- Military Casualty Notification Process
- Brigade/Battalion Support
- Care Teams
- Trauma Involving a Spouse/Child

*Please note: Remember FRGs and care teams operate under the guidance of the unit commander or the rear detachment commander (RDC).

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Trauma in the Unit

One of the most difficult situations to deal with in any unit is trauma, whether the injury or death involves a Soldier or a Family member. Notification and official assistance is not a function of the FRG, but the FRG can play a role in helping both individuals and the unit. Situations can occur not only during deployments under the watch of a Rear Detachment Commander at the home station but also during non-deployment times under the watch of the Commander.

The military defines a casualty as any person lost to the organization by reason of having been declared beleaguered, besieged, captured, dead, diseased, detained, Duty Status Whereabouts Unknown, injured, ill, interned, missing, missing in action or wounded. Military casualty statuses include:

- Deceased
- Duty status – Whereabouts Unknown (DUSTWUN)
- Missing in Action (MIA)
- Very Seriously injured or ill (VSI)
- Seriously Injured or ill (SI)
- Not seriously injured (NSI)

Important Definitions:

- Care Teams - a small group of 3-5 trained volunteers that support the Next of Kin for a short period of time after a notification. Usually trained by the Chaplain.
- Family Readiness Group (FRG) – The unit organization responsible for implementing the unit's commander's Family readiness plan. It is comprised of the Chain of Command, unit spouses, and other unit volunteers.
- Next of Kin (NOK) – term used to distinguish *immediate* Family Members of a wounded or deceased Soldier. The Primary Next of Kin (PNOK) is the person identified as the PNOK on the Soldier's DD93 form.
- Support Individual - a person requested by the spouse to provide support to the Family in the event of an injury or a casualty notification. This person is listed on the spouse's notification sheet, which is retained confidentially with the FRG.
- Casualty Assistance Officer (CAO) – military member assigned as the Army's representative to assist the Family with death benefits, funeral planning, and other military related issues in the event of the death of a service member. The CAO is the official liaison between the unit and the deceased Soldier's Family.
- Rear Detachment Commander (RDC) – a unit officer who acts as the unit commander in the rear (home station) when the unit is deployed.

- **Basic summary of the military casualty process:**

In the event of a serious injury or death of a Soldier, the military is responsible for casualty notification and helping Family Members. The notification process depends upon the casualty status and location of the next of kin. Typically, the incident is first reported by the appropriate commander to the Casualty Operations Branch, Human Resources Command. Once the Casualty Area Command (CAC) has confirmed the incident, it produces an initial casualty report.

If the Soldier is wounded in action (WIA) then notification is made by telephone. If the Soldier is deceased, Duty Status – Whereabouts Unknown (DUSTWUN), or MIA, a Casualty Notification Officer (CNO), generally accompanied by a chaplain, visits the primary next of kin (PNOK) to notify the Family in person. The command will assign a Casualty Assistance Officer (CAO) who will visit the Family to assist with survivor benefits, funeral arrangements, personnel-related matters, and emotional support. The Public Affairs Office may also contact the Family to offer assistance in dealing with the media.

The Casualty Notification Officer or Chaplain will notify the brigade or battalion commander and/or RDC once notification is complete. The RDC and/or other related Command will then send out a care team if the Family requests assistance. Also at this time, the support individual is notified at the Family's request. The Care Team offers short-term emotional and logistical support to families of injured and deceased Soldiers. The Care Team can also serve as a facilitator to all the well-intended outside support until the Family's own support system begins to work. The support provided and the ways in which the Care Team assists a Family will depend on the Family's requested needs.

Most installations now use the Care Team approach, drawing the volunteers from within the battalion and/or brigade. It is a structured support system used during the time of crisis. There are many Care Team standard operating procedures written by the different installations. Check with yours for more information. The FRG still plays a role in supporting the Family either emotionally or physically (ie. providing meals and supplies for the Family). If there is not a Care Team system in place then the FRG tends to fill in the void. Remember, coordination with the RDC is very important in either case.

NOTE: Because your unit may be deployed with a unit from the Army Reserve and/or National Guard, it is important to recognize that their procedures for notification may vary. Check with their Family Programs Office for additional information. These office locations can be found in the Army National Guard and Reserves Chapter of this book. Care Team procedures can vary because of the multiple locations both in CONUS and overseas (the injured or deceased Soldier's home, the unit's home location, the spouse, and parents or other NOK can all be different locations).

Support for the NOK families during the crisis:

Involvement at the Brigade, Battalion and Company FRG levels vary. Each unit is different and each trauma is different. You will have to adapt to each situation. It is helpful for all FRG leaders and for volunteers helping at the NOK Family's home to get a scripted response from the Command or PAO office to help with answering the phone and the door. Most of the actual workload to support the NOK families such as answering phones, preparing meals, running errands etc. tends to be done at the company FRG level.

Brigade Level: (If a senior Brigade level spouse)

- Provide necessary guidance and emotional support to all leaders involved with the FRG and/or care teams.
- Let these leaders know what they can expect over the next few days.
- Keep the lines of communication open so if the FRG leaders have any questions they have a resource in you.
- Check with the NOK families, if you want to visit the NOK families, early on after notification. This seems to vary from post to post. Some brigade or higher key leaders wait until the remembrance or memorial ceremony.

Battalion Level: (The guidelines are similar to the Brigade level.)

- Provide necessary guidance and emotional support to all volunteers involved with the FRG and/or care teams.
- Provide additional FRG support (meals, running errands etc.) from the Battalion FRG for the Company FRG if necessary (can be more often if Company has few volunteers).
- Sometimes screening your phone calls during this time is helpful because the amount of work and coordination has increased. **If you do this make sure you answer all of your messages!** It is important to keep the lines of communication open to the whole BN FRG.
- A simple message coordinated with the RDC sent through the FRG chain lets everyone know what has happened. The message content and flow may vary based on battalion, brigade and installation guidance.

Support for the NOK families if they are out of town:

- During a notification process you may be supporting families that live away from the unit's (home station) location. These families will receive their official notification from a military organization located in their own area.
- The FRG leader and others who know the Soldier directly may contact the Family if the Family consents.
- These families may also travel to the unit to attend the remembrance / memorial ceremony. The Command group and FRG members should meet with Family Members when they arrive.
- Preparing some meals and/or baskets for hotel rooms are some suggestions that the FRG may want to do.

- **It is important that Family Members not living in the unit's home station location be given the same respect as those located in the area.**

Care Teams:

The FRG and/or Care Teams will visit the home of the NOK Family only with the consent of the Family. If the Family requests a team then the services provided can include:

- Call support (e.g. screen calls per Family's wishes, keep phone log of calls to Family, help Family identify whom the Family needs to contact)
- Home care assistance (e.g. arrange for help with laundry, lawn care, pet care or boarding, and other household matters in which Family may need assistance; keep log of cards/flowers sent to Family; reschedule appointments; run errands)
- Keep log of questions the Family wants to ask the CAO
- Meal support
- Baby sit or make temporary child care arrangements
- Assist visiting Family Members and friends with installation access, lodging and transportation, as needed
- Note 1: Remember to take notes regarding the NOK parent's explanation to his/her children. It is important to write it down so additional volunteers can ensure a consistent explanation is given. For example, how did the surviving spouse tell his/her children about their military Family Member's casualty?
- Note 2: Monitor the situation in the NOK home. Sometimes the volunteers need protection from grief stricken Family Members who become verbally abusive, or who become overpowering with demands regarding military issues, or who threaten or confront the volunteer. Volunteers stay in groups of at least 2 for this reason and should not hesitate to call the RDC or CAO if a problem arises.

Care Team Kits:

Most installations prepare Care Team kits before deployment or exercises. Some possible things to include in the kit are:

Notebooks, pens
 Binder
 Phone book
 Map of the area
 Points of contact and phone numbers at the unit and installation
 Paper products (trash bags, baggies, plates, napkins, plastic utensils, tissues)
 Note cards
 Bottles of water
 Cell phone with recharger cord (for your use so you don't tie up the Family's phones)

Tums, Tylenol, Allergy Medication, or Over-the-Counter Headache Medicine.(these medicines can be in the bag for the volunteer's use, and not meant for the NOK family)

1) Snack foodsCrayons/Colored Pencils

Coloring book, activity book

2) Miscellaneous activities or toys for children

Hard Candies or Life Savers (again check with NOK family before giving candy to Children)

Copy of an initial Care Team assessment form (see last section)

Remembrance / Memorial Ceremony

Army policy calls for a single Memorial service or ceremony to be conducted by the unit. This is often conducted overseas if the unit is deployed, with a Remembrance ceremony conducted at the Soldier's home station. Procedures and support by the FRG will vary by unit and installation. The Commander or RDC coordinates the ceremony with help from the FRG. These ceremonies are conducted by the military members so the procedure is directed by the Commander, RDC, and Chaplain. Check with your unit and installation for guidance.

Note: In recent years there has been an increase in the desire for more gatherings that allow the families of fallen Soldiers a chance to bond together and support one another. Some are unit specific and others encompass all units, or are conducted at the installation level. Sometimes the Family of a deceased Soldier lives far away from the unit home station and wants to come to a Remembrance ceremony at the unit home station. Some installations have monthly Remembrance services open to all on the installation, to remember all Soldiers killed within a certain time frame. Some installations want Remembrance services to be conducted at the unit for each individual deceased Soldier. Check with your installation for further information.

MEDEVAC Information for Soldiers Seriously Injured

When the local military or civilian hospital cannot adequately treat an injured or sick individual, this patient will be **medically evacuated (MEDEVACed)** to a medical **Military Treatment Facility (MTF)**. There are varying circumstances for MEDEVAC cases. Soldiers or military members, and Family Members using military medical care, initially seen at a home station, can be sent MEDEVAC to another MTF. Tracking of that injured or ill member will start with this initial treatment facility, and the home station unit.

Just the term 'Soldier' will be used in the following, to designate an injured Army member, with the understanding that the military medical system handles all service members. The Department of the Army-Wounded in Action Office (DA WIA) is pretty thorough in tracking all injured military members coming from OIF and OEF (Operation Iraqi Freedom-Iraq, and Operation Enduring Freedom-Afghanistan).

If your injured military member is from another service and not being tracked by DA WIA, that office, phone number listed below, can tell you the appropriate service number to call. The DA WIA is the issuing authority for government travel orders for Army family members.

Please Note that the Military recently established a wounded soldier hotline that is available 24/7 by calling 1-800-984-8523 or e-mail wfsupport.@conus.army.mil.

If a Soldier is injured or taken seriously ill while deployed, this Soldier may be MEDEVACed to the nearest MTF. Wounded in Action or seriously ill military members from a deployed unit serving in an area of conflict, (Military theatre) can be tracked by contacting the Department of the Army Wounded in Action (DA WIA) office, which keeps track of military members MEDEVACed out of such areas. **Call 1-888-331-9369 (DA WIA)**. This is mentioned, as the deployed unit will sometimes temporarily lose track of this patient, and the RDC at the unit's home station may not have the current routing information. The military medical tracking system sometimes is not the same as the unit's tracking system.

In these medically serious cases (Seriously Ill-**SI**, and Very Seriously Ill-**VSI**) the government (under the Joint Federal Travel Regulations –JFTR, Volume 1, Chapter U5246) will provide **Travel and Transportation Orders (T&TOs)** for up to three relatives of the Soldier for travel and lodging at the MTF where the Soldier is sent. (These orders are still sometimes called ITOs-Invitational Travel Orders, however T&TOs is the current term.) Eligibility for specific relatives to receive T&TOs is based solely on medical criteria. A medical officer treating or knowledgeable of the Soldier's case, must determine that it is in the Soldier's best interest to have these relatives at the Soldier's bedside. A physician fills out form **DA 2984** requesting the family to travel to the MTF where the Soldier is sent. This form must be filled out before the requested relative starts to travel, if the travel is to be government paid.

There are many more details to be aware of when receiving T&TO's, and in understanding this travel, lodging, per diem allotment. There is also criteria regarding; a priority ranking regarding the Soldier's relatives who are requested to come to the bedside, the time period and requests for extensions of this time period, bank accounts of the requested relative and the establishment of such accounts if non-existent, casualty versus non-casualty injuries, and other information. Go to **OUR HERO HANDBOOK**, found online at www.carlisle.army.mil and click on the Military Family Program heading on the left side of the page. Examine the frequently asked questions and notification sections at the beginning. This Handbook was written for Walter Reed Army Medical Center (WRAMC); however much of the information is applicable to all MTF's. A hard copy or CD of the Hero Handbook can also be obtained by contacting www.carlisle.army.mil and clicking on Military Family Program. A quick skimming of the **OUR HERO HANDBOOK** online is very helpful when one is in a hurry and preparing to travel to an MTF. Go also to the WRAMC site, www.wramc.amedd.army.mil.

The Following is a Summary regarding Government (Army) sponsored travel found in the **OUR HERO HANDBOOK**, which explains each item in more detail;

1. Casualty, Injury Notification Occurs

2. DA WIA (Department of the Army Wounded in Action, 1-888-331-9369) Needs Assessment checklist is completed from that Office
3. DA Form 2984 is Completed by Physician
4. Approval for Soldier's relative (s) travel is granted
5. Travel and Transportation Orders (T&TOs) issued.
 - Roundtrip airline ticket or approved auto travel round trip mileage
 - per diem (daily allowance for meals), currently \$61.00 per day, per person
 - lodging up to allowable government nightly rate
 - issuing authority is DA WIA
 - The DA WIA liaison office contacted by relative on T&TO. The Liaison Office at WRAMC, located in the hospital, is (202) 782-3735. Many units engaged in a Military theatre of conflict, have a representative from the unit, as a liaison for assistance, in an MTF. Not all units have MTF (hospital) liaisons, or on a continuing basis, but the unit liaison, if present, is a helpful contact before you arrive at the particular MTF the injured Soldier is sent.
 - Monetary advances are allowed with DA approval, arranged at the MTF upon arrival.
 - T&TO orders for minor children are only for 5 days.
 - T&TOs issued for specified time periods, normally in 30 day increments for SI cases.
 - T&TO extension requests come through a physician, and if approved are submitted by the DA Liaison office. Soldier's requested relative on T&TO needs to keep in contact with this office if extending.
 - At end of each set of orders, travel voucher is submitted for reimbursement.
 - copies of all receipts and orders kept by requested relative.

The government cannot issue T&TO's for non-relatives (for example, fiancées or significant others) however sometimes the Soldier requests such an individual, or the deciding physician determines such an individual would aid in recovery. Travel assistance for fiancées or such can be gained through the Hero Miles program, which is also explained in the OUR HERO HANDBOOK. Each Injured Soldier case is different, and regard for the family relationships, and decision for requested relatives is determined by the signing physician for form DA 2984, for each case.

It sometimes takes 4 to 5 days to get a Soldier from the battlefield or overseas location to a stateside MTF. When a Soldier is MEDEVACed from such an area, he/she is sometimes taken to a medical MTF in another country, to become more medically stabilized before traveling on to the United States. Such a facility is the U.S. Military LANDSTUHL Regional Medical Center (LRMC) in Landstuhl, Germany. LRMC provides medical treatment to those injured coming from OIF and OEF (Operation Iraqi Freedom-Iraq, and Operation Enduring Freedom-Afghanistan). Those Soldiers who need more medical stabilization before traveling again, sometimes stay there for awhile. Others are sent on directly to an MTF stateside.

LANDSTUHL REGIONAL MEDICAL CENTER (LMRC) is ten minutes from Ramstein Air Base, (SW Germany) and one and a half hours south of Frankfurt Airport. It is the largest U.S. Military Hospital outside of the United States.

LRMC Information Desk: Commercial -011-49-6371-86-8106

DSN- 486-8106 / 7184

CIV within country – 06371-86- 8106 / 7184

LRMC liaisons, DSN; Army 486-6918, Navy 486-8127, Marine 486-6677, Air Force 480-5544

Fisher House at LRMC: Commercial – 011-49-6371-61-83311

DSN – 486-6630

CIV within country – 06371 -61833-11

Landstuhl Fisher House, CMR 402, Box 669, APO AE 9180

Families coming to Frankfurt airport from the USA on T&TOs will be picked up by official personnel. There is a shuttle service for approximately \$80 round trip (cash/credit card) that can bring families directly to the Landstuhl Fisher House. Pick up point for shuttle is the meeting area at the American USO room in terminal 1, Hall C. Flight information and passenger names are needed to make a reservation for shuttle. The USO will assist service families without a reservation as well. A train station is co-located with the Frankfurt airport. The train costs about the same as the van shuttle service. If using the train, take train to Landstuhl, and then take a taxi from train station to Fisher House. You must use a taxi that has on-base privileges to get onto the military base. Taxi is an additional 5 Euros. Rental cars are available at the airport from major car rental companies, but driving is not recommended if you are not familiar with the German autobahns.

The Landstuhl Fisher Houses prioritize their rooms according to the seriousness of the medical situation. All active duty, retired, VA personnel, and dependents who live over 40 miles from the hospital are eligible. Rooms are \$10.00 per night. Demand for rooms is high, and because severest cases have priority, reservations are not taken, only referrals, which can be taken at any time. Confirmation is given normally one day before arrival. Back up plans should be made, and families should be prepared to stay in local hotels (average 80 Euros per night) if the military Lodging facility, The Ramstein Inn (\$32 for a single, \$48 for a family) is not available. The Ramstein Inn reservation number- 06371-45-4920, DSN 480-4920. Local hotel list can be faxed or e-mailed upon request.

WALTER REED ARMY MEDICAL CENTER (WRAMC), Washington, D.C.

Information Desk – (202) 782-3501

Patient Representative Desk- (202) 782-6866

Fisher House (on the campus)- (301) 295-7374

Mologne House Hotel (on the campus)- (202) 782-4600 / 8700 (\$65.00 per night if not on T&TOs)

Soldier Family Assistance Center- (202) 782-2071

American Red Cross – (877)272-7337

Army Wounded Warrior Program – (800) 237-1336 or (202) 782-9713

Casualty Affairs Office – (202) 782-6127/ 6128

Chaplain Office – (202) 782-6305
Finance Office – (202) 356-1012 ext. 40125
Forst Glen Child Development Center – (202) 782-5025 (make reservations)
Legal Assistance for PEB (Physical Evaluation Board) – (202) 782-1677
Medical Hold Staff Duty – (202) 782-0069
Military Severely Injured Center – (888) 774-1361
TRICARE – (202) 782-4393
VA Benefits Service Center (Veteran’s Administration)- (877) 222-8387
VA office in WRAMC – (202) 782-3645 or (202) 356-1012 ext. 41214
Website: www.wramc.amedd.army.mil

Mailing address to patient:

Name (rank)
Ward Number
Walter Reed Army Medical Center
6900 Georgia Ave. N.W.
Washington, D.C. 20307-5001

BROOKE ARMY MEDICAL CENTER (BAMC), Ft. Sam Houston, San Antonio, Texas

Information Desk – (210) 916-4141 / 3400
Patient Representative - (210) 916-2330
Burn Center- (210) 916-2846, (916-BURN)
Fisher House – (210) 916-6000
Website: www.bamc.amedd.army.mil
Mail: Soldier and Family Assistance Center (SFAC)
Powless Guest House, 2nd floor
3625 George Beach Road
Ft. Sam Houston, Texas 78234

WILFORD HALL MEDICAL CENTER (WHMC), Lackland Air Force Base, Texas

Hospital Operator – (210) 292-7100
Website: www.whmc.af.mil
Fisher House – (210) 292-3000

NATIONAL NAVY MEDICAL CENTER, Bethesda, Maryland (just outside of Washington, DC boundary)

Patient Administration Beneficiary Services – (301) 295-2126 / 2139 (Open 24/7)
Website: www.bethesda.med.navy.mil
Fisher House – (301) 295-5334

The spouse/requested relative traveling on T&TO’s needs to bring;

Copy of T&TO
Military ID card (Non-ID Card holders may also travel on T&TOs- example, a Soldier’s mother or father. They will be issued a temporary ID card at the MTF)
Power of Attorney

Immunization Records for traveling child (ren) needing daycare

Name and phone number for the Soldier's unit

Valid passport if traveling overseas (If a Family Member does not have a passport, one can be obtained quickly through the Casualty Assistance Center/Officer; however, it has taken longer to obtain passports recently due to recent legislative changes).

A Soldier who is MEDEVACed often will arrive in pajamas only. It is a good idea to bring for him/her; a pair of sweatpants and shirt (one that can be cut off for casts, etc), underwear, sneakers and socks, jacket and hat if cold weather.

See OUR HERO HANDBOOK for other suggestions when packing to travel quickly.

Trauma Involving a Military Spouse or Child

Experiences from past deployments and training exercises have proven a need to address this issue. Steps involved in helping the affected Family are similar to those taken in the loss or injury of a Soldier.

If the spouse dies or has a serious trauma and the Soldier is deployed, then the military will make notification to the Soldier and make arrangements to get the Soldier home as soon as possible. The military will notify secondary next of kin if requested by the Soldier.

The FRG and the chaplain can also provide emotional and physical support to the Family, if the Family wishes and support of this crisis is coordinated by the unit RDC.

A major problem that has been seen during recent deployments is temporary custody issues of children of a Soldier or Soldier's spouse who becomes incapacitated or has passed away. Even after notification it can take a deployed Soldier or another Family member several days to come to the children.

Attached is an example of an Emergency Data Sheet that can be filled out by the spouse in case of an emergency involving the spouse while the Soldier is deployed. It should be held confidentially by your unit FRG. It should be notarized. Your local JAG (Judge Advocate) Office at your unit's home station can help you with child custody considerations when preparing for a deployment, particularly if you have unique family circumstances.

RESOURCES:

Military One Source 1-800-342-9647 or www.militaryonesource.com
www.fisherhouse.org
www.banyen.com
www.odinbooks.ca
www.wpspublish.com
www.robertspress.ca
www.compassionbooks.com
www.centerforloss.com

ACKNOWLEDGEMENTS:

This chapter uses a variety of resources. It incorporates information from:

U.S. Army *FRG Leader's Handbook*

Army War College Spouse's Handbook, *A Leader's Guide to Trauma in the Unit*

AFTB's "Crisis and Coping" course

Care Team information booklets and practical advice from FRG leaders all around the world who have experience in Care Teams.

The above documents are available on-line by going to www.carlisle.army.mil and clicking on the Military Family Program listing on the left side of the page.

CARE TEAM
INITIAL ASSESSMENT RECORD
(AFTER A CASUALTY NOTIFICATION)

REMEMBER THAT NOT EVERY QUESTION OR ITEM **HAS** TO BE ANSWERED RIGHT AWAY. LISTEN TO THE FAMILY AND BE YOURSELF. THIS FORM IS FOR YOU AND THE CARE TEAM. THANK YOU FOR SAFEGUARDING CONFIDENTIALITY, FOR YOUR KINDNESS, COMPASSION AND GENEROSITY.

SOLDIER'S INFORMATION

NAME AND RANK: _____ COMPANY: _____

THE FACTS: _____

STATUS: WIA KIA UNKNOWN
CAO: _____ PHONE NUMBER: _____
CHAPLAIN'S NAME: _____ PHONE NUMBER: _____
COMMANDER/ REAR D: _____ PHONE NUMBER: _____

CARE TEAM INFORMATION

DATE/TIME CALL RECEIVED: _____/_____
Co. FRG LDR CALLED: _____ ACTIVATION: _____

FAMILY INFORMATION

PRIMARY NEXT OF KIN: _____
RELATIONSHIP: _____
ADDRESS: _____
PHONE: _____
LANGUAGE SPOKEN IN THE HOME: _____

CHILDREN IN THE HOME:

NAMES, AGES & SCHOOL/DAYCARE:		PICK-UP NEEDED
(ARE SCHOOLS AWARE?)		
YES/NO	_____	YES/NO

*** ANY SPECIAL NEEDS (MEDICAL, PSYCHOLOGICAL, HANDICAP CONDITIONS? EFMP?)*_*_* _____

ANY ALLERGIES *FOOD/MEDICINES/OTHER* _____

ANY APPOINTMENTS THAT NEED TO BE RESCHEDULED: YES NO

SPIRITUAL/RELIGIOUS SUPPORT: _____
_____PHONE: _____

IMMEDIATE FAMILY:

IN THE LOCAL AREA: YES NO IF NO, WHERE: _____
HAVE THEY BEEN NOTIFIED: YES NO
WILL THEY NEED TRANSPORTATION WHEN ARRIVING: YES NO
WILL THEY NEED HELP IN ARRANGING LODGING: YES NO

HOME ASSESSMENT

MEALS:
MEALS REQUEST/NEEDED: YES NO
PREFERENCES/DISLIKES: _____

DIETARY RESTRICTIONS: _____
HOW MANY PERSONS: _____ ESTIMATED # OF DAYS: _____

PETS:

SPECIES	NAME	NOTES/INSTRUCTIONS

HOME CARE:
MINOR HOUSE CLEANING REQUESTED: YES NO
LAWN/YARD CARE NEEDED/REQUESTED: YES NO

OTHER:
SPECIAL REQUESTS: _____

NOTES:

ASSESSMENT COMPLETED BY: _____
INITIAL RESPONSE OR GO TEAM MEMBERS: _____

EMERGENCY DATA SHEET

This form contains contact information authorizing care of my children and notification of my Soldier and my Soldier's unit in the event that I am unable to speak for myself.

I _____ authorize the following persons(s):

First MI Last
1. _____

Name
Telephone #: Home (____) _____ Cell Phone (____) _____

Name
Telephone #: Home (____) _____ Cell Phone (____) _____

to be contacted to pick up and temporarily care for my children in the event that I am incapacitated and/or otherwise unable to speak for myself. My children are:

Name: Date of Birth: Special Needs / Allergies / Medications

My Soldier is assigned to (company / battalion): _____ of
(brigade / home station location of unit) and is currently deployed on temporary duty away from home station for training, or otherwise operationally unavailable.

The unit Staff Duty Officer for the _____ can be reached at:
_____ or _____

My Soldier's commander is _____
The Commander/ISG's number is _____

A representative from my Soldier's unit is authorized to contact my deployed Soldier in order to provide him/her the details of my whereabouts and the nature / extent of my injuries. That representative is also authorized to contact the relative listed below:

My nearest living relative (other than my Soldier) is:

Name / Relationship: _____

Address: _____

Telephone #: Home (____) _____ Cell Phone (____) _____

Signature

Date

Printed Name, Address and Telephone Number

Sworn to, acknowledged and signed by _____,
the declarant, whose name appears above on this form, before me on this date:

_____200____

My commission is indefinite _____
Per 10 USC 1044

Casualty Frequently Asked Questions (FAQ)

What is a casualty?

What are the Soldier casualty classifications during war?

What is the process for notifying families of casualties?

What constitutes a mass casualty?

How will families be notified if a Soldier is involved in a mass casualty?

How is the primary next of kin (PNOK) determined?

Does the Army only notify next of kin (NOK) of active duty Soldiers?

Will a chaplain accompany the Soldier who notifies the family of a death?

What services are available for family members whose loved ones have been killed?

What is the difference between the notifier, called the Casualty Notification Officer (CNO), and the Casualty Assistance Officer (CAO)?

My relative/friend is injured, is it possible for me to see him?

My relative/friend is injured; what hospital is he located in?

My relative/friend is injured, how can I contact him?

Will next of kin be provided military transportation to visit their family member who was evacuated to a medical facility outside the theater of operations?

My relative/friend is dead/injured will you pay for me to go see him?

My relative/friend is dead, when will he be brought back to the U.S.?

My relative/friend is dead, how will he be brought back to the U.S.?

Who can be the Person Authorized to Direct Disposition of remains (PADD)?

How are the remains of casualties identified?

When will the remains of Soldiers be returned to their families?

When the remains are returned to CONUS, who is responsible for procuring a casket for burial services? If the family of the deceased is responsible and the deceased has no family or means to procure a casket for burial, does DOD buy a casket for burial?

What is the difference between a casket, a remains pouch, and a transfer case?

Where will the remains enter the United States?

Will there be a ceremony at Dover Air Force Base when remains are returned to the United States from overseas?

How is the Army going to handle the remains of Soldiers exposed to chemical, biological, nuclear, or radiological (CBNR) warfare agents?

How can I contact other surviving next of kin?

What type of survivor benefits/entitlements will I receive?

Who is responsible for notifying the next of kin about a death or other casualty?

Are the families of deceased service members provided administrative assistance?

Who is entitled to a military funeral?

Who is eligible to be buried in Arlington National Cemetery?

I would like to attend the funeral of a Soldier, can I get the time, date and place?

How is a military funeral requested?

What is a Casualty Assistance Center (CAC)?

How often will families be provided updates on their Soldiers?

Will media representatives be given access to family members?

Will media be allowed to attend the funerals and/or unit memorial services?

How are Soldiers' names released to the media? Can family members have a Soldier's name

withheld from the media?

What information is released to the public?

How can media representatives get information?

How often will information be released to the media?

Are there any media sites that will be set up at the incident site or at the unit's home station?

If family members have not heard from the Army, how can they check on their Soldier?

How can families who have heard that their Soldier is killed or injured verify this information?

What if a family is traveling and thinks the Army may be looking for them?

How long will the hotline be open?

Who will man the hotline?

In light of the events of September 11, 2001, have army units had any mass casualty/anti-terrorism training?

What awards are being presented to Soldiers?

What is friendly fire?

Are these deaths considered Killed In Action (KIA)?

Are there different degrees of illness/injury?

What is DUSTWUN?

When is someone considered a Prisoner Of War (POW)?

What is the difference between a POW and a detainee?

Are military the only ones who can be classified as POWs?

Is there anything special about being a POW as opposed to another captured status?

Listed below are the answers to many of the most Frequently Asked Questions (FAQ):
What is a casualty?

Casualty is an inclusive category. A casualty can be defined as any person who is lost to an organization by reason of having been declared beleaguered (member of an organized element that has been surrounded by a hostile force to prevent escape of its members), besieged (member of an organized element that has been surrounded by a hostile force for compelling it to surrender), captured (seized as the result of action of an unfriendly military or paramilitary force in a foreign country), deceased, detained (prevented from proceeding or is restrained in custody for alleged violation of international law or other reason claimed by the government or group under which the person is being held), DUSTWUN (duty status - whereabouts unknown: transitory casualty status, applicable only to military personnel, that is used when the responsible commander suspects the member may be a casualty whose absence is involuntary, but does not feel sufficient evidence currently exists to make a definite determination of missing or deceased), injured, ill, interned (definitely known to have been taken into custody of a nonbelligerent foreign power as the result of and for reasons arising out of any armed conflict in which the armed forces of the united states are engaged), missing (not present at his or her duty location due to apparent involuntary reasons and whose location is unknown), missing in action (a hostile casualty, other than the victim of a terrorist activity, who is not present at his or her duty location due to apparent involuntary reasons and whose location is unknown) or wounded.

As you can see, this definition encompasses a lot more than what is traditionally thought of as a casualty.

What are the Soldier casualty classifications during war?

Casualty Category - term used to specifically classify a casualty for reporting purposes based upon the casualty type and the casualty status. Casualty categories include killed in action (KIA), died of wounds received in action (DWRIA), and wounded in action (WIA).

Killed In Action (KIA) - a casualty category applicable to a hostile casualty, other than the victim of a terrorist activity, who is killed outright or who dies as a result of wounds or other injuries before reaching a medical treatment facility.

Died of Wounds Received In Action (DWRIA) - a casualty category applicable to a hostile casualty, other than the victim of a terrorist activity, who dies of wounds or other injuries received in action after having reached a medical treatment facility.

Wounded In Action (WIA) - a casualty category applicable to a hostile casualty, other than the victim of a terrorist activity, who has incurred an injury due to an external agent or cause. The term encompasses all kinds of wounds and other injuries incurred in action, whether there is a piercing of the body, as in a penetration or perforated wound, or none, as in the contused biological and chemical warfare agents, and the effects of exposure to ionizing radiation or any other destructive weapon or agent. The hostile casualty's status may be VSI, SI, III, or NSI.

Casualty Type - term used to identify a casualty for reporting purposes as either a hostile casualty or a non-hostile casualty.

Hostile Casualty - a person who is the victim of a terrorist activity or who becomes a casualty "in action." The term "in action" characterizes the casualty as having been the direct result of hostile action, sustained in combat or relating thereto, or sustained going to or returning from a combat mission provided that the occurrence was directly related to hostile action. Included are persons killed or wounded mistakenly or accidentally by friendly fire directed at a hostile force or what is thought to be a hostile force. However, not to be considered as sustained in action and not to be interpreted as hostile casualties are injuries or death due to the elements, self-inflicted wounds, combat fatigue, and except in unusual cases, wounds or death inflicted by a friendly force while the individual is in an absent-without-leave (AWOL), deserter, or dropped-from-rolls (DFR) status or is voluntarily absent from a place of duty. (Joint Pub 1-02)

Non-hostile Casualty - a person who becomes a casualty due to circumstances not directly attributable to hostile action or terrorist activity. Casualties due to the elements, self-inflicted wounds, and combat fatigue are non-hostile casualties. (Joint Pub 1-02)

Casualty Status - term used to classify a casualty for reporting purposes. There are seven casualty statuses:

(1) deceased, (2) duty status-whereabouts unknown (DUSTWUN), (3) missing, (4) very seriously ill or injured (VSI), (5) seriously ill or injured (SI), (6) incapacitating illness or injury (III), and (7) not seriously injured (NSI).

(1) **Deceased** - a casualty status applicable to a person who is either known to have died, determined to have died on the basis of conclusive evidence, or declared to be dead on the basis of a presumptive finding of death. The recovery of remains is not a prerequisite to determining or declaring a person deceased.

(2) **Missing** - a casualty status applicable to a person who is not at his or her duty location due to apparent involuntary reasons and whose location may or may not be known. A casualty status for which the United States Code provides statutory guidance concerning missing members of the military services. Excluded are personnel who are in an absent without leave (AWOL), deserter, or dropped-from-rolls (DFR) status. A person declared missing might be categorized as follows:

Beleaguered - the casualty is a member of an organized element that has been surrounded by a hostile force to prevent escape of its members.

Besieged - the casualty is a member of an organized element that has been surrounded by a hostile force for compelling it to surrender.

Captured - the casualty has been seized as the result of action of an unfriendly military or paramilitary force in a foreign country.

Detained - the casualty is prevented from proceeding or is restrained in custody for alleged violation of international law or other reason claimed by the government or group under which the person is being held.

Interned - the casualty is definitely known to have been taken into custody of a nonbelligerent foreign power as the result of and for reasons arising out of any armed conflict in which the armed forces of the United States are engaged.

Missing - the casualty is not present at his or her duty location due to apparent involuntary reasons and whose location is unknown.

Missing In Action (MIA) - the casualty is a hostile casualty, other than the victim of a terrorist activity, who is not present at his or her duty location due to apparent involuntary reasons and whose location is unknown. (Joint Pub 1-02)

(3) **DUSTWUN (Duty Status Whereabouts Unknown)** - a transitory casualty status, applicable only to military personnel. It is used when the responsible commander suspects the member may be a casualty whose absence is involuntary, but does not feel sufficient evidence currently exists to make a definite determination of missing or deceased. (Joint Pub 1-02)

(4) **Very Seriously Ill or Injured (VSI)** - the casualty status of a person whose illness is classified by medical authorities to be of such severity that life is imminently endangered. (Joint Pub 1-02)

(5) **Seriously Ill or Injured (SI)** - the casualty status of a person whose illness or injury is classified by medical authorities to be of such severity that there is cause for immediate concern, but there is no imminent danger to life. (Joint Pub 1-02)

(6) **Incapacitating Illness or Injury (III)** - the casualty status of a person whose illness or injury requires hospitalization, but medical authority does not classify as very seriously ill or injured or seriously ill or injured and the illness or injury makes the person physically or mentally unable to communicate with the next of kin. Also called III. (Joint Pub 1-02)

(7) **Not Seriously Injured (NSI)** - the casualty status of a person whose injury or illness may or may not require hospitalization; medical authority does not classify as very seriously injured (VSI), seriously injured (SI), or incapacitating illness or injury (III); and the person can communicate with the Next of Kin (NOK). (Joint Pub 1-02)

(a) What is the process for notifying families of casualties?

In the event of a Soldier injury or illness, only primary next of kin will be notified and may be notified telephonically.

(b) All notified families will have ready access to information, as it becomes available.

(c) In all death and missing cases, the primary and secondary next of kin (PNOK) (SNOK) and any other person listed on the DD Form 93 (Record of Emergency Data), will be

notified. The notification will be made as a matter of highest priority, taking precedence over all other responsibilities the notifier has.

(d) Whenever possible, the notifier's grade is equal to or higher than the grade of the casualty. When the PNOK is also a Soldier, the notifier's grade will be equal to or higher than the grade of the PNOK. Personal notification will generally be made between 0600 and 2200 hours local time. The PNOK is always notified first. If the PNOK cannot be located, the Army Casualty & Memorial Affairs Operations Center (CMAOC) will determine when to notify.

What constitutes a mass casualty?

Any large number of casualties produced in a relatively short period of time, usually as the result of a single incident such as a military aircraft accident, hurricane, flood, earthquake, or armed attack that exceeds local logistical support capabilities. In these instances, the Army Casualty and Memorial Affairs Operations Center (CMAOC) coordinates the notification of next of kin for all Soldiers involved.

How will families be notified if a Soldier is involved in a mass casualty?

In the event of a Soldier's injury or illness, only primary next of kin (PNOK) will be notified and may be notified telephonically. All notified families will have ready access to information, as it becomes available. In all death and missing cases, the primary next of kin (PNOK) and secondary next of kin (SNOK) and any other person listed on the DD Form 93 (Record of Emergency Data) will be notified. The notification will be made as a matter of highest priority, taking precedence over all other responsibilities the notifier has.

Whenever possible, the notifier's grade is equal to or higher than the grade of the casualty. When the PNOK is also a Soldier, the notifier's grade will be equal to or higher than the grade of the PNOK. Personal notification will generally be made between 0600 and 2200 hours local time. The PNOK is always notified first. If the PNOK cannot be located, the Army Casualty and Memorial Affairs Operations Center (CMAOC) will determine when to notify the SNOK. When the SNOK is notified first, they will be queried as to the whereabouts of the PNOK. Immediately after PNOK notification has been made, all SNOK will be notified.

How is the primary next of kin (PNOK) determined?

The person most closely related to the casualty is considered the PNOK for notification and assistance purposes. This is normally the spouse for married persons and the parents for unmarried Soldiers/individuals. The precedence of NOK with equal relationships to the casualty is governed by seniority (age). Equal relationship situations include divorced parents, children and siblings. Minor children's rights are exercised by their parents or legal guardian. The adult NOK is usually the first person highest in the line of succession who has reached the age of eighteen. Even if a minor, the spouse is always considered the PNOK. The following order of precedence is used to identify the PNOK:

1. Spouse
2. Natural, adopted, step and illegitimate children
3. Parents

4. Persons standing in loco parentis
5. Persons granted legal custody of the individual by a court decree of statutory provision
6. Brothers or sisters, to include half-blood and those acquired through adoption
7. Grandparents
8. Other relatives in order of relationship to the individual according to civil laws
9. If no other persons are available, the secretary of the military department may be deemed to act on behalf of the individual

Secondary next of kin (SNOK) is any other next of kin other than the PNOK.

Does the Army only notify next of kin (NOK) of active duty Soldiers?

No. The Army will notify next of kin if any of the following become casualties:

- Army members on active duty. The term active duty includes reserve members in an active guard/reserve status.
- Army reserve members who die while en route to or from or while participating in any scheduled training activity.
- National Guard members who die while en route to or from or while participating in any scheduled training activity.
- Army retirees
- Soldiers released from active duty within 120 days.
- DA civilian employees OCONUS.
- DA civilians in a CONUS TDY status.
- DA dependents OCONUS.

Will a chaplain accompany the Soldier who notifies the family of a Death?

Not necessarily. Many times the notifier travels from outside the area to visit the family. In these cases, the notifier may, at the family's request, contact a clergy or family member to come to the home. The notifier may also ask a local chaplain or community minister to be present at the notification.

What services are available for family members whose loved ones have been killed?

The Army casualty assistance program assists the primary next of kin (PNOK) during the very emotionally trying and difficult time following a casualty incident, to eliminate delays in settling claims, to assist the PNOK in applying for survivor benefits and to resolve other personnel-related matters. Families whose loved one has been killed or missing will be provided a Casualty Assistance Officer (CAO) by the Army Casualty and Memorial Affairs Operations Center (CMAOC).

Services provided by the CAO include, but are not limited to, information and assistance concerning the return of remains and belongings, funeral/memorial services, filing for benefits and entitlements, and relocation of military family members.

What is the difference between Notification Officer (CNO)), and the assistance officer (Casualty Assistance Officer (CAO))?the notifier (Casualty

The notifier, also called the Casualty Notification Officer (CNO), normally is a Soldier with the grade of Sergeant First Class or higher or an officer in the grade of Captain or higher. (Under extraordinary circumstances, the Army Casualty and Memorial Affairs Operations Center (CMAOC) may authorize Staff Sergeants to be used as CNO or notifier). Notifiers are provided training material to help them fulfill their responsibilities, which normally extend only through the notification. The Casualty Assistance Officer (CAO) is an officer in the grade of Captain or higher, warrant officer or senior NCO with the grade of Sergeant First Class or higher (Staff Sergeant only upon approval from CMAOC). Normally, the CAO will be of equal grade or higher than the casualty and/or to next of kin (NOK) for whom the assistance is being provided. While performing these duties, the CAO will be relieved of all conflicting duties and/or responsibilities. CAOs are the official liaison between the family and the Army. The CAO is assigned to assist the family for as long as it takes to complete their transition. This may take several months depending on family needs. CAOs help families complete insurance forms, meet with funeral directors and make funeral plans. Generally, the notifier and the CAO are two different Soldiers. In some instances where there is a long geographic distance from an Army installation or National Guard or Army Reserve unit, the Army Casualty and Memorial Affairs Operations Center (CMAOC) may authorize the notifier and CAO to be the same individual.

My relative/friend is injured, is it possible for me to see him?

Travel by a friend or relative to a hostile fire zone is not permitted. If your friend/relative is transferred to a medical treatment facility in a non-hostile fire zone, your ability to visit him/her is dependent upon the medical treatment facilities ability to receive guests and your ability to travel to the location.

My relative/friend is injured; what hospital is he located in?

The Primary Next of Kin (PNOK) of an injured/ill individual is notified by the Army, the physician, a unit representative or Soldier/civilian himself/herself. Families can best assist notification by verifying their contact information or temporary changes are recorded within their loved one's unit. Since the primary next of kin (PNOK) will be notified in most cases, families/friends should use the PNOK as a focal point for sharing information internally.

My relative/friend is injured, how can I contact him?

The Primary Next of Kin (PNOK) of an injured/ill individual is notified by the Army, the physician, a unit representative or Soldier/civilian himself/herself. Families can best assist notification by verifying their contact information or temporary changes are recorded within their loved one's unit.

Since the primary next of kin (PNOK) will be notified in most cases, families/friends should use the PNOK as a focal point for sharing information internally.

Will next of kin be provided military transportation to visit their family member who was evacuated to a medical facility outside the theater of operations?

For very seriously injured/ill (VSI) or seriously injured/ill (SI) patients, the primary next of kin (PNOK) can be issued Invitational Travel Orders (ITO) if the attending physician determines it is essential to the recovery of the patient and is verified by the hospital commander. As part of the process, DOD pays for the transportation.

My relative/friend is dead/injured will you pay for me to go see him?

If the attending physician views your presence as helpful in recovery and formally requests it, invitational travel orders (ITO) may be issued based on the following guidelines from AR 600-8-1: Commander, Human Resources Command may issue an ITO to not more than two family members of a Soldier who is hospitalized and classified as VSI or SI. ITO are governed by the Joint Federal Travel Regulation (JFTR) volume 1, paragraph U5246. The definition of a family member as defined in the JFTR, means the member's spouse, children (including step, adopted, and illegitimate children), siblings of the member and parents of the member (includes fathers and mothers through adoption and persons who have stood in loco parentis to the member for a period of not less than one year immediately before the member entered the U.S. Army). However, only one father and one mother or their counterparts may be recognized in any one case. There are other guidelines that would be discussed with the Primary Next of Kin (PNOK) in the event an ITO is issued.

My relative/friend is dead, when will he be brought back to the U.S.?

The Army communicates this matter with the Primary Next of Kin (PNOK) or Person Authorized to Direct Disposition of remains (PADD). Since the PNOK or PADD will be notified will be aware of those details, families/friends should use the PNOK or PADD as a focal point for sharing information internally.

My relative/friend is dead, how will he be brought back to the U.S. ?

The Army communicates this matter with the Primary Next of Kin (PNOK) or Person Authorized to Direct Disposition of remains (PADD). Since the PNOK or PADD will be notified will be aware of those details, families/friends should use the PNOK or PADD as a focal point for sharing information internally.

Who can be the Person Authorized to Direct Disposition of remains (PADD)?

a. Only one person at a time can be the PADD. Accordingly the order of priority listed in (1) through (12) below will be followed in determining the PADD for eligible deceased personnel cited in Chapter 2, AR 638-2. The PADD can only be disqualified in accordance with the criteria found in paragraph 4-8, AR 638-2.

(1) Surviving spouse, even if a minor. For this regulation, the legal spouse is one who is married as prescribed by civil law or was not divorced from the deceased and has not remarried at the time disposition of remains is to be made. The latter would apply to the case of a Soldier who has been declared deceased, body not recovered at the time of the casualty incident, and whose remains are later recovered and identified. If the spouse has remarried at the time disposition is to be made, the right of disposition will go to the next person in order of priority (see para 4-26, AR 638-2).

(2) Designated blood relative. An unmarried Soldier may designate a blood relative on DD Form 93 (Record of Emergency Data) as his or her PADD. If the Soldier's parents are divorced or separated, the Soldier may designate which blood relative will direct disposition of the remains. Should the Soldier subsequently marry and be survived by a spouse, the provisions of (1) above will apply.

(3) Sons or daughters who have reached the age of majority in the order of seniority (age).

(4) Parents in order of seniority (age) unless legal custody was granted to another person by reason of court decree or statutory provision. (The person to whom custody was granted remains the PADD despite the fact that the individual had reached the age of majority at the time of death.) Step-parents serve in loco parentis and are not parents.

(5) That blood or adoptive relative of the individual who was granted legal custody of the individual by reason of a court decree or statutory provision. The person to whom custody was granted remains the PADD despite the fact that the individual had reached the age of majority at the time of death.

(6) The elder sibling who has reached the age of majority in the order of seniority (age). When the deceased person has full siblings, half-siblings, or step-siblings; the order of precedence is the full siblings by seniority then the half-siblings by seniority. Step-siblings are not eligible to direct disposition of remains. Adopted siblings are treated the same as full siblings when adopted by both of the deceased person's biological parents. Adopted siblings are considered as half-siblings when adopted by only one of the deceased person's biological parents.

(7) Grandparents in order of seniority.

(8) Other adult blood relatives in order of relationship to the individual under the laws of the deceased's domicile. When two individuals are of equal relationship, priority will be determined by age.

(9) Remarried surviving spouse. For this regulation, the remarried surviving spouse is one who was not divorced from the deceased and has remarried at the time disposition of remains is to be made. The latter would apply to the case of a Soldier who has been declared deceased, body not recovered, and whose remains are later recovered and identified.

(10) Person in loco parentis.

(11) Legal representative of the estate may make disposition of remains when all efforts to identify or locate a person in categories (1) through (10) are unsuccessful. The legal representative must be properly appointed by a civil court having jurisdiction of the decedent's estate. The legal representative of the estate will submit a claim to direct disposition of the remains through the CAC to the Commander, Army Human Resources Command (TAPC-PED-D). The Commander, Army Human Resources Command (TAPC-PED-D) will determine the PADD whenever the PADD will be someone other than a blood relative of the decedent.

(12) Personal friend of the deceased when the remains are not claimed by a person in (1) to (11) above. The Commander, Army Human Resources Command (TAPC-PED-D) will determine the PADD whenever the PADD will be someone other than a blood relative of the decedent.

(13) When all known persons in categories (1) through (11) relinquish disposition authority or cannot be identified or located, then disposition of the remains will be made by the administrative determination of the Commander, Army Human Resources Command (TAPC-PED-D).

b. When the person highest in the order listed in a (1) through (10) declines writing to direct the disposition of remains (option 6, DA Form 7302 (Disposition of Remains Statement)), the authority will be offered to the next person in order of priority.

c. When no person in the order of priority can be identified or located, disposition of the remains will be made by the administrative determination of Commander, Army Human Resources Command, (TAPC-PED-D).

How are the remains of casualties identified?

The recovery process is completed as quickly as possible. Once the remains have been recovered, officials use all available and necessary processes to complete identification procedures. When there is not an instance of multiple traumas to remains, identifications may be made using fingerprinting, dental records, anatomical comparisons and circumstantial evidence. The Armed Forces Medical Examiner (AFME) from the Armed Forces Institute of Pathology (AFIP) at Walter Reed Army Medical Center is in charge of the process. When DNA processing is necessary, the Armed Forces DNA Identification Laboratory (AFDIL), Rockville, MD, conducts the necessary testing. In some instances, the U.S. Army Central Identification Laboratory (CIL) (formerly known as CILHI and now part of the Joint POW / MIA Accounting Command) also provides forensic pathologists to assist with identifications. Once the identifications are complete, family members will be provided with a profile of how the identifications were determined. Army officials will not release exactly what remains were recovered. The family may release that information if they wish.

When will the remains of Soldiers be returned to their families?

As soon as possible, although times may vary by situation. Generally, Soldiers' remains returning from overseas will be processed through an overseas mortuary and/or Dover Air Force Base in Delaware and then taken to the area their families have requested.

When the remains are returned to CONUS, who is responsible for procuring a casket for burial services? If the family of the deceased is responsible and the deceased has no family or means to procure a casket for burial, does DOD buy a casket for burial?

Upon return of the remains to the port of entry mortuary, the family working with the service of the deceased, will make decisions about the final burial arrangements, including who will assume responsibility for preparations of remains and associated costs. The Person Authorized to Direct Disposition of remains (PADD) is counseled about government burial benefit entitlements, including options for burial in a national cemetery with DOD-furnished casket and headstone. If there are no next of kin (NOK), the service secretary will pay for and take care of arrangements.

What is the difference between a casket, a remains pouch, and a transfer case?

Remains pouches are normally used as a temporary means of transporting remains from one location to another within the area of operations. Transfer cases are used to transport remains aboard military aircraft/vessels. Caskets are used for burial.

Where will the remains enter the United States?

Current plans are for all remains to be returned to Dover AFB, Delaware, or direct shipment to the servicing funeral home from the United States Army Mortuary Affairs Activity-Europe in Landstuhl, Germany.

Will there be a ceremony at Dover Air Force Base when remains are returned to the United States from overseas?

Department of Defense policy discourages ceremonies at Dover Air Force Base or other intermediate stopover destinations. As always, appropriate dignity and respect will be afforded during transit of remains. If there were a ceremony at the port of embarkation, most families would feel obligated to attend causing undue hardship for some families. Instead, appropriate Military Funeral Honors will be rendered at the gravesites or other memorial services.

How is the Army going to handle the remains of Soldiers exposed to chemical, biological, nuclear, or radiological (CBNR) warfare agents?

DOD recently reviewed this issue to ensure that any decision was based on the latest medical thinking. The review by DOD health and mortuary affairs experts validated that the current method of handling the remains of U.S. service members would remain in place. Cases involving contaminated remains will be handled with the dignity and respect accorded to all remains and processed by mortuary and medical personnel consistent with applicable laws and procedures to ensure the health of the living.

Human remains contaminated by biological or chemical weapons will not be cremated. Nor will mortuary affairs personnel bulldoze mass graves. DOD leadership and commanders will make maximum efforts to ensure the health and safety of all service members and the public.

How can I contact other surviving next of kin?

Based on current Privacy Act laws, the Army cannot release next of kin (NOK) information.

What type of survivor benefits/entitlements will I receive?

Each Primary Next Of Kin (PNOK) for a deceased or missing Soldier will be assigned a Casualty Assistance Officer (CAO). The CAO is an officer in the grade of Captain or higher, warrant officer or senior NCO with the grade of Sergeant First Class or higher (Staff Sergeant only upon approval from the Army's Casualty and Memorial Affairs Operations Center (CMAOC)). Normally, the CAO will be of equal grade or higher than the casualty and/or to next of kin (NOK) for whom the assistance is being provided. While performing these duties, the CAO will be relieved of all conflicting duties and/or responsibilities. CAOs are the official liaison between the family and the Army. The CAO is assigned to assist the family for as long as it takes to complete their transition. This may take several months depending on family needs. CAOs help families complete insurance forms, meet with funeral directors and make funeral plans. Generally, the notifier and the CAO are two different Soldiers. In some instances where there is a long geographic distance from an Army installation, National Guard or Army Reserve unit, the CMAOC may authorize the notifier and CAO to be the same individual. Injured/ill service members should coordinate with their Casualty Assistance Center for clarification on benefits.

Who is responsible for notifying the next of kin about a death or other casualty?

Each service is responsible for notification of next of kin. Each military service has organized procedures for ensuring expeditious and personal notification.

Are the families of deceased service members provided administrative assistance?

A Casualty Assistance Officer (CAO) is assigned to help the primary next of kin (PNOK) with the burial process and to ensure the PNOK is aware of and gains access to any entitlements.

Who is entitled to a military funeral?

Current Army policy is that full Military Funeral Honors are provided for active duty Soldiers and Medal of Honor recipients.

Full Military Funeral Honors consist of six casket bearers, who also act as the firing party, an officer or noncommissioned officer in charge, a chaplain, and bugler. Retirees are provided full honors, resources permitting. If resources are not available, two Soldiers will provide a flag folding ceremony and presentation of the interment flag to the retiree's next of kin. Veterans will, upon request, be provided a two-Soldier flag folding team and the interment flag presentation.

Who is eligible to be buried in Arlington National Cemetery?

Unfortunately, Arlington National Cemetery has limited space. As a result, there are various eligibility restrictions, which periodically change. Review of the Arlington National Cemetery's web site (http://www.arlingtoncemetery.org/funeral_information/index.html) can resolve most questions.

I would like to attend the funeral of a Soldier. Can I get the time, date and place?

Whether or not a funeral is open to the public or a private service is a family decision. Department of the Army does not publish funeral information out of respect to the next of kin. However, local newspapers may publish information on funeral services within obituary notices, if a family desires to make that information public.

How is a military funeral requested?

Requests for Military Funeral Honors are usually made by the funeral director that is assisting the family of the deceased. The funeral director should make the request through a toll-free directory assistance number or the Casualty Assistance Center (CAC) in which the interment will be conducted.

What is a Casualty Assistance Center (CAC)?

A CAC is a major Army installation assigned a specific geographic area of responsibility for providing military honors and casualty related services. There are currently twenty-seven CONUS CACs and seven OCONUS CACs including Hawaii and Alaska. Contingency CACs are also periodically established for ongoing operational areas.

How often will families be provided updates on their Soldiers?

Information will be passed to primary next of kin (PNOK), as it becomes available. Since the PNOK will be notified of updates, families/friends should use the PNOK as a focal point for sharing information internally. In the first hours after the incident, information may be limited. If there is no solid evidence a particular Soldier was involved in the incident, but Army officials have reason to believe the Soldier was involved, families will be given a "believed to be" notification. This simply tells the family that the Army has good reason to believe their loved one was involved and that the Army will provide them updates, as they become available. This type of notification will be delivered only when there is overwhelming reason to believe their Soldier was involved. If it is "believed to be killed" or "believed to be missing", both primary next of kin (PNOK) and secondary next of kin (SNOK) will be notified in person. If it is "believed to be injured," only the primary next of kin will be notified telephonically. All family members who have been notified originally will be kept informed of developments in their cases.

Will media representatives be given access to family members?

Family members may accept or decline interview requests at their discretion. Normally, the Army does not act as a liaison between families and the media. However, if a situation draws overwhelming media interest or if family members request guidance or assistance, an Army Public Affairs Office may assist them.

Will media be allowed to attend the funerals and/or unit memorial services?

Families determine media attendance at funerals or family memorials. The unit commander determines attendance at unit memorial services.

How are Soldiers' names released to the media? Can family members have a Soldier's name withheld from the media?

Once required next of kin notifications have been completed, the Army Human Resources Command Public Affairs Office will release the information to the Army's Office of Chief of Public Affairs (OCPA) (703-697-7550). OCPA releases to Office of Secretary of Defense Public Affairs and the media. Although families may request their Soldier's name be withheld, it is a matter of public record and may be released without their permission.

What information is released to the public?

Information released to the public includes: the Soldier's name, age, place of birth, unit, as much information about the incident as is available, next of kin information (name, relationship to the Soldier, and their city and state of residence), when and where the Soldier entered the Army, and the Soldier's Military Occupational Specialty (MOS) or branch.

Because the Army wants to release as much information as possible as quickly as possible, names will be released immediately. However, there may be times when not all information will be immediately available. Follow-up releases may be provided when necessary.

How can media representatives get information?

Media representatives should call the Department of the Army Public Affairs at 703-697-7550. No media updates will be disseminated through the hotline.

How often will information be released to the media?

Department of the Army Public Affairs will determine the regular release of information.

Are there any media sites that will be set up at the incident site or at the unit's home station? All information will be initially released at the Department of the Army level. If a media center is established, information will be available from Army Public Affairs, Media Relations Division, 703-697-7550. Information may also be disseminated through the unit or installation public affairs office of the unit involved. Office of the Chief of Public Affairs (OCPA) determines the level of response, in coordination with subordinate commands.

If family members have not heard from the Army, how can they check on their Soldier?

Both the Army and Department of Defense policies for release of casualty names requires notification of next of kin (NOK) before any public dissemination. Since accuracy on casualty matters is crucial, it often takes extra time for information to flow and be verified through the chain of command before the Army will officially notify families. In addition, current Army policy requires in-person notification to both primary next of kin (PNOK) and secondary next of kin (SNOK) on deceased or missing cases. PNOK must be notified before any SNOK. Because PNOK or SNOK may be located at several locations, on vacation, or away on business, it may take extra time for Casualty Notification Officers (CNOs) to be briefed, travel and make contact with the next of kin. Army policy for very seriously injured/ill (VSI) or seriously injured /ill (SI), authorizes telephonic notification to the PNOK only. Hence, the PNOK will become the family focal point for information on VSI/SI cases. In cases where an individual is not seriously injured, the individual, physician or a unit representative may notify the family. Families can best assist notification by verifying their contact information or temporary changes are recorded within their loved one's unit. Rest assured, once information is verified, that the Army will make all efforts possible to swiftly and appropriately notify next of kin. Your patience is appreciated. If a significant casualty event occurs, the Army may set up a toll-free hotline to address concerns of family members and the public as far as possible. However, until next of kin (NOK) have been notified officially (conducted in person for deceased or missing, and conducted telephonically for injured), no information concerning individuals will be released by the hotline, even to NOK.

Families can best assist notification by verifying their contact information or temporary changes are recorded within their loved one's unit. Since the primary next of kin (PNOK) will be notified in most cases, families should use the PNOK as a focal point for sharing information internally.

How can families who have heard that their Soldier is killed or injured verify this information?

The Army will conduct in-person notification for deceased or missing cases and telephonic notification for very seriously injured/ill (VSI) or seriously injured /ill (SI) cases. In-person notification will be made to both primary next of kin (PNOK) and secondary next of kin (SNOK) on death or missing cases. PNOK are notified before any SNOK. Telephonic notification is made only to PNOK on VSI or SI cases. If a toll-free hotline is opened for a significant casualty event, the contact number for that hotline will be published in the media. However, no notification will be made via the hotline.

Operators will only be able to verify a Soldier or civilian is not on the current list provided for deceased or missing. Operators will not have information lists on wounded, injured or ill. The Army will make in-person notification to both primary next of kin (PNOK) and secondary next of kin (SNOK) for all deceased or missing cases. For very seriously injured/ill (VSI) or seriously injured /ill (SI) cases, the Army will only make telephonic notification to the PNOK. Families can best assist notification by verifying their contact information or temporary changes are recorded within their loved one's unit. Since the (PNOK) will be notified in most cases, families should use the PNOK as a focal point for sharing information internally.

What if a family is traveling and thinks the Army may be looking for them?

Families can best assist notification by verifying their contact information or temporary changes are recorded within their loved one's unit. Since the primary next of kin (PNOK) will be notified in most cases, families should use the PNOK as a focal point for sharing information internally. If a toll free hotline is opened for a significant casualty event, the contact number for that hotline will be published in the media. However, no notification will be made via the hotline. Operators will only be able to verify a Soldier or civilian is not on the current list provided for deceased or missing. Operators will not have information lists on wounded, injured or ill. If families believe they may be the objects of a search by Army officials, they may call toll-free hotline

(1-800-984-8523) and give their pertinent information to an operator on duty. Operators will take the family and Soldier's information and pass it to the Human Resources Command Public Affairs Office in case there is a notification pending. Once again, families are never notified of a casualty through the hotline.

How long will the hotline be open?

A toll-free hotline will only be established if a significant casualty event occurs involving Army Soldiers or civilians. There is no set timeline for the toll-free hotline operations. The Army leadership will determine when the hotline is required and when the hotline has fulfilled its requirements.

Who will man the hotline?

The Army hotline used by the general public will be manned by subject matter experts and trained volunteers.

In light of the events of September 11, 2001, have army units had any mass casualty/anti-terrorism training?

Army units routinely conduct these types of exercises. The recent incidents have also heightened awareness of these possibilities. Training classes in anti-terrorism are required periodically for all Soldiers.

What awards are being presented to Soldiers?

Awards are determined by the actions of the recipients and recommended by the chain of command. (Note: The Purple Heart is only awarded for injuries sustained as a result of enemy action.)

What is friendly fire?

In casualty reporting, a casualty circumstance applicable to persons killed in action or wounded in action mistakenly or accidentally by friendly forces actively engaged with the enemy, who are directing fire at a hostile force or what is thought to be a hostile force.

Are these deaths considered Killed In Action (KIA)?

Killed In Action (KIA) is a casualty category applicable to a hostile casualty, other than the victim of a terrorist activity, who is killed outright or who dies as a result of wounds or other injuries before reaching a medical treatment facility.

Are there different degrees of illness/injury?

Yes. A person is seriously ill/injured (SI) when the medical authority classifies the illness or injury to be of such severity that there is cause for immediate concern, but there is not imminent danger to life. A person is very seriously ill/injured (VSI) when the medical authority classifies the illness or injury to be of such severity that life is imminently endangered.

What is DUSTWUN?

DUSTWUN (Duty Status Whereabouts Unknown) is a transitory casualty status, applicable only to military personnel. It is used when the responsible commander suspects the member may be a casualty whose absence is involuntary, but does not feel sufficient evidence currently exists to make a definite determination of missing or deceased. (Joint Pub 1-02)

When is someone considered a Prisoner Of War (POW)?

Someone is considered a POW when while engaged in combat under orders of his or her government, he or she is captured by the armed forces of the enemy.

What is the difference between a POW and a detainee?

Prisoner of War (POW) - a detained person as defined in articles 4 and 5 of the Geneva Convention relative to the treatment of prisoners of war of August 12, 1949. In particular, one who, while engaged in combat under orders of his or her government is captured by the armed forces of the enemy. As such, he or she is entitled to the combatant's privilege of immunity from the municipal law of the capturing state for warlike acts that do not amount to breaches of the law of armed conflict. For example, a prisoner of war may be, but is not limited to, any person belonging to one of the following categories who has fallen into the power of the enemy: a member of the armed forces, organized militia or volunteer corps; a person who accompanies the armed forces without actually being a member thereof; a member of a merchant marine or civilian aircraft crew not qualifying for more favorable treatment; or individuals who, on the approach of the enemy, spontaneously take up arms to resist the invading forces. (Joint Pub 1-02)

Detainee - a person who is prevented from proceeding or is restrained in custody for alleged violation of international law or other reasons claimed by the government or group under which the person is being held. (Joint Pub 1-02)

Are military the only ones who can be classified as POWs?

No. A prisoner of war may be, but is not limited to, any person belonging to one of the following categories who has fallen into the power of the enemy: a member of the armed forces, organized militia or volunteer corps; a person who accompanies the armed forces without actually being a member thereof; a member of a merchant marine or civilian aircraft crew not qualifying for more favorable treatment; or individuals who, on the approach of the enemy, spontaneously take up arms to resist the invading forces.

Is there anything special about being a POW as opposed to another captured status?

Yes. A POW receives all the protections and rights accorded by the Geneva Convention, including the right to send and receive mail, to communicate any complaints, receive medical care, and to have his habits, customs, and religious practices respected. Prisoners of war are entitled to release and repatriation, without delay, upon agreement or after the cessation of active hostilities. A POW is also entitled to the combatant's privilege of immunity from the municipal law of the capturing state for warlike acts that do not amount to breaches of the law of armed conflict.

CHAPTER 8

ARMY NATIONAL GUARD AND ARMY RESERVE

- The difference between “Active Army”, “National Guard” and “Army Reserve”
- The unique role of being a Command Spouse in the Reserve Component
- Mobilization and Deployment challenges
- Resources available specific to the Army National Guard and Army Reserve

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ARMY NATIONAL GUARD and ARMY RESERVE

In the past few years many changes have been made through the Army Reserve and National Guard Bureau to improve the resources and support available to the families of the Reserve Component. The goal of this chapter is to inform and help Guard and Reserve spouses in leadership positions, to make the road through command and deployment smoother and easier to travel. This chapter is meant to add specific insights, not take the place of the important information in the Battle Book. Take the information in this entire book and adjust it to the needs of your particular situation. As you read this chapter, keep in mind that the National Guard and Army Reserve are each unique and it would take a whole separate book to cover all the different situations and circumstances that can and will arise. The most important thing to remember is that there are resources available that can provide answers to your questions.

A LITTLE HISTORY AND EXPLANATION

The term “Active Army” normally defines Soldiers that are on duty 365 days a year during their term of service. Whereas, Reserve Component Soldiers have traditionally served one weekend a month and 15 days each summer, in addition to any active duty required for schools and particular assignments. Reserve Component Soldiers have often been labeled citizen Soldiers inasmuch they also have civilian careers. The Reserve Component of the army includes both the Army National Guard and the Army Reserve.

The National Guard is the oldest of our nation’s military services. It traces its lineage back to December 13th, 1636 when its oldest regiments met for their first drill on the village green in Salem, Massachusetts. These regiments were formed in the British military tradition to provide security for the British colonists in the absence of regular British Soldiers. These Soldiers were the nucleus of the Continental Army that won American independence, hence the symbol of the National Guard being the Minuteman. The Constitution specifies that congress will raise, fund and be responsible for the training of the militia and that the President can call on them in times of national need. These roots have resulted in the dual mission of the National Guard. During times of peace, all National Guard Units report to their State Governor as their Commander in Chief. These units serve their states in time of civil unrest and disasters. Every State and Territory of the United States has National Guard Units that are commanded by their State Adjutant General who reports to and works for the State Governor. During these times these units, along with the Active Army make up our National Military deterrence. Finally, once mobilized, National Guard Units report to the President as their Commander in Chief and are available to fight America’s wars.

The Army Reserve is a Federal Reserve force that was founded in April 23, 1908, as the Medical Reserve Corps. Initial efforts were to build a federal force of technical specialties to fill Active Army shortages in times of need. As a federal force the Army Reserve do not have the same state mission as does the National Guard. They will only support civil unrest or disasters if called upon by our federal government.

The Active Army was formed on 14 June 1775-over a year before the Declaration of Independence. It is the nucleus and infrastructure that forms our National defense today. Unlike the Militia, it is a federal force reporting only to the President of the United States as its Commander in Chief.

KNOWLEDGE IS POWER AND PEACE OF MIND

Many Reserve Component spouses have little familiarity with their Soldier's "part-time" job and drill weekends. If you haven't educated yourself on this part of their life, now is the time.

Motivate yourself to reach out and find as much information as you can. This will put you in a position to be in control of any situation that may arise. It's important to remember that when your Soldier takes command of a battalion or brigade, many will look to you as an unofficial Family resource and leader. Families of the Soldiers will look to you as an example and as a person who will have the answers to their questions.

There is a lot of information and training available. You may want to start by taking advantage of instruction called Army Family Team Building (AFTB) and Guard Family Team Building (GFTB). Both are offered through State Family Programs Offices, Army Community Service (ACS) and on-line. It is a good, basic introduction to the military and how military life affects your life as a spouse. There is more than one short, modular course of information, to accommodate different levels of experience. Continue gathering information by reading many of the publications that are available. There are countless resources on the Internet that support the military family. Those specific to the Guard and Reserve will be of benefit to you (a few helpful sites are listed at the end of this chapter and also in the Army Resources and Organizations chapter of this book).

Especially for Guard spouses: Check out your state's National Guard website. There should be a link to "Family Programs" somewhere on the home page. An example of a great web page can be found at www.ut.ngb.army.mil. There are many informational pages and links available and the site is easy to navigate. It is important to remember that each state runs their FRG program a little differently according to the Adjutant General's guidance. It is important to be familiar with the rules and regulations of your state.

A helpful bit of information to be familiar with is the Chain of Command that applies to your situation. (Be aware that it will change during a deployment.) This chain of command can be a reference to you, for often there are knowledgeable and experienced spouses of those in the chain of command. They have often been in your situation before. (Refer to the Chain of Command chapter to learn about the active duty chain of command. Refer to the end of this chapter to learn about the National Guard and Reserve chain of command.)

When your Soldier is invited to attend the Pre-Command course, you may want to consider attending the training available at the same time for, the spouse. The Command Team Seminar (CTS) is a week long course held for spouses of commanders going into battalion and brigade commands, and command sergeant major positions, held at Fort Leavenworth, Kansas, in the facilities of the Command and General Staff College (CGSC). There is a lot of great training and information given that will make your experience during command easier and more enjoyable. Currently, the Army Reserve will pay for spouses to attend. If you are a National Guard spouse ask your state if they will pay for you to attend.

MOBILIZATION AND DEPLOYMENT

Being a Commander's spouse is an enormous challenge during mobilization and deployment. Your role is very important. There are many opportunities to help the families of your unit through a challenging time. This can be an opportunity to grow personally and develop new skills and friendships. One of the most important things to do is to communicate. Enough cannot be said about how important it is to talk regularly with experienced and knowledgeable people. Start asking around and find who is available. Build a support network. If you are in the Guard, contact your State's Family Program Director or Family Readiness Assistant. If you are in the Reserve, contact your region's Family Program Office. Lists of these Family Program offices are included at the end of this chapter.

It is very important, if your unit is deployed and attached to an active duty unit that you get in touch with the commander's spouse and/or the FRG leader for that unit. These leaders can be an invaluable resource. They have a wealth of experience and training that will help guide you when you are traveling the unfamiliar territory of deployment and active duty. Keep in mind that some of these leaders are not familiar with the uniqueness of the National Guard and Reserve. Oftentimes what is done on the Active Duty side does not or cannot apply. However, this flow of information is critical during deployment. These are critical relationships to develop.

A note especially for active duty spouses: If your Active Duty husband or wife has a National Guard or Reserve unit under his/her command, ask your commander spouse about these attached units, or individual augmentees, who are National Guard or Reserve Soldiers. It is important for you, the spouse of the active duty commander, to make contact with the spouses and/or FRG leaders of any such Reserve or Guard units, or family members of individual augmentees. The families of these National Guard or Reserve Soldiers may be hundreds, or thousands of miles away, but will appreciate your interest. They may need your assistance, ideas, and support at different times during a deployment. Keep in mind that the Guard and Reserve families have issues that make it difficult and sometimes impossible to run their FRG as the Active Army can, especially those Active Army units that are based in one location. Challenges may exist that you have not thought of. For example: geographic dispersion of the families, FRGs that are not fully organized and functional, and one of the biggest challenges is that many spouses in the Guard and Reserve have never been on an active duty status before and are not aware of the nuances of the military. Things such as acronyms, pay, Tri-Care, and even the structure of the units may be completely new to them. Keep this in mind and be sensitive to these issues as you communicate with them.

It is also important to build the communication lines between you and the Rear Detachment (RD). The RD Commander (RDC) and his/her assisting Soldiers, are available to answer your questions and are happy to give support in many ways during deployment. This is vitally important in the event of extreme emergencies. See the Deployment Section for more information on RD.

One of the greatest assets you have during deployment is the Family Assistance Center (FAC). FACs are established to provide support and assistance to families during deployment. Get to know the coordinator(s) of your nearest FAC.

These are people trained to help families with issues regarding pay, Tri-Care, I.D. cards, DEERS, legal information and assistance, emergency financial aide, etc. They are intended to simplify the process of accessing appropriate needs and focus on information, referral, and services for an extended period of time. Referrals may be directed to military and civilian agencies, groups, private organizations, and/or clergy that assist with resolving problems or provide crisis and personal counseling.

Abbreviations/Acronyms regarding this chapter:

RC – Reserve Component – both United States National Guard and Army Reserve.

USAR – United States Army Reserve.

ARNG – Army National Guard

ANG – Air National Guard

RD – Rear Detachment RDC – Rear Detachment Commander

FAC – Family Assistance Center

For Guard spouses: *FACs exists according to individual state needs:*

More Soldiers deployed = more FACs.

When Soldiers return from deployment FACs may be closed or moved to a different location.

For Reserve spouses: *Many Reserve families are located long distances away from Reserve centers. Reserve families can receive aide from National Guard FACs. There may be some services that cannot be provided directly but the coordinator at the FAC will be able to find the appropriate resource.*

Finally, remember that most military installations have Family services available to assist any military Family, including Guard and Reserve.

Helpful Websites and other resources

www.guardFamily.org (our #1 pick for Army Guard)

www.ngb.army.mil (National Guard Bureau --- has links to most state websites)

www.arfp.org (our #1 pick for Army Reserve)

www.militaryonesource.com

www.myarmylifetoo.com

www.carlisle.army.mil (scroll down to DOD/Military, click on Reserves/National Guard)

To locate any state National Guard Family Program Office:

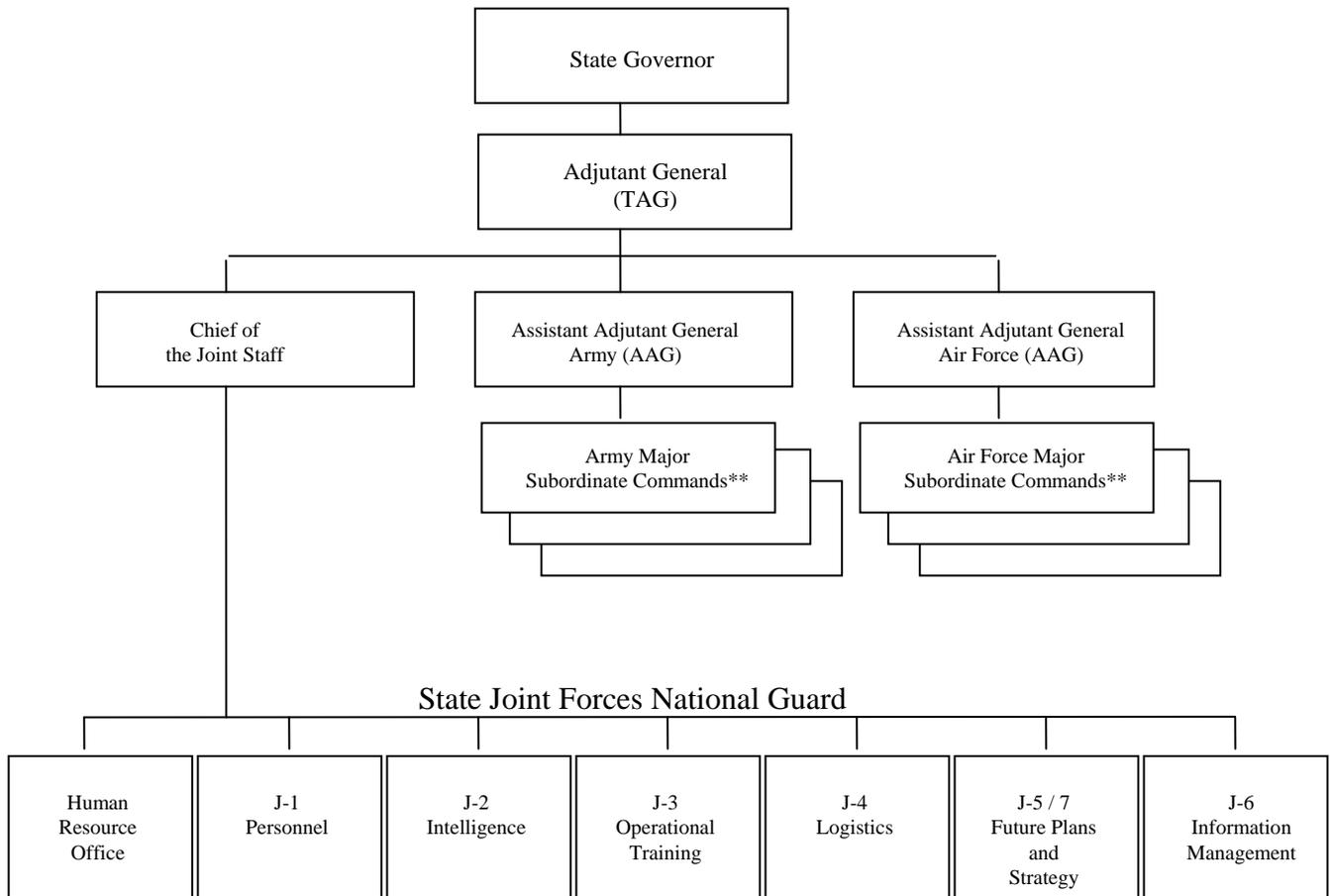
www.guardFamily.org Click on Volunteer Corp
Click on Local Community Resource Finder
Click on your state

To locate Army Reserve Family Program Office:

www.myarmylifetoo.com Click on Army Reserve Family Programs
Click on Family Programs Staff
Click on your state

Example of a State National Guard Organizational Diagram

Individual states have the authority to adjust their state structure as necessary



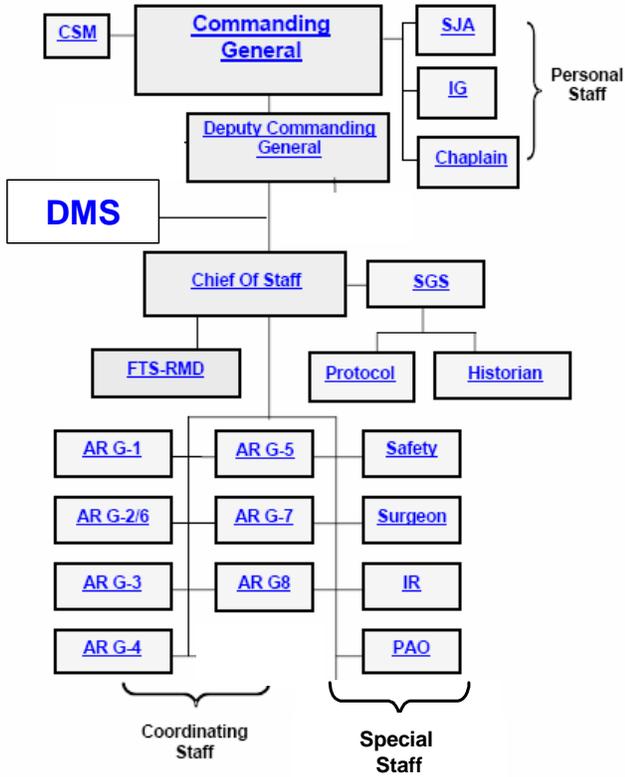
*These units are Troop Command (Division / Brigade) and provide command and control over Brigade, Battalion and Company size units

**These units are Wings or Squadrons

Remember, even during deployment, the state structure still supports the families of the deployed unit

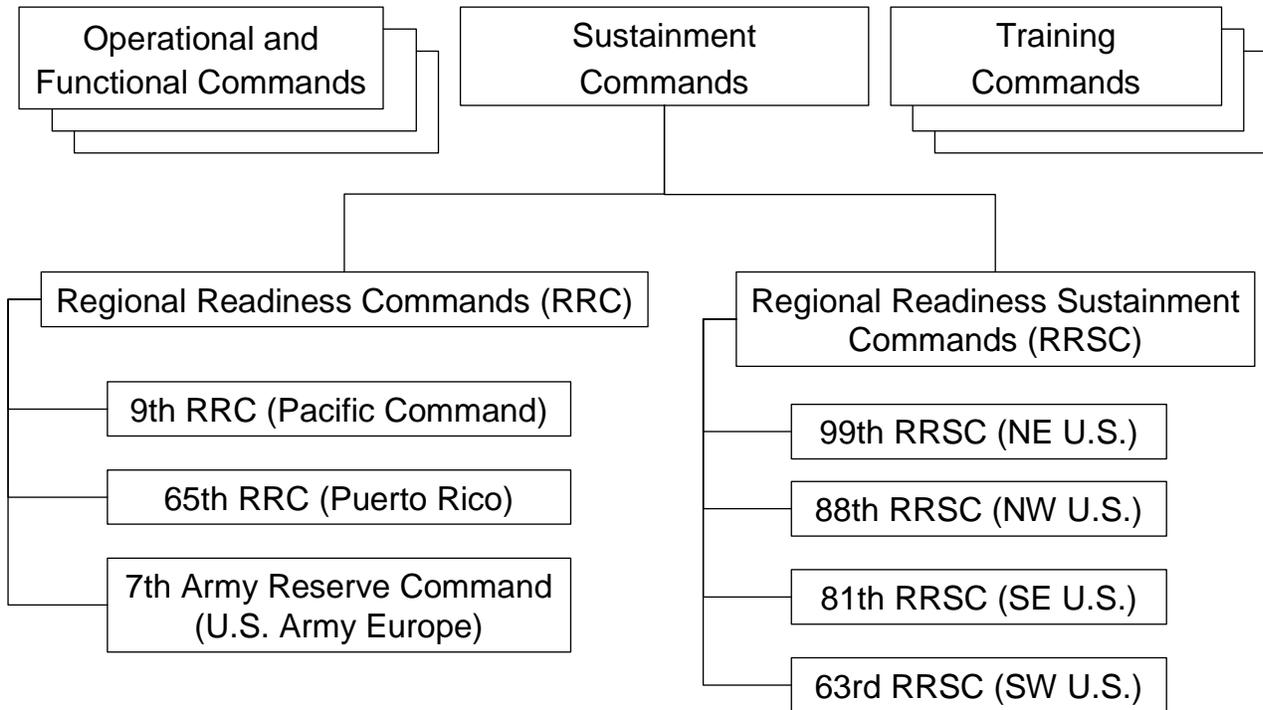
Army Reserve

Example Organizational Diagram



<u>Abbreviations</u>	
CSM	Command Sergeant Major
DMS	Deputy for Management & Support
ESD	Enterprises Services Div (Info
FP	Force Programs
FTS-RMD	Full-time Support-Resource Management Div
G-1	Personnel
G-2/6	Intelligence/Info Mgmt
G-3	Operations
G-4	Logistics
G-5	Strategy & Plans
G-7	Training
G-8	Resource Mgmt
IG	Inspector General
IR	Internal Review
PAO	Public Affairs Office
	Technology)
SGS	Secretary of General Staff
SJA	Staff Judge Advocate
UAU	USARC Augmentation Unit

U.S. Army Reserve Command Organization



ARMY NATIONAL GUARD STATE FAMILY PROGRAM OFFICES

Alabama

1730 Congr Dickinson Drive
Montgomery, AL 36109
800-231-2846
Family Readiness Assistant
334-271-8192

Alaska

Camp Denali, Room D105, PO
Box 5800
Ft. Richardson, AK 99505
907-428-6663 / 888-917-3608
Family Readiness Assistant
PO Box 5800
5800 Army Guard Rd
Ft. Richardson, AK 99505
907-428-6212 / 888-917-3608

Arizona

5636 E. McDowell Road
Phoenix, AZ 85008
602-267-2593
Family Readiness Assistant
1335 N. 52nd Street
Phoenix 85008
602-267-2391

Arkansas

Family Readiness Assistant
6402 Missouri Ave P.O. Box
964
North Little Rock, AR 72199
501-212-4102 / 800-446-4645

California

CAGS-FP 10620 Mather Blvd
Mather, CA 95655
916-361-4968 / 800-449-9662
Family Readiness Assistant
1575 E. Airways Blvd, Room
228
Fresno, CA 93727
559-706-0223
Family Readiness Assistant
10620 Mather Blvd
Mather, CA 95655
925-336-7587
Colorado
6848 S. Revere Parkway
Centennial, CO 80112

720-250-1190 / 720-520-1199

Connecticut

JFHQ Office of Family
Programs
360 Broad Street
Hartford, CT 06105-3795
860-493-2745 / 800-852-2677

Delaware

1401 Newport Gap Pike
Wilmington, DE 19804-2847
302-326-7268
Family Readiness Assistant
198th Readiness Center
1401 Newport Gap Pike
Wilmington, DE 19804-2847
302-326-7267

District of Columbia

Family Readiness Assistant
2001 East Capital St., NE
Washington D.C. 20003
202-685-9967

Florida

2305 SR 207
St. Augustine, FL 32085
940-823-0360
Family Readiness Assistant
14 S. Jungleplum CT
Homosassa, FL 34446
386-984-7129

Georgia

935 E. Confederate Ave. Bldg
21
Atlanta, GA 30316
678-569-6454 ext. 1

Guam

JFHQ-GU Guam National
Guard
430 Army Drive, Bldg. 300, Rm
126
Barrigada, GU 96913-4421

671-735-0455

Hawaii

3949 Diamond Head Rd.
Honolulu, HI 96816
808-672-1442

Idaho

4150 Cessna St. Bldg. 218
Boise, ID 83705
208-422-4361 / 800-543-0887

Illinois

1301 N. MacArthur Blvd.
Springfield, IL 62702
217-761-3413
Family Readiness Assistant
2323 S. Airport Rd
Peoria, IL 61607
309-697-7922

Indiana

JFHQ-IN-J1-FP
2002 S. Holt Road
Indianapolis, IN 46241
317-247-3227 /
800-237-2850 ext. 3192

Iowa

Family Readiness Assistant
JFHQ-IA
7105 NW 70th AVE
Johnston, IA 50009-1824
515-252-4781 /
800-294-6607 ext. 4781

Kansas

2800 SW Topeka
Topeka, KS 66611
785-274-1183

Kentucky

Family Readiness Assistant
4675 St. Rt. 181 North
Greenville, KY 42345
502-607-7852 /
800-372-7601 ext. 4

Louisiana

Family Readiness Assistant
55420 North Railroad Ave
Independence, LA 70443
985-878-3685 / 866-631-6121

Maine

DVEM State House Station #33
Augusta, ME 04333
207-626-4410 / 800-581-9989

Maryland

Family Readiness Assistant
5th Regiment Armory
29th Division Street
Baltimore, MD 21201
410-576-6019

Massachusetts

14 Minuteman Lane
Wellesley, MA 02481
508-233-7222 /
888-301-3103 ext. 7222
Family Readiness Assistant
508-522-7230

Michigan

3411 N. Martin Luther King Jr.
Blvd
Lansing, MI 48906
517-481-8361

Minnesota

Family Readiness Assistant
8180 Belden Blvd.
Cottage Grove, MN 55016
651-268-8207 / 888-234-1274

Mississippi

1410 Riverside Drive
Jackson, MS 39202
601-313-6379 / 888-288-4898
Family Readiness Assistant
601-313-6766 / 888-288-4898

Missouri

2302 Militia Drive
Jefferson City, MO 65101
800-299-9603
Family Readiness Assistant
573-638-9500 ext. 7733 /
800-229-9603

Montana

PO Box 4783
Ft. Harrison, MT 59636-4789
406-324-3239
Family Readiness Assistant
406-324-3234

Nebraska

402-309-7331 / 800-432-6778

Nevada

Family Readiness Assistant
2460 Westwinds Dr.
Carson City, NV 89701
775-884-8409

New Hampshire

State Military Reservation
4 Pembroke Road
Concord, NH 03301
603-227-1496

New Jersey

3650 Saylor's Pond Road
Fort Dix, NJ 08640
609-562-0668 / 888-859-0352
Family Readiness Assistant
609-562-0557 / 888-859-0352

New Mexico

Family Readiness Assistant
4001 Northwest Loop
Rio Rancho, NM 87144
505-867-7387 / 866-460-4100

New York

Family Readiness Assistant
330 Old Niskayuna Road
Latham, New York 12110
518-786-4774 / 518-786-4614 /
877-715-7817

North Carolina

4105 Reedy Creek Road

Raleigh, NC 27607
919-664-6324 /
800-621-4136 ext. 6324
Family Readiness Assistant
2025 National Guard Drive
Morrisville, NC 27615
919-664-7617 / 800-621-4136

North Dakota

PO Box 5511
Bismark, ND 58506-5511
701-333-2058 / 800-242-4940
Family Readiness Assistant
4200 East Divide Ave. room
130
Bismark, ND 58506-5511
701-333-3351 / 800-317-4302

Ohio

5999 Airport DR NW
North Canton, OH 44720
614-336-6077 / 866-278-5756

Oklahoma

3501 NE Military Circle
Oklahoma City, OK 73111-
4398
405-228-5036 / 866-649-6031
Family Readiness Assistant
Oklahoma National Guard
JFHQ 3502 NE Military Circle
Oklahoma City, OK 73111-
4398
405-228-5843 / 866-649-6031

Oregon

1776 Milita Way SE
PO Box 14350
Salem, OR 97309-5047
503-584-3543

Pennsylvania

Family Readiness Assistant
MILPO-FP Building 7-14
Annville, PA 17003
717-861-2650 / 800-634-1790

Puerto Rico

PRNG Family Readiness
Program
PO Box 9023786
San Juan, PR 00902-3786
787-289-1503
Family Readiness Assistant
787-289-1516

Rhode Island

645 New London Ave
Cranston, RI 02920
401-275-4177 / 877-440-7994
Family Readiness Assistant
Family Assistance Center
705 New London Ave
Cranston, RI 02920-3097
401-275-4162

South Carolina

1 National Guard Road
Columbia, SC 29201
803-806-1750

South Dakota

Family Readiness Assistant
2823 West Main Street
Bldg 520
Rapid City, SD 57702-8186
605-737-6089

Tennessee

877-311-3264
Family Readiness Assistant
Family Program Office V.T.S.
Bldg. T-515-B Eighth Ave.
Smyrna, TN 37167
615-355-3973 / 800-311-3264

Texas

2200 W. 35th St.
Austin, TX 78703
512-782-6767
Family Readiness Assistant
5500 IH 10 E.
San Antonio, TX 78219
210-661-3111 ext. 3511

U.S. Virgin Islands

Family Readiness Assistant
4031 LaGrande Princesse Lot
1B
Christiansted, VI 00820-4353
340-712-7774 / 800-948-3566

Utah

12953 S. Minuteman Drive

Draper, UT 84020
801-523-4153
Family Readiness Assistant
801-523-4219

Vermont

789 Vermont National Guard
Road
Colchester, VT 05446-3099
802-338-3347 / 888-607-8773
Family Readiness Assistant
789 VT National Guard Rd.
Family Readiness #10-14
Colchester, VT 05446
802-338-3164 / 888-607-8773

Virginia

Bldg 316 Fort Pickett
Blackstone, VA 23824
434-298-6268 /
888-483-2682 ext. 6365
Family Readiness Assistant
888-483-2683 ext. 6336 or 5330

Washington

Building 97 Camp Murray
Tacoma, WA 98430
253-512-7753 / 800-364-7492

West Virginia

1703 Coonskin Drive
Charleston, WV 25311
800-794-8273
Family Readiness Assistant
304-561-6825 / 866-986-4326

Wisconsin

2400 Wright St.
Madison, WI 53704
608-242-3480
Family Readiness Assistant
411 W. 18th St.
Neillsville, WI 54456
715-743-2732
Family Readiness Assistant
2400 Wright St.
Madison, WI 53704
608-242-3424

Wyoming

Family Readiness Office
5500 Bishop BLVD

Cheyenne, WY 82009
307-772-5197 /
866-992-7641 ext. 5197

ARMY RESERVE FAMILY PROGRAMS OFFICES BY REGION

MT, ND, SD, WY, UT, CO

96th RRC

Family Program Director

CDR, 96th RRC

ATTN: ARRC-CUT-PRH-U

Bldg 131 Fort Douglas

Salt Lake City, UT 84113-5007

801-656-3400

800-348-0039

Family Program Assistant

801-656-3465

800-348-0039

AK, HI, GUAM, SAIPAN, NORTHERN MARIANA ISLANDS

9th RRC

Family Program Director

CDR, 9th RRC

ATTN: APIX-PE (Family
Readiness)

1557 Pass Street

Ft. Shafter Flats

Honolulu, HI 96819-2135

808-438-1600 ext. 3191

877-984-8727 ext. 3191

Family Program Assistant

808-438-1600 ext. 3292

877-984-8727 ext. 3292

WA, OR, ID

70th RRC

Family Program Director

CDR 70th RRC

ATTN: ARRC-CWA-PRH-F

4510 Texas way West

Seattle, WA 98199-5000

206-281-2210 / 800-677-3980

Family Program Assistant

206-301-2219 / 800-347-2734

ext. 2219

63rd RRC

Family Program Director

CDR, 63rd RRC

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Los Alamitos, CA 90720-5002

562-795-2182 / 1060

800-987-5517 ext 2182

NM, TX, OK, AR, LA

90th RRC

Family Program Director

CDR, 90th RRC

ATTN: ARRC-CAR-PRH

8000 Camp Robinson Rd

North Little Rock, AR 72118-
2205

501-771-7838 / 7808

800-501-1493 ext 7838 / 7808

Family Program Coordinator

6903 Perimeter Park Drive

Houston, TX 77041-2025

713-466-5556 ext 233

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Family Program Coordinator

General Stilwell Center

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San Antonio, TX 78209

210-221-4705 / 800-467-9426

ext 14705

88th TSD, 85th TSD, 244th AVN

DBE, 416 ENCOM

Family Program Director

CDR, 88th RRC

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Fort Snelling, MN 5511-4009

612-713-3955

Family Program Coordinator

85th TSD

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Arlington Heights, IL 60005-
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ext. 2198

Family Program Coordinator

244th AVN BDE

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573

Fort Sheridan, IL 60037-4456

847-266-4478

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416 ENCOM

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Darien, IL 60561-1780

630-910-3213 ext. 212

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89th RRC

Family Program Director

CDR, 89th RRC

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3130 George Washington Blvd.

Wichita, KS 67210-1598

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Family Program Coordinator

316-681-1759 ext. 1245

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MN, WI, IL, IN, OH, MI

**KY, TN, MS, AL, GA, FL, SC,
NC**

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877-749-9063 ext. 1716
Family Program Coordinator
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3DMEDCOM
5015 N. 34th Street
Building 900 Room #27
Forrest Park, GA 30297-5122
404-469-4218

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99th RRC
Family Program Director
CDR, 99th RRC
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77th RRC, 78th TSD, 98th DIV
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Fort Totten, NY 11359-1016
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78th TSD
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ext. 1813
Family Program Coordinator
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2035 Goodman Street N.
Rochester, NY 14609-1098
800-238-3138 ext. 2260
Family Program Coordinator
77th RRC
90 North Main Avenue
Albany, NY 12203-5189
518-458-8079 ext. 210

CT, RI, MA, NH, VT, ME
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Family Program Director
CDR, 94th RRC
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11 Saratoga Blvd
Ayer, MA 01432-4473
978-796-2260 / 800-554-7813
ext. 2260
Family Program Coordinator
98th DIV
2035 Goodman Street N.
Rochester, NY 14609-1098
800-238-3138 ext. 2260

EUROPE
7th ARCOM
Family Program Director
ATTN: AEUR-PRM
Unit 29238
APO AE 09014
011-49-6202-80-6519
DSN 314-379-6519

CHAPTER 9

VOLUNTEERS AND AWARDS/RECOGNITION

- recruiting volunteers
- retaining happy volunteers in your group
- letting them know they are appreciated
- awards

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The following was written at the Army's former Community Family Support Center (CFSC) which has now been combined with Morale, Welfare, and Recreation (MWR) to become the Family and Morale, Welfare, and Recreation Command (FMWRC) under the new Installation Management Command (INCOM). See Chapter 2, Diagram A. The following was prepared before the change in emphasis resulting from the 9/11 attacks on the United States. It was to standardize the Installation Volunteer Coordinator position at Army Community Service Centers (ACS) and to "create a corporate identity" for volunteers. As a senior spouse leader working with volunteers, you do not have to worry about "a corporate identity." Your work is mostly local (unit/installation specific), and the appeal is on a common ground of family, specific unit support, and goodwill for the military community and extending ethos of citizenship. The following chapter presents some good reminders when working with volunteers in the many groups and organizations, besides ACS, that a senior spouse leader encounters.

ARMY VOLUNTEER CORPS (AVC)

Philosophy on Volunteerism

Volunteerism and the Army

Volunteering is a defining part of the American experience. From the Minutemen at Lexington to today's all volunteer force, the Army relies on the fundamental connection between volunteerism and citizenship. The strength of the Army lies in its Soldiers, and the strength of Army communities lies in the talents and contributions of its volunteers. Volunteerism stabilizes our Army communities by contributing to community cohesion, increasing self-reliance, and enhancing the well-being of our Soldiers and their families. *The Army relies on volunteers to contribute to the well-being of Soldiers, families, and civilians.*

Background and Context

The twenty-first century brings new challenges for our Nation and the military. The Army is undergoing monumental transformation to increase the force's relevance and readiness to face the uncertainties of today's global challenges, enabling it to pursue ways of war that are increasingly rapid, simultaneous, and non-contiguous. So too must the Army transform its volunteer programs to remain relevant to an Army increasingly deployed and capable of meeting emerging needs. This new reality drives the need to transform volunteerism within our Army communities.

Organizations utilizing volunteers in our Army communities have found themselves challenged to fill volunteer positions. Changes in the Army community such as the increasing number of dual income families, rapid pace of today's life, and increasingly deployed force, have decreased the traditional pool of volunteers. Today people seek new ways to volunteer, often looking for short-term commitments or volunteer opportunities with their families, from their homes, and during evenings and weekends. The Army and the organizations that utilize volunteers must seek new ways to engage people to continue to harness the power of people who believe that one person can make a difference.

The Army Volunteer Corps

The Army Volunteer Corps (AVC) will be the Army's agent of transformation for volunteerism. The AVC is an umbrella that encompasses all volunteers and organizations using volunteers. The Army Volunteer Corps will communicate the vision of Army leadership to promote an environment that values volunteers - one that is characterized by mutual respect, institutional support, and opportunities for personal growth. The mission and vision for the AVC communicates the Army's commitment to volunteerism.

Fundamental to this transformation is the defining principle, that all who volunteer in Army communities share a commonality of purpose – *improving the well-being of Soldiers and their families*. No matter where or how they choose to serve - be they Family Readiness Group volunteers with the National Guard, Army Family Team Building (AFTB) volunteers in the US Army Reserves, or coaches or chapel volunteers on an installation - they are making life better for Soldiers and families, they are improving Army communities, they are Army Volunteers.

Linking organizations utilizing volunteers and increasing flexibility to meet emerging needs, the Army Volunteer Corps will leverage existing structures and resources to develop the integrative presence of the AVC throughout Army communities. Although recognizing their autonomy, the Army Volunteer Corps provides a framework to link all volunteer organizations throughout the Army community. While still identifying with individual organizations, volunteers are united through membership in the Army Volunteer Corps. The Army Volunteer Corps will ensure that volunteer programs are relevant and volunteers are ready to meet the challenges facing Soldiers and their families.

An AVCC may serve as the commander's consultant on volunteer issues; provide training to other volunteer managers; develop a job bank; recruit, interview, and refer volunteers to organizations; maintain a record of hours collected from other volunteer managers; assist volunteer managers in developing job descriptions; serve as advocate for volunteer issues; chair the Volunteer Advisory Council; provide recognition or advise others in this area; and manage activities for National Volunteer Week.

The Army will support the Army Volunteer Corps by:

- Providing a professional approach to volunteer management to include training and resources for volunteer leaders, certification for volunteer managers, and a Bill of Rights and Responsibilities for volunteers.
- Developing alliances and relationships with organizations that will create opportunities to “work beyond the walls.” Linking all volunteers within the Army community to each other and to the civilian community will promote collaboration and partnerships that will enhance the effectiveness of volunteerism throughout the Army, increase volunteer opportunities and potential volunteers.
- Creating a corporate identity for all volunteers that instills pride in being an Army volunteer. The AVC emblem demonstrates the connection to the larger community – the Army community – as an Army volunteer.

The Army Volunteer Corps strives to be resilient, responsive, and forward-looking. It will enable the Army to respond to changes in volunteerism and changes in the needs of the Army community. Working together, volunteers and Army staff will seek flexible approaches to local needs and creative solutions for future challenges.



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

RECRUITMENT

How do you get the most valuable asset in a military community? How do you make a military community a wonderful place to live? Ask a military spouse to volunteer..... that's how! There are so many valuable organizations on a military installation that rely in part, or totality, on volunteers. All of these organizations have one thing in common – to improve the quality of life for Soldiers and their families.

Motivations for people to volunteer:

- ❖ to help improve the quality of life for Soldiers and their families
- ❖ for power or status of the position
- ❖ to socialize with other people
- ❖ to get ahead or to achieve worthwhile and sometimes unique results for themselves or others

All of these reasons are valid motives for people to volunteer. The organization should take these motivations into account when approaching people for positions so you get the right volunteer in the right position. See McClelland's Motivation Theory in this section for examples of what motivates volunteers.

Why should an organization recruit volunteers? All organizations on a military post have a need for volunteers. No matter the size – large like the Red Cross or not as large like the Spouses Club – all organizations need to recruit volunteers. Volunteers can be approached by a person, or reached through a radio ad, newspaper ad, or a newsletter. **Personal contact** is the ideal method of getting people to help. **Ask, Ask, and Ask!** People respond best to a personal invitation. It's the most effective enlistment technique. Most people who are not volunteering list the primary reason as being they were not asked!

Why Recruit?

- To help spread the work among members
- To keep the organization alive
- For new ideas
- To get the work done

Recruiting is getting the right person in the right job, with the right skills at the right time. Recruiting volunteers should be a process rather than a problem. To be most successful, securing volunteers should be done through a total recruitment process rather than taking the first person to come along.

Eight Rules for Good Recruitment:

1. Recruit with a specific role in mind, rather than asking for “anybody to do anything.”
2. Go to people whose interests match your organization's needs.
3. Actively seek out the skills your organization needs.

4. Be honest - don't cover up or downplay the task as unimportant, the "anybody can do it" syndrome. (Why should I want to do it if anybody else could?)
5. Recruit year round – plant the seeds early. "May we approach you in the fall when our elections are being held?"
6. Use many different recruitment techniques.
7. Treat the job as an opportunity, not as a task that the person ought to be concerned about (guilt).
8. In addition to using your organization's own volunteer list, be sure to consider the person for the job.

Additional Recruitment Tips:

- Get all active volunteers involved in thinking up new methods for recruiting. Pool these ideas.
- Use every available source – radio, television, newspapers and personal contacts.
- Get on-line! Using electronic mail (e-mail) will also allow you to seek volunteers.
- Offer stimulating, in-depth orientation sessions.
- Have current volunteers tell their story at meetings or gatherings of membership.
- Try to think of what would interest YOU in volunteering.
- The best volunteer recruiters are volunteers who are happy with your organization.
- People are attracted to programs that utilize positive, honest, enthusiastic appeals.
- Be interested in your members, not only as volunteers but as individuals.
- Don't over-recruit. Volunteers will lose interest if they have signed up to help and there isn't a job for them.
- Involve volunteers in decision making. Make certain they feel they are an important part of the organization.
- Submit feature stories about your organization's volunteers in the local/post paper.
- Have a representative at the community information meeting on your post.
- Recognize their efforts. Saying "thank you" goes a long way.

The Importance of Job Descriptions and After Action Reports (AAR)

Everyone who volunteers wants to know what they're getting into – the time and resources required of them to assume this volunteer opportunity. Be as specific as you can. Have it all down in writing. A volunteer who knows exactly what's expected will be much happier in their task knowing all the facts.

Elements of a Volunteer Position Description:

- | | |
|----------------------------|---------------|
| 1. Position Title | 7. Term |
| 2. Purpose | 8. Training |
| 3. Supervisor | 9. Evaluation |
| 4. Duties/responsibilities | 10. Benefits |
| 5. Qualifications | |
| 6. Time Required | |

Sample Position Description

Position Title: Key Caller

Purpose: To serve as a key to family members within the unit.

Supervisor: Family Readiness Group (FRG) Leader

Duties/Responsibilities:

- Keep in contact with FRG Leader;
- Relay appropriate and accurate information up and down the chain of concern;
- Discourage and stop rumors;
- Decipher relevance of information received and communicate with appropriate channels;
- Attend pre-deployment briefings and FRG meetings;
- Maintain confidentiality.

Qualifications:

- Understand the military chain of command and chain of concern;
- Can relate to people;
- Be a skillful listener;
- Have the ability to work independently.

Time Required: 5-10 hours per week

Term: Six months to one year

Training:

- Key Caller Training in ACS;
- FRG Training;
- AFTB Levels I and II;
- Operation Ready classes.

Evaluation: Ongoing informal evaluation. Evaluation performed by FRG Leader.

Benefits: Satisfaction of creating a good, first impression of the unit. Working and assisting other family members. Skill building: people skills and communication skills.

Another valuable tool in recruiting a volunteer is an **AAR** for that position. For example, if you're asking someone to be the Welfare Chairperson for the Spouses Club, an AAR will be most helpful. It will provide guidance in organizing the committee they'll be responsible for, and provide insights into what has worked well in the past, along with areas needing improvement

Training is sometimes provided to a volunteer depending on the type of organization, how formally it is established, and whether the volunteer work encompasses management. In organizations like the Red Cross, training will be provided to learn the job. In organizations like Spouses Clubs, board meetings will provide guidance for individuals and the group as a whole, without formalized training.

¹McClelland's Motivation Theory

Achievement Motivated:

- Goal oriented
- Desire to do a good job
- Desire to achieve unique accomplishments
- Needs measurable success with “check points”
- Likes systems, facts, figures
- Wants to advance in career
- Works well alone
- Likes to solve problems
- Wants latitude in pace and methods
- Sticks to task until complete
- Demands challenge, responsibility, recognition

Affiliation Motivated:

- A “people” person
- Concerned with being liked, accepted
- Concerned with team working together
- Needs relationship, socialization
- Likes to help others
- Definitely not a loner
- Likes a personal relationship with supervisor
- Very sensitive to the needs of others

Power Motivated:

- Needs to impact and influence
- Likes to lead, give advice
- Wants prestige and job status as leverage to get things done
- Likes to change others' minds
- Likes to persuade, enjoys teaching others
- Loves to motivate, create, challenge, innovate
- Balances people/programs to achieve goals agreed upon
- Concern for reputation, name attached to work
- Can work alone or in group
- Empowers others
- Likes to tackle “impossible dreams”

McClelland states that we cannot overlook the fact that achievement, affiliation, and power have two “faces.”

Achievement: The difference between a “dictator” and an “enabler.”

Achievers presenting dictatorial behavior:

- Must do things their way
- Repress innovation or new ideas
- Block changes
- Are rigid, inflexible

Achievers presenting positive or empowering behavior:

- Set goals and organize efforts
- Measure progress fairly
- Share responsibility and authority
- Clearly communicate vision
- Want input for greater improvement
- Share credit
- Understand it takes satisfied people to achieve success

Affiliation: The difference between a “Pollyanna” and a respected, effective leader.

Affiliators who exhibit “Pollyanna” behavior:

- Will sacrifice goals and outcomes to keep other people happy
- Pay too much attention to socialization
- Get side-tracked in peoples’ personal lives
- Confuse personal and professional boundaries
- Lose their way en route to goals

Affiliators who exhibit positive or caring leader behavior:

- Build teams to accomplish goals
- Can articulate goals in people terms
- Are sensitive to people’s feelings
- Understand that people must see progress toward goals in order to feel successful and good about themselves

Power: The motivation taken to extreme results in negative impact.

Those using power in a personalized manner:

- Make groups dependent and submissive
- Exert personal dominance

- Use personal power and authority (autocrat)
- Need prestige supplies (i.e., biggest desk, nicest office, newest car)
- Hang on to information (information is power)
- Use people to get their own way

Those using power positively, in a socialized manner:

- Exercise power for benefit of others to attain group goals
- Inspire others to action
- Create confidence in others – help them achieve group goals
- Demonstrate clear vision for all to follow
- Understand that success results from people empowered to achieve success

Power is not bad in and of itself – its misuse, however, gives it a negative connotation.

Interviews

Many volunteer organizations conduct interviews for their positions. Most of the time, it's talking one on one with the person you approach for a volunteer position. In organizations such as ACS or Red Cross, an official interview may be required.

General Techniques for Interviewing:

1. Conduct the interview as privately as possible.
2. Restrict phone calls and other interruptions.
3. Be familiar with the job description.
4. Observe the usual courtesies:
 - Introduce yourself
 - Give the volunteer some idea of the information you already have about them
 - State how much time the interview will take
 - Try to be at ease and put the volunteer at ease, but maintain courtesy and professionalism
5. Note taking – your decision whether to take notes depends on your memory and on your ability to write, think, and listen all at once without seeming preoccupied. If you decide to take notes during the interview, tell the applicant what you are doing.
6. Use active listening to understand what the volunteer is saying. Don't assume.
7. Listen to the volunteer. Avoid the tendency to compose another question while your respondent is trying to answer one. Having prepared questions that are key to your selection is a must if you are to devote your attention to the volunteer. Also, if you are interviewing several volunteers, make sure they all are asked the same questions.

Interviewing Tips

The following are some great tips for conducting an effective interview:

1. Begin the interview by talking about the background of the volunteer: education, interests, and previous work experience, both paid and volunteer.
2. Once both of you are relaxed, ask open-ended questions which solicit the volunteer's opinion and attitudes.
3. Discuss why the individual wants to volunteer and why he or she chose your particular agency and volunteer assignment (if interview is for a specific position).
4. Mutually decide upon the appropriate placement/job description during the interview process if you feel comfortable in an immediate placement decision. If not, schedule a time to talk later.
5. Describe, in detail, the responsibilities of the job to be performed by the volunteer, or ask the volunteer to describe what he or she understands the job to be.
6. Make sure the volunteer has a realistic picture of the job and of your organization, and understands the level of commitment needed. Describe expectations of the organization. Check the volunteer's expectations.

RETENTION OF VOLUNTEERS

Once a volunteer agrees to take on a position, you will certainly want to keep them. This section includes a variety of ways to bring that about by discussing the benefits of volunteering, ways to support your volunteer as well as addressing some of the problems and possible suggestions when working with volunteers. For the vast majority of volunteers, recognition is not necessarily the reason for volunteering in their community. Rather, it is the feeling that comes from being an integral part of an organization that makes a positive difference within the community.

A Satisfied Volunteer will:

- Do a good job for the organization
- Have only good things to say about the organization
- Give your organization a good reputation
- Recruit volunteers by word and example
- Be committed and enthusiastic
- Have satisfaction that comes from making a worthy contribution.

All volunteers on installations should register at the ACS Office with the Army Volunteer Coordinator (AVCC). ACS facilitates the framework to link all organizations that include volunteers throughout the local military community.

Benefits of becoming a registered volunteer at ACS can include:

1. Being considered employees of the Federal Government for purposes of tort claims and compensation for work-related injuries.
2. Childcare reimbursement.
3. Reimbursement for telephone or gas expenses when budgeted funds are available.
4. Tax deduction for mileage.

Benefits of volunteering at other non-profit organizations on an installation can include:

1. Childcare reimbursement.
2. Reimbursement for telephone or gas expenses.

Benefits of volunteering in unit FRGs can include:

1. Childcare reimbursement.
2. Reimbursement for telephone or gas expenses.
3. Being legally represented by the Federal Government when doing official FRG business as opposed to social activities. (See Chapters 3, Family Readiness Groups, and Chapter 4, Legal Services, for more explanation regarding this difference.)

An important factor for retaining volunteers is that the volunteer agrees with the purpose of the organization and likes the activity the organization does in fulfilling that purpose.

Here are some suggestions to support and assist the volunteer:

- After recruiting volunteers, find or develop opportunities for them to get involved right away.
- Have clear goals and expectations of what the volunteer will do.
- Consider a specific amount of time for the job.
- BE FLEXIBLE- have volunteer projects on weekends & weekdays, morning and evenings. This kind of diversity of opportunity will enable students to balance school, work, Family, and service!
- Make sure volunteers understand the importance of the task they are doing, and how it fits into the overall project / agency / mission.
- Provide ongoing education or guest speakers at meetings.
- Never allow people to feel that you wasted their time or that they weren't really needed.
- Provide food & refreshments after projects, if possible. Food is the social lubricant!
- Keep up on and celebrate birthdays of committed volunteers.

- Provide a structure so that those who want to can take on roles of greater responsibility.
- Praise and encourage personal growth of the volunteers to step slightly outside the normal comfort zone and continue to give guidance.
- Give honest and sincere praise, say "Thank you" and make people glad they came and participated.
- Make the project an "event" - make it more interesting than staying home watching TV.
- Recognize volunteers in speeches, media, meetings, etc.
- Give out shirts, pins, buttons, etc.
- Have parties, retreats, picnics, and other "off-duty" events.
- Give students titles - Coordinator, Assistant Coordinator, Lead Organizer, etc.
- Stay on top of administrative works! Remember to get those hours into the AVCC!
- Remember to say "Thank You" and consider writing thank you notes for a job well done.
- For that above and beyond volunteer, offer a letter of recommendation!

Above all, remember: a good volunteer program is a two-way street; it must meet the needs of the organization as well as the needs of the volunteer. Everyone wins!

Potential Problems

Set realistic expectations for yourself as a volunteer. Also, keep in mind that sometimes 'life gets in the way,' as a mentor, role model, or leader of volunteers, this is something that will help keep things in perspective when relying on others in a voluntary position. Also, it is helpful to remember that **NOBODY IS PERFECT!** People make mistakes, may not be informed, or may even have a different focus, but there is nothing that can't be fixed/overcome/readjusted and the project completed! Other problems might include:

Quality not quantity – start with a few people and the word will spread; your group will grow.

Disagreements – within the Volunteer group, set clear boundaries for behavior for meetings and group gatherings requiring the members to respect each other's opinions and right to speak.

Apathy – lead by example. Get out there in your community and volunteer your support!

Rumors – squelch these right away! Find the source and address the problem and get the correct information out ASAP.

The best advice for problem solving within the volunteer arena is communication. It is key when attempting to put the volunteer in the best situation for them and taking care of problems as soon as they arise. For instance, say Mary has not been attending the required meetings or coming

into work on time. Perhaps she does attend, but shows apathy or general negativity when she does. Consider spending a little time discussing with Mary how the group or organization might better meet her needs. She might breathe a sigh of relief and let it all out. There is no clear-cut answer to every situation, but communication it's a good place to start.

Remember: There is no such thing as a bad volunteer. Just the right person in the wrong job!

SAMPLE LETTER OF RECOMMENDATION

(Appropriate letterhead)

(Office Symbol)

SUBJECT: Letter of Recommendation

TO WHOM IT MAY CONCERN

Ms. Mary Jones has been a volunteer staff member at Fort Swampy Army Community Service (ACS) Center from January 1981 to the present. She has been an extraordinarily dedicated volunteer, unselfishly donating an average of 7-10 hours per week during her entire time at Fort Swampy.

She was an exceptionally efficient office receptionist, assisting families who required lending closet services, answering inquiries regarding ACS matters and making appropriate referrals, and preparing correspondence. She was solely responsible for maintaining records for 20-35 volunteers. She maintained the complete filing system for military installation information.

Her major accomplishment was the establishment of a precise recording system, to include continuous updating of new material to be dispatched to and received from other military posts on a worldwide basis.

I sincerely hope others will take the opportunity to use her many talents and recommend her to any future employer.

(Signature)

(Type name)

Army Community Service Director

Where to get more info:

ACS:

DA PAM 608-28 Handbook of Volunteers
Merchandising Your Volunteer Service for Job Credit
The Army Volunteer Corps Coordinator at ACS.

Red Cross:

I Can. Volunteer Development Workbook, the American Red Cross

www.Armycommunityservice.org

www.Pointsoflight.org

www.aftb.org

www.aflo.org www.goacs.org - (volunteer recognition for Operation Ready/FRG volunteers)

VOLUNTEER RECOGNITION

Volunteer recognition is one of the most fun parts of the volunteer experience. Whether you are the Commander of a unit, Red Cross volunteer manager, or President of a Museum Board, it is with great pride that you recognize your volunteers and it is with pride that your volunteers accept these awards of thanks and praise.

A Variety of Awards Levels

Awards can be given at many levels and by various organizations. It is understood that local military community awards are non-monetary as opposed to some from the private sector. Non-profit and chapter organizations (Spouses Club, Thrift Shop, Chess Club, and Red Cross, Boy Scouts, Girl Scouts respectively) have their own awards. Installations recognize ACS volunteers and others that help on the Installation through ACS coordination. Installation Commanders have volunteers referred to them from units and other garrison organizations for Installation Quarterly Awards Ceremonies. Units recognize their volunteers through their ascending levels of their FRGs, from small recognitions within the Company to the Battalion, the Brigade, and even Division staff levels.

Informal awards are done at this local level or within an organization such as a unit Company FRG or a small, non-profit group. These are original mementos produced by the group recognizing the unique nature of that group. You can be creative and different because these awards belong to your special group. Volunteers truly appreciate getting something not 'standard,' (i.e. a personal plaque, letter opener, etc.) because they appreciate the uniqueness of this particular group. Giving them something with them specifically in mind seems to touch them. An example is giving every FRG the book "101 Ways to Make a Difference" and including a copy of a poem written by you on the inside cover, thanking them for their hard work. There are some terrific ideas/samples at the end of this section.

Formal awards can be given at the Installation and from Brigade level on up. An example of a formal award is a Department of the Army Military Outstanding Volunteer Service Medal that takes the written request and approval of Commanders O-5 (LTC) and above. The low level commands within the Brigade submit their outstanding volunteers for this Army volunteer service medal. The following volunteer awards matrix shows the awards that can be given to civilians at different levels up through the Department of Defense (DOD) and the very rare two presidential medals.

National Volunteer Week

Installations participate in National Volunteer Week with annual recognition and award ceremonies in April. During this week, the Installation and/or Garrison Commander present awards to outstanding community volunteers, and encourage Installation community organizations to have their own recognition ceremonies thanking their folks.

These ceremonies can be small gatherings at a company FRG level to large events at the Installation level that include more populous organizations. Some groups have luncheons,

potlucks, a celebratory cake, and other fun gatherings. The Installation as well as individual groups award certificates of appreciation.

Branch Awards

Many of the Army's branches have awards that recognize spouses who have contributed significantly to the success of the branch. These awards are derived from the unit commander and the spouse usually will have to fulfill a time requirement in regards to supporting the branch. These awards are meaningful and usually are awarded to spouses who have been consistently steadfast in support of that particular branch.

From Operation Ready: The FRG Leader's Handbook
Army Community Service (ACS)

Volunteer recognition is an integral part of FRG Leadership. Recognition is a valuable tool because it acknowledges hard work within the FRG. A little praise goes a long way among people who work hard for no pay.

The most successful FRGs are generally those with the highest volunteer participation, reflecting sound leadership practices at all levels. Recognition of volunteer efforts is a major duty of leaders in the FRG.

Some ways to recognize volunteers in your FRG are:

- public praise
- newsletter articles
- thank you notes
- special luncheons, parties, or FRG meetings
- announcements on bulletin boards (including e-mail)
- media coverage -- local and post newspapers
- certificates of appreciation

Levels of Awards:

- Local FRG organization (your unit)
- Installation level *
- Volunteer of the Month *
- Volunteer of the Quarter *
- MACOM (Major Army Command) level
- Department of the Army (see AR 672-20, Chapter 9, "Public Service Awards")
- Presidential

* Coordinated through the Garrison Commander and ACS AVCC

Important times to recognize FRG volunteer include:

- completion of a special project or event; on their birthdays;

- during National Volunteer Week, held every April;
- when the military mission is complete and troops return; and
- before a volunteer transfers or resigns.

In order to keep track of awards issued, you could use the Awards and Special Recognition form (DA 4162-R, page 2). In addition, record each volunteer's annual hours on this form. Upon the volunteer's transfer or resignation, provide the volunteer with the DA 4162-R to keep in their personal file.

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.

Take Note....

Use the following notes attached to the suggested items:

- "You're a lifesaver!" ---- roll of lifesavers
- "Thanks for your hard work... I know it's a headache!" ----- small aspirin packet
- "Sorry I didn't mean to hurt your feelings." ----- Band-Aid
- "You've given our project the sweet smell of success." -----potpourri or sachet packet
- "A toast to a job well done!" ---plastic wine glass full of jelly beans
- "You're an angel- here's your halo!" -----two silver metallic pipe cleaners twisted together
- "Hugs & Kisses" ----- Hershey hugs and kisses
- "A noteworthy accomplishment" -- notepads
- "A cracker jack idea" ---- a box of Cracker Jacks
- "Don't worry, it will be fine." Or "You're a doll." -- box of worry dolls or one doll on a card
- "I'm lucky to have you to help." ---rabbit's foot
- "You're the apple of my eye." --- real or fake apple perhaps tied with bow
- "You take the cake." --- cupcakes
- "I'll stick with you." ---a stick of gum
- "Let me know when I can come out." ---construction paper doghouse
- "my hat's off to you" ---party hats
- "Many Motivated volunteers." ----M & M's Marvelous & Motivated
- "Let's celebrate!" ----party whistles
- "I'll help you 'see' this project through." --- funny gag glasses (Groucho Marx style)
- "Thanks for raisin the tough questions." – mini box of raisins
- "Your ideas are so exciting I could just pop." ---balloon
- "I know you're feeling snowed under right now." ---inexpensive snow globe

- “No one holds a candle to you.” ----scented votive or pack of birthday candles
- “You did a bang-up job!” -----small box of sparklers

Awards and Recognition at the National Level

From

http://www.Armycommunityservice.org/vacs_volunteers/data/modules/pbm/rendered/awards.asp
(FEB 2005)

Daily Points of Light Award - <http://www.pointsoflight.org/awards/dpol/nominate.cfm> (Select Awards, Nominate, and Daily Points of Light) - Honor those who have made a commitment to connect Americans through service to help meet critical needs in their communities.

Emma Marie Baird Award for Outstanding Volunteer Service - Department of Army Award for exceptional volunteers in Army Community Service.

AUSA Rubbermaid Volunteer Family of the Year Award - AUSA has established a Volunteer Family of the Year Award with the sponsorship of Rubbermaid. [Visit the AUSA website](#) for more information about this annual award.

Jefferson Awards - <http://www.aips.org/about/index.html> Established in 1972 by Jacqueline Kennedy Onassis, Senator Robert Taft, Jr. and Sam Beard, the American Institute for Public Service presents the Jefferson Awards on two levels: local and national.

Military Outstanding Volunteer Service Medal - View the MOVSM on line and read about its history and criteria. <https://www-perscom.Army.mil/tagd/tioh/Awards/MIL%20OUTSTANDING%20VOLUNTEER%20SERVICE%20MEDAL1.html>

Molly Pitcher Award - The Artillery Order of Molly Pitcher recognizes individuals who have voluntarily contributed in a significant way to the improvement of the Field Artillery Community. A history of Molly Pitcher is at the Fort Sill website (<http://sill-www.Army.mil/pao/pamolly.htm>). Nomination procedures and nomination forms are obtained through the United States Field Artillery Association at <http://usfaa.com/awards.htm> and additional information about Molly Pitcher can be found at <http://usfaa.com/awards/mollypitcher/index.htm>

National Military Family Association Family Award - This award highlights the public service of military families who serve their nation. Recipients receive a cash award and are flown to Washington, DC where they are honored. Details are provided at the NMFA website. <http://www.nmfa.org>.

Newman's Own Award for Excellent Military Community Service - Now private organizations have a special opportunity to help their local military community. Just provide an innovative program that improves the quality of life for military families and their communities, and your organization could be awarded funding for implementing your plan. Visit this site for a press release, instructions, questions and application: <http://www.fisherhouse.org/Newmans%20Own.html>.

Order of Saint Joan D'Arc - <http://www.usarmor-assn.org/stjoan.html> - The United States Armor Association established the Order of St. Joan D'Arc Medallion to honor ladies who have voluntarily made significant contributions to the morale, welfare, and spirit of armor and cavalry units.

The President's Community Service Award -

<http://www.pointsoflight.org/awards/prescommunityvol> - The President's Service Awards honor outstanding individuals, families, groups, organizations, businesses and labor unions engaged in voluntary community service. Read about volunteers who have received this award and learn how to nominate individuals or groups for this award presented by the President.

Public Service Awards (AR 672-20 Chapter 9) - For html format:

http://books.Army.mil:80/cgi-bin/bookmgr/BOOKS/R672_20/9.0 - For pdf format:

http://www.usapa.Army.mil/pdf/r672_20.pdf. Public Service Awards that are authorized by the Department of the Army such as Decoration for Distinguished Civilian Service, Secretary of the Army Public Service Award, Outstanding Civilian Service Award, Commander's Award for Public Service, Certificate of Appreciation for Patriotic Civilian Service, Civilian Award for Humanitarian Service, and Certificate of Appreciation.

Public Service Awards (Incentive Awards Handbook - DA Pam 672-20, Chapter 5) - For

html format: http://books.usapa.belvoir.Army.mil:80/cgi-bin/bookmgr/BOOKS/P672_20/5.0 -

For pdf format: http://www.usapa.Army.mil/pdf/r672_20.pdf. Presidential Medal of Freedom, Presidential Citizens Medal, Department of Defense Medal for Distinguished Public Service, Secretary of Defense Award for Outstanding Public Service, and Decoration for Distinguished Civilian Service.

Shield of Sparta Heroine of the Infantry - <http://www.infantryassn.com/info.htm> - is awarded to the spouse or female nominee who has contributed significantly to the Infantry. Information on the award and approval authority is the National Infantry Association.

Very Important Patriot Award - <http://www.nmfa.org/programs/vip/2004/nominate.php> -

Recognizes exceptional volunteers whose outstanding service contributes to improving the quality of life in their military and/or local civilian communities.

Zachary and Elizabeth Fisher Distinguished Civilian Humanitarian Award -

http://books.Army.mil:80/cgi-bin/bookmgr/BOOKS/R672_16/CCONTENTS - Multi-Department award designated to recognize and reward an individual(s) or organization(s) demonstrating exceptional patriotism and humanitarian concern for members of the United States Armed Forces or their families.

Volunteer Awards Matrix

From Army Family Team Building's SSSL-Working with Volunteer Organizations FY05, Handout 6-1

Award Level	Award Name	Approval Level	Process Time	Reference
Presidential	Presidential Medal of Freedom	DOD/AIAB	90 days	DA Pam 672-20, Chapter 5 www.apd.Army.mil
Presidential	Presidential Citizens Medal	DOD/AIAB	90 days	DA Pam 672-20, Chapter 5, www.apd.Army.mil
Department of Defense	DOD Medal for Distinguished Public Service	DOD/AIAB	90 days	DA Pam 672-20, Chapter 5, www.apd.Army.mil
Department of Defense	SecDef Award for Outstanding Public Service	DOD/AIAB	90 days	DA Pam 672-20, Chapter 5, www.apd.Army.mil
Department of the Army Public Service	Decoration for Distinguished Civilian Service	Secretary of the Army	90 days	AR 672-20, Chapter 9, www.apd.Army.mil
Department of the Army Public Service	Secretary of the Army Public Service Award	Secretary of the Army/AIAB	90 days	AR 672-20, Chapter 9, www.apd.Army.mil
Department of the Army Public Service	Outstanding Civilian Service Award	Secretary of the Army, MACOM Cmdr or designee 08 or above	60 days	AR 672-20 Chapter 9, www.apd.Army.mil
Department of the Army Public Service	Commander's Award for Public Service	06 & Above, Commanders with courts-martial authority	60 days	AR 672-20, Chapter 9, www.apd.Army.mil
Department of the Army Public Service	Certificate Of Appreciation for Patriotic Civilian Service	Commanders, 05 & above	60 days	AR 672-20, Chapter 9, www.apd.Army.mil
Department of the Army Public Service	Civilian Award for Humanitarian Service	Commanders, MACOM & above	60 days	AR 672-20, Chapter 9, www.apd.Army.mil
Department of the Army Public Service	Certificate of Appreciation	Local Commander	30 days	AR 672-20, Chapter 9, www.apd.Army.mil
Department of the Army Military Award	Military Outstanding Volunteer Service Medal	Commanders, 05 & above	30 days	AR 600-8-22, Chapter 2, Sect VII, www.apd.Army.mil
FORSCOM	Commander's Award for Volunteer Service	FORSCOM Commander	45 days	FORSCOM Reg 672-1

FORSCOM	Dr. Mary E. Walker Award	Installation/CONUSA CSM	Locally set	FORSCOM Reg 215-5
Branch-Related	Anne Morrow Lindbergh Award	Commanders, 06 & Above	60 days	US Army Aviation Center, Fort Rucker AL http://www.rucker.Army.mil/AP/AWARDS_FILES/anne_morrow_lindberg_award.html
Branch-Related	Molly Pitcher Award	FA Commanders, 06 & Above	30 days	United States Field Artillery Association http://www.usfaa.com/saintbarbara/awards/index.html
Branch-Related	Order of St. Joan D'Arc	Armor 06 & Above	30 days	United States Armor Association http://www.usarmor-assn.org/stjoan.html
Branch-Related	Shield of Sparta	NIF Committee	30 days	National Infantry Association http://www.infantryassn.com/awards/info.html
Military- Related	Emma Marie Baird Award for Outstanding Volunteer Service (ACS)	Commander, Community & Family Support Center	Submission to MACOM NLT 1 SEP, presented during Vol. Week	Army Community Service http://trol.redstone.Army/acs/virtual/EBAIRD.html
Military-Related	Zachary and Elizabeth Fisher Distinguished Civilian Humanitarian Award	DOD Recommendation Committee	Submission to DA Committee for action NLT 30 MAY	AR 672-16 www.apd.Army.mil
Other	Very Important Patriot Award			National Military Family Association www.nmfa.org
Other	Newman's Own Award for Excellent Military Community Service			www.militarycity.com/award
Other	Daily Points of Light Award			Points of Light Foundation www.pointsoflight.org
Other	President's Service Award (POL)			Points of Light Foundation www.pointsoflight.org
Other	JC Penney Golden Rule Award			www.jcpenneyinc.com/company/commrel/awards.html
Other	Jefferson Award			www.aips.org/mission.html
Other	Congressional Award (Youth)			http://congressaward.webstuff.com/congress/99_site/index.cfm
Other	President's Student Service Challenge (Youth)			http://www.student-service-awards.org

*DoD: Department of Defense

*AIAB: Army Incentive Awards Board

101 Ways to Recognize Volunteers

1. Smile
2. Put up a volunteer suggestion box
3. Treat to a soda
4. Reimburse assignment-related expenses
5. Ask for a report
6. Send a birthday card
7. Arrange for discounts
8. Give service Stripes
9. Maintain a coffee bar
10. Plan annual ceremonial occasions
11. Invite to staff meetings
12. Recognize personal needs and problems
13. Accommodate personal needs and problems
14. Be pleasant
15. Use in an emergency situation
16. Provide a baby sitter
17. Post Honor Roll in reception area
18. respect their wishes
19. Give informal teas
20. Keep challenging them
21. Send a Thanksgiving Day card to the volunteer's Family
22. Provide a nursery
23. Say "Good Morning"
24. Greet by name
25. Provide good pre-service training
26. Help develop self-confidence
27. Award plaques to sponsoring groups
28. Take time to explain
29. Be verbal
30. Motivate agency VIP's to converse with them.
31. Hold rap sessions
32. Give additional responsibility
33. Afford participation in team planning
34. Respect sensitivities
35. Enable to grow on the job
36. Enable to grow out of the job
37. Send newsworthy information to the media
38. Have wine and cheese tasting parties
39. Ask client-patient to evaluate their work-service
40. Say "Good Afternoon"
41. Honor their preferences
42. Create pleasant surroundings
43. Welcome to staff coffee breaks
44. Enlist to train others
45. Have a public reception
46. Take time to talk
47. Defend against hostile or negative staff
48. Make good plans
49. Commend to supervisory staff
50. Send a Valentine
51. Make thorough pre-arrangements
52. Persuade "personnel" to equate volunteer experience with work experience
53. Admit to partnership with paid staff
54. Recommend to prospective employer
55. Provide scholarships to volunteer conferences or workshops
56. Offer advocacy roles
57. Utilize as consultants
58. Write them thank you notes
59. Invite participation in policy formulation
60. Surprise with coffee and cake
61. celebrate outstanding projects and achievements
62. Nominate for volunteer awards
63. Have a "Presidents Day" for new presidents of sponsoring groups
64. Carefully match volunteer with job
65. Praise them to their friends
66. Provide substantive in-service training
67. Provide useful tools in good working condition
68. Say "Good night"
69. Plan staff and volunteer social events
70. Be a *real* person
71. Rent billboard space for public laudation
72. Accept their individuality
73. Provide opportunities for conferences and evaluation
74. Identify age groups
75. Maintain meaningful file
76. Send impromptu fun cards
77. Plan occasional extravaganzas
78. Instigate client planned surprises
79. Utilize purchased newspaper space
80. Promote a "Volunteer-of-the-Month" program
81. Send letter of appreciation to employer
82. Plan a "Recognition Edition" of the agency newsletter
83. Color code name tags to indicate particular achievements (hours, years, unit, etc.)
84. Send commendatory letters to prominent public figures
85. Say "we missed you"
86. Praise the sponsoring group or club
87. Promote staff smiles
88. Facilitate personal maturation
89. Distinguish between groups and individuals in the group
90. Maintain safe working conditions
91. Adequately orient to job
92. Award special citations for extraordinary achievements
93. Fully indoctrinate regarding the agency
94. Send Christmas cards
95. Be familiar with the details of assignments
96. Conduct community-wide cooperative, inter-agency recognition events
97. Plan a theater party
98. Attend a sports event
99. Have a picnic
100. Say "Thank You"
101. Smile

Volunteer Recognition

A Year-Round Responsibility

There are many different types of non-profit private organizations associated with military installations and garrison agencies that military spouses volunteer with. Choose what is applicable for your organization from the following list that provides lots of ideas at a glance for recognizing your volunteers year-round as well as during National Volunteer Week (April). It is reprinted with permission from a recently revised handbook entitled From Here to There, published by the Volunteer Action Center of the United Way in Dayton, Ohio.

A volunteer's pay is recognition and the assurance that he/she is an equal partner of the agency or organization. Recognition, therefore, should be an integral part of the management process so that people feel valued and good about themselves and their organization.

When to Recognize Volunteers

1. At the time they sign up to volunteer:
 - Send letter of welcome
 - Issue I.D. card, name tags, uniform, etc.
 - Provide an orientation program
 - Provide a parking space, lunch, coffee and/or mileage reimbursement
 - Provide good job descriptions, training and supervision
 - Publish name of new volunteer in employee newsletter and/or volunteer newsletter

2. Daily or weekly:
 - Smile!
 - Informal thank-you's by staff and volunteer coordinator
 - Document their time for evaluation
 - On the job praise

3. Monthly:
 - Volunteer of the Month
 - Appropriate evaluations
 - Articles in newsletters

4. Annually:
 - Special events where awards are given, such as a dinner, luncheon, reception, coffee or dinner dance.
 - Certificates, plaques and other awards for time spent volunteering
 - Gift of photo of volunteer at work or receiving award
 - Volunteer Appreciation Day- use facilities free of charge
 - "Turn-about" lunch - staff serves volunteers
 - Holiday parties
 - Teenage pizza party

5. At the completion of a special project:

- Say “thank you”
 - Send letter of thanks to volunteers and/or their boss or school or staff supervisor
 - Write article for newspaper or in-house publication about project
 - Take out to lunch or for a coffee break
 - Promote to another job; give more responsibility
6. At meetings with staff or groups:
- Tell about volunteer projects and individual accomplishments
 - Praise volunteers to others
 - Have a slide show or film showing volunteers at work
 - Invite volunteers to staff meetings
 - Provide volunteers with outside training programs
7. On their birthdays or holidays:
- Send cards
 - Have an informal party
8. When they are sick:
- Send a get-well card
 - Call at home
9. At the time they leave:
- Send a letter of thanks
 - Give a certificate or resolution of appreciation
 - Send letter of appreciation to potential employers
10. During National Volunteer Week.
- Be a part of the community recognition activities planned by local Volunteer center

How to Recognize Volunteers

1. Volunteer office or lounge:
- Have coffee available
 - Have pictures posted
2. Hallway entrance to building or cafeteria
- Have a bulletin board with pictures
 - Display posters
3. On the job:
- Thank-you’s and smiles
 - Treat as an employee
 - Invite to staff meetings
4. At home:
- Send a letter

- Call
5. At school or business:
 - Send a letter
 6. At church:
 - Announcements in bulletin
 - Encourage minister to talk about volunteering
 7. At shopping centers:
 - Display banner or billboard
 8. At main intersection:
 - Display banner or billboard
 9. In all media:
 - Newspaper--feature articles about volunteer projects and/or individual volunteers
 - TV--commercial and cable
 - Radio--news and public service announcements
 - Slide shows and movies
 - In-house publications
 - Volunteer newsletters
 - Professional journals or magazines
 - TV documentary during National Volunteer Week
 10. City Council or Commission meetings:
 - Proclamation
 - Mayor's Award for Volunteer Service

Recognition of Staff Who Work With Volunteers

1. Thank staff members who are working cooperatively with volunteers
 - For special projects they worked on together
 - For using volunteer's skills creatively
 - For using lots of volunteers
 - For taking time to supervise and train volunteers
 - For showing their appreciation to volunteers
2. Send memo to department and supervisor recognizing their efforts
3. Award certificate to department who most effectively uses skills and talents of volunteers
4. Invite staff to volunteer recognition events
5. Remember, with today's budget cuts, some staff may feel "forced" to use volunteer assistance and feel negative toward them. Others may feel threatened for their jobs. Help staff to see the benefits of volunteer assistance. Staff may not have even thought of using volunteers.

Use this “crisis” as an opportunity to explore new ways of doing things. Many of the most loyal supporters of volunteer programs were very skeptical of the idea at first.

Few ideas for *personally thanking* fantastic FRG Leaders/Helpers:

- ❖ Upon leaving the unit, write a book to your FRG leaders entitled "Lessons I've Learned... from you"
- ❖ Put together a CD of pictures from unit events and make copies for those that have helped a lot.
- ❖ Print a page of repeat BN/BDE crests and words on card stock, cut each card with the paper cutter (leaving blank space to the right of the crest), and attach a BN/BDE crest pin in the blank space. (This can be given to spouses who regularly assisted the FRG leaders. You could give these out at a special FRG appreciation function at your house or at the unit. Can be done as a 'party/ tea' twice a year (at Christmas and at the close of the school year)
- ❖ Lastly, (at Fort Hood) you could send a letter requesting the 'Yellow Rose of Texas' certificate from the Governor of Texas for every FRG leader at the end of their time in the unit and give it to them framed and matted. (check to see if the state you are in offers a way/certificate of recognizing leaders)

DEPARTMENT OF THE ARMY
HQ, 7TH RANGER TRAINING BATTALION
FT. BLISS, TEXAS 79916

Orders: 92-0803

Jimmy-Joe-Bob Doe Infant first class 123-45-6789

You have been tendered an appointment in the Ranger Family in the grade of infant first class, 8 lbs, 03 ounces. You are ordered to active duty in the grade of rank as shown on the date you sign in for temporary duty.

ASSIGNED TO: John and Jenny Doe
 100 Road Dr.
 WSMR, NM 88002

REPORTING DATE: DOB

TEMPORARY DUTY AT: William Beaumont Army Medical Center,
 Ft. Bliss, Texas 79916

REPORTING DATE: DOB

PERIOD OF TEMPORARY DUTY: *List dates in Hospital*

PURPOSE OF TEMPORARY DUTY: To complete in-processing into the world and
 prepare for follow-on Ranger assignment.

BASIC BRANCH: Hooah baby!!

Additional Instructions: a) Travel with parents is authorized. b) Assignment to Family quarters is for strength accountability only. c) Accession year 1992. Regular baby distribution plan. d) Service obligation of 18 years incurred.

FOR THE COMMANDER

BARRY E. WILLEY
LTC, IN
Commanding

6-43 Air Defense Artillery (Patriot)

Ansbach, Germany

Honorary Certificate

**To Those Who Shall Bear Witness, Greetings
Be It Known That**

Jimmy-Joe-Bob Doe

**Was born on _____ and is hereby made welcome. Thus
having been born under the stars and stripes in Ansbach, Germany,
this fortunate citizen is further bested with the ancient and
honorable title of**

BABY AIR DEFENDER

**And is hereby accorded the congratulations of this command,
Headquarters, 6th Battalion, 43rd Air Defense Artillery.**

Marvin K. McNamara, Commanding

CHAPTER 10

PROTOCOL, CUSTOMS, AND COURTESIES

- Giving proper attention to invitations
- Formal Dinners, Teas, and Coffees
- Military social functions
- Flag Etiquette

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CUSTOMS, COURTESIES, AND PROTOCOL

Why does the word "protocol" strike fear in the minds of even the most seasoned military spouses? It sends most of us running to our etiquette books. A wise military spouse learns the traditions and courtesies of military life. We attend a variety of social functions, from the very casual to the very formal. Protocol is designed to let us know what to expect in a given situation. For most of us, it is a combination of military traditions, etiquette and common sense. Knowing these guidelines will help you feel more comfortable in any given situation. When in doubt, ***take your cue from the next senior spouse.*** She/he may not always be right, but at least you will be in good company!

Please use the following as outline information -- *not formal guidelines.* Good manners are the rules in the "Game of Life." They make people feel at ease with you, with themselves, and with the situation.

There are many references available concerning military traditions and social customs for the commander's spouse who wants to refresh his/her knowledge on this subject. As a commander's spouse, you set the tone for the unit and will need a clear working knowledge of military traditions and current social customs. You will be called upon to make personal decisions that are based on this information. Do your best to respond to questions, and do not hesitate to find out what is correct if you are uncertain. Above all, you should try to set an example so other spouses can learn from you.

SOCIAL OBLIGATIONS

Entertaining is part of military life. Social gatherings in the military have been used to celebrate high points, boost morale, foster team spirit, or simply to get to know others in the same situation in which you have found yourself. It is one of the nicest traditions of our Army life. When you accept an invitation, it is common courtesy to return the hospitality. Special occasions such as Hail & Farewells, weddings, and promotion parties are exceptions. It is not necessary to return a seated dinner for a seated dinner. Do what is comfortable for you and keep your budget in mind.

Over the years, each military Family develops a style of entertaining that is comfortable for them. Do not be afraid that your "picnic in the backyard with the kids" will fall short. Your command team will be happy for the chance to get to know you better in any setting!

INVITATIONS

In the course of your military life, you will receive many invitations. Keeping a few main points in mind will help you avoid misunderstandings and hurt feelings. At times you will find that an invitation will conflict with another obligation or interest. When it comes to deciding which function to attend, *your Family comes first.* Hail and Farewells and spouses' coffees are usually held monthly and probably will be your next priority. These get-togethers are opportunities for you to get to know other people in the company or battalion.

Friendships formed at these functions will unite you more closely with the other spouses, which is especially important should the unit deploy.

- Invitations can be formal, informal, or casual. They may be extended by written note, email, in person, by telephone, or sent through distribution.
- Only the names of the people on the invitation are invited.
- No children, unless specified. *Do not ask if you may bring your children! If you cannot leave your child/children, then you send your regrets!*
- If you are invited to an occasion and have a houseguest, you may explain to the hosts that this is the reason for declining the invitation. This allows the host/hostess the opportunity to invite your guest, if he/she desires. *Never ask if you may bring extra guests; the host or hostess will do the inviting!*

If you attend the dinner party and you recognize that you will have an allergic reaction to the type of food being served, be courteous to the host/hostess and explain. This ensures that the hostess (or host) is not embarrassed by the presumption that you do not like her (his) cooking!

INVITATIONS for coffee, tea, luncheon, brunch, reception, cocktails, buffet or seated dinner should always include:

- Date (day of the week and date)
- Time (if formal, write out the time, for example, ten o'clock)
- Place: (where it will be held)
- Host/Hostess: (if husband/wife -- informal: Bob and Carol Smith
formal: LTC and Mrs. Robert Smith
if unit: 407th Forward Support Battalion)
- Always send out 10 - 14 days in advance
- Use black ink
- Emphasize to your spouse the importance of timely delivery of invitations if you send through distribution.
- Avoid initials and abbreviations. Exceptions: Mr., Mrs., Dr., RSVP, or Captain J. Paul Doe (if an initial is used in place of a first or middle name)
- Write full titles, ranks, and names. Example: Major, Colonel, etc. In the Army, both First Lieutenant and Second Lieutenant are referred to as "Lieutenant."
- One may use "General" instead of Lieutenant General, etc. when addressing him/her.
- Dates and hours are spelled out on formal invitations with only the day and month capitalized. Example: Thursday, the eighth of May; "seven-thirty" is correct; "half after seven" (also correct) is more formal

Major and Mrs. John Doe
request the honor of
the company of
Captain and Mrs. Smith
at a reception
on Saturday, the fifth of June
at half past six o'clock
3 Garrison Lane

123-4567
R.s.v.p. NLT (date)

Dress: Informal

Invitation Sample

Written or Engraved -- 4" x 6" card, plain or engraved.

Note: Black ink or fountain pen should be used for formal and informal written invitations.



Request the pleasure of the company of

at

on

at

o'clock

Invitation Sample

Purchased partially engraved -- the key phrases are already engraved; you fill in the blanks **with a black fountain pen!**



FOR:

DATE:

TIME:

PLACE:

Invitation Sample

Commercial Invitations -- key words are printed on when the invitation is purchased. The host/hostess simply fills in the information.



FORMS OF ADDRESS

- ❑ If an invitation is extended to a married servicewoman because of official capacity, it should be addressed as follows:
 - Major Mary Jane Doe and Mr. Doe (Civilian husband)
 - Major Mary Jane Doe
Colonel John Paul Doe
 - Captain John Doe (senior first)
Lieutenant Jane Doe
- ❑ If the invitation is of a personal nature:
 - Captain John Doe (Two different last names)
Jane Deer
 - Retired -- Colonel (RET)
 - John Doe
- ❑ Divorced from husband -- Mrs. Jane Doe
- ❑ Widow – Mrs. Jane Doe
- ❑ Although far more casual, it is considered courteous to address a senior officer's spouse as 'Mr./Mrs. Doe.' If he/she desires that you call him/her by his/her first name, he/she will tell you. Do not take the liberty until then. If you are asked to use a first name, it is polite to do so.

RSVP/REGRETS

"RSVP" means "respond, if you please" and requires a yes or no response. Respond promptly, within 48 hours, if at all possible. The host/hostess needs to know how many people will attend so he/she can shop accordingly, or add more guests if there is enough room. *(It's a good idea to tape the invitation to the phone you use the most if you cannot RSVP when you open it. You will not forget to RSVP later! Put the address and phone number, as well as the time, on your calendar.)

- ❑ Contact is imperative, whether yes, no, or unsure. If you are unsure, you will have to see if your "RSVP deadline" can be extended. If you are having trouble giving a response within this time frame, call the hostess (or host) to regret and explain your situation. The hostess will then have the option to accept your response or extend your deadline. The decision is up to her.
- ❑ Only those named on the invitation should attend. No children or house guests should attend, nor should you ask if they might attend, unless specifically invited. (When you regret because of house guests, the host or hostess may extend the invitation to include them. **YOU MAY NOT ASK!**)
- ❑ Do not respond in person at the commissary, etc., but use the phone number or address on the invitation. The host/hostess may forget if you tell him/her at the PX where it cannot be noted.
- ❑ If RSVP/REGRETS is not listed on the invitation, the host/hostess assumes you will attend.
- ❑ "Regrets only" means call only if you cannot attend.
- ❑ Accept with enthusiasm or regretfully decline -- no explanation or excuse is necessary.

- “Looking forward to” (i.e. reminder) is usually sent to a guest of honor after a telephonic confirmation of availability.
- Appropriate to regret at very last minute (if legitimate emergency).
- Formal invitation may not have “RSVP.” or “Regrets Only” on the invitation. You are expected to attend! Example: New Year’s Day Reception.

□

ATTIRE

A question often asked by men and women is what to wear to a specific function

- Invitations should have “dress” in the bottom right-hand corner
- Casual – open collar-no tie; skirt or slacks for women; (no jeans).
- Informal -- coat and tie; dress, skirt, or slacks for women
- Semi-formal -- not really a category, but indicates business suit and dressy dress
- Formal -- evening dress uniform/dress mess. Civilians wear dinner jackets, long dress, or dressiest dress (short)
- Stand of Dress depends on local customs and time of day --
 - Morning -- skirt/blouse/sweater, simple dress or slacks, open shirt (no tie)
 - Luncheons -- skirt/blouse, dress, suit or slacks, tie, no jacket
 - Tea or Reception -- dressier dress or suit, or dress pants, sports coat
 - Cocktail or Evening Affair -- dressier dress or evening suit, or men’s suit

NOTE: Today, most women do not wear gloves, although some do. Should you be included in a receiving line, or expect to go through a receiving line, the option to wear gloves or not is yours. Gloves are not worn, however, while smoking, drinking, or eating.

SAYING THANK YOU A thank you can be a mailed note, phone call, or a thank you at the door, depending on the occasion. An e-mail is also appropriate if you know the host/hostess uses their e-mail regularly. Regardless of how you do it, a personal thank you is always appreciated. Rule of thumb: *if you eat and/or drink at someone’s home, or at their expense, say “thank you.”*

- A small "hostess gift" is always appreciated when visiting someone's home. This does not have to be expensive. Home-made cookies or muffins, jellies, a bottle of wine, or flowers are all appropriate. It sends the message that you appreciate the invitation.
- Promptness is important, but it is never too late to thank anyone. Try to get in the habit of writing a thank you before you go to bed the same night. You will still be thankful then!
- Address thank-you notes to the hostess only. Sign it from yourself. If you are writing as a couple, refer to the other person in the note. Example: “John and I had such a great time.” or “Jimmy-Joe-Bob joins me in thanking you.” Never sign a note with your spouse’s name, too.
- Specifically mention something special about the evening, dinner, gift, etc.
- If you have doubts or need help writing thank you notes, check an etiquette book for assistance.

*****Your expression of appreciation and promptness are what really matter, not how well you follow the rules!***

RECIPROCITY

- ❑ Repayment does not have to be in-kind; it can be done your way. A give and take situation is fair! It is not only reciprocation of kindness, but of courtesy.
- ❑ Your entertainment choice depends on your means. Paper plates, plastic cups, and tableware are fine to suit your own personal style.
- ❑ Command performance occasions do not need repayment, such as New Years Day's Receptions, Hails and Farewells, and formal or group unit functions.

DINNER NOTES

There are many types of dinner parties, ranging from very casual to formal. Always entertain in the way that makes you feel most comfortable. If you are invited to dinner, the following tips may prove helpful.

- ❑ Seating Arrangement: At a large dinner, a table diagram, showing the seating arrangement, is usually placed near the entrance to the dining room. Arrange seating to stimulate conversation.
- ❑ Escort Cards can be used at small dinner parties. The name of the male guest is written on the envelope with his dinner partner's name written on a card placed inside the envelope. Usually, these are placed on a table close to the entranceway so they can be picked up as the gentlemen arrive.
- ❑ Seating: At dinnertime, the host leads the guests into the dining room by escorting the senior lady or wife of the guest of honor to the table. Others follow in pairs, as noted by escort cards or other method of designation dinner partners. The hostess enters last, escorted by the ranking gentleman (guest of honor). Normally, a gentleman seats the lady on his right. The gentleman assists his partner by sliding her chair away from the table, allowing her to enter her seat from the left (when departing, rise from the right -- Lower from the Left, Rise from the Right). He then adjusts the chair to her satisfaction. Gentlemen do not sit until all the ladies and senior male guests are seated.
- ❑ Eating: At small dinners, before eating, it is polite to wait until the hostess has begun eating. At large banquets or buffets, it is appropriate to start eating when everyone at your table has been served. If you are in doubt about what to do, take your cue from the host/hostess. Guests should engage their dinner partners and other close guests in light conversation during the meal. (A true gentleman never discusses money, religion, politics, or his sweetheart. A gentlewoman also refrains from the aforementioned topics.)

According to the "Rule of 4," when the number of guests equals any multiple of four, and the number of women equals the number of men, the host and hostess cannot sit opposite each other without placing two men or two women together. To avoid this, the hostess is moved one seat to the left, and the guest of honor (or ranking male guest) is seated opposite the host.



COMING AND GOING Be on time or slightly late (10 minutes), but NEVER arrive early. Come as close to the hour as possible. Call ahead if you want to come early and help. Wait until the invitation time to ring the doorbell. If you have to be more than 10 minutes late, it is nice to call the host/hostess to let him/her know. Call earlier in the week/day. The few minutes prior to invitation time can be hectic for the host/hostess.

- ❑ Traditionally, at official functions the senior ranking person leaves first. This is not always necessarily true today; check to find out what is acceptable. If in doubt, wait!
- ❑ Do not leave immediately after dinner (wait at least 30 minutes for politeness sake).
- ❑ Do not overstay a welcome.
- ❑ Say 'goodnight' to senior person and the host/hostess.
- ❑ When you say you are leaving, leave. Do not linger at the door.

FORMAL RECEPTION WITH RECEIVING LINE A receiving line is an efficient and gracious way to allow the honored guest(s) to meet all guests personally. Who is in the receiving line: Honored guest(s), guest speaker, and host/hostess. It is usual to ask your rater to stand in the line. ASK THE PROTOCOL OFFICE for guidelines!

- ❑ Place cigarettes, drinks, and gloves elsewhere while going through the line.
- ❑ The woman precedes the man (Army, Navy, Marines, EXCEPT at the White House or Air Force functions)
- ❑ The 1st person in the receiving line is the Aide/Adjutant -- do not shake his/her hand. The service member introduces spouse to the Aide.
- ❑ The service member gives names to the Aide. Example: LT and Mrs. John Doe.
- ❑ Speak briefly to those in line, and then move on through the line.
- ❑ Do shake hands firmly -- no 'limp fish' or 'bone crushers.'
- ❑ You may correct a mispronounced name; speak clearly.

FORMAL DINNER

- ❑ On arrival, find your seats on seating chart.
- ❑ Mingle with the other guests.
- ❑ Visit with your host/hostess/special guest.
- ❑ Never drink a toast to yourself. Ladies do not drink when the toast is "To the Ladies." Spouses do not drink when the toast is "To the Spouses."

RANK -- MILITARY SPOUSES HAVE NO RANK!

- ❑ However, respect is often accorded to a more experienced spouse or in respect to his/her service member's position.
- ❑ Do not call senior spouses by first names unless they ask you to do so.
- ❑ Acknowledge a new senior spouse's presence when he/she joins a group.

INTRODUCTIONS

The three basic rules to introductions are:

- ❑ **Woman's name first.** Men are introduced to women by stating the woman's name first.
- ❑ **Older person's name first.** When two people are of the same sex, the younger adult is introduced to the older adult by stating the older person's name first.
- ❑ **Senior officer's name first.** Junior officers are introduced to senior officers by stating the senior officer's name first; the same for senior officer's spouse.
- ❑ It is gracious rather than presumptuous to introduce yourself to a senior officer or senior officer's spouse.
- ❑ One should never be reluctant to speak to a senior person, although never monopolize the senior guest. Likewise, never be reluctant to talk with a junior person, making him/her feel welcome.
- ❑ If you are nervous about introducing someone, if you forgot names, politely ask for the person(s) to repeat their name. This is certainly not a reason to avoid conversation.
- ❑ Name tags are used for many occasions.
- ❑ Name tags are worn on the **right** side (the side with which you shake hands. This makes it easy for the person shaking hands to subtly look at your name.)
- ❑ Full Colonel's spouses and spouses of General officers are "Mrs. Doe" or coordinate with them.

SMOKING

- ❑ Normally smoking is inappropriate indoors, unless the host/hostess offers to allow it.

GUIDELINES FOR FORMAL TEAS AND COFFEES

Formal Teas: Formal Teas require the use of china, silver, and linen. Spouses/units usually hold these for a "Leading Lady's" welcome and farewell; Teas are not as popular when the leading spouse is a male. Silver service is placed at one end of the table and a punch bowl at the other end. At a very large Tea, they may use a silver service at each end of the table with a punch bowl (or two) at small separate tables. There is always someone to pour coffee and serve punch at a Tea.

Invitations: Send them at least 2 weeks prior to the date (3 weeks for a big event!)

Tea Receiving Lines: If an honored guest, the group presents him/her in a receiving line for the first half hour or so.

Reason for Protocol Pouring: The purpose is to give the honored and senior guests a chance to see more people. Sometimes coffee will be at one end of the table and tea at the other end. In

this case, coffee 'outranks' tea. The senior person or most honored guest (if desired) would serve coffee.

Pouring: The person pouring tea always sits. He/she will reach for a cup and saucer, ask which beverage is preferred, and pour the coffee or tea. After asking if the receiver wants cream and sugar (or lemon in the case of tea), she will add whatever is requested. Now that sugar substitutes are so popular, they can be included on the coffee or tea tray in a small silver dish. The person pouring punch stands.

The pouring list is coordinated according to the military member's rank and the beverage:

- Coffee is for the most honored guest who is pouring
- *Tea is second
- Punch is third

NOTES: Upon rare occasions a male spouse is invited to pour punch (usually when the wife is a LTC or above).

Be culturally sensitive when asking a spouse of a foreign country to pour, as the custom in many host nations is for servants to pour.

* In England, Tea is the 'ranking' drink, with coffee being "second honors."

TOASTING

Toasting is an age-old custom and is an integral part of military occasions.

• Mechanics of toasting:

- It is respectful to stand and participate in the toasting.
- Those who abstain from alcohol may drink water or raise the wine glass to their lips.
- Never drink a toast to yourself; if seated, remain seated.
- All toasting is initiated by the host, except dining-ins.

NOTE: At casual affairs, toasts may be presented by anyone.

SOCIAL FUNCTIONS

Brunch - This function is usually held around 11:00 a.m. and is a combination of breakfast and lunch. A simple dress, skirt and blouse, or nice pants outfit is appropriate.

Coffees - Unit coffees are usually held monthly and provide a wonderful opportunity to greet new arrivals, to farewell folks who are leaving, to become acquainted with other spouses in the unit, and to find out what is happening in the unit and on post. Refreshments are served. They may be plain or fancy depending on the host/hostess. Try to attend and wear something casual.

Luncheons - Most Officers' and Civilians' Spouses' Clubs (OCSC) have a luncheon or similar activity each month. There may be a social hour before and a program after the luncheon. Reservations are almost always necessary. Membership in the organization is required to attend; however, many clubs allow you to attend your first luncheon before you have to join. A nice dress or pants suit is appropriate.

Teas - A tea is usually held in the afternoon and is the most formal of daytime functions. It is traditionally given in honor of a person such as a departing or incoming commander's or senior

NCO's spouse. Coffee, tea, punch, cookies, and/or finger sandwiches are served. Expect to go through a receiving line and to sign a guest book when you first arrive. Wear a nice (Sunday) dress or a dressy suit.

*****Unless you are pregnant, elderly, or ill, you should not sit down at a Tea, even if your feet are killing you!***

Cocktail Parties - Cocktails are usually served from 5:00 p.m. or 6:00 p.m. until 7:00 p.m. or 8:00 p.m. They are usually about two hours long. Hors d'oeuvres or appetizers are served. The dress code is normally dressy dress for women and coat and tie for men unless special dress is requested on invitation (Texas casual, Aloha, Beach).

Open House - This literally means the home is open to guests between set hours. Guests are free to arrive and depart between those hours. Check the invitation for dress.

Buffets - A buffet supper is a dinner party served buffet style. It is a convenient way to serve guests, especially a number of guests in a limited space. At a buffet supper, the plates, silverware, napkins, and platters of food are arranged on the dining room table or buffet table, and guests serve themselves. Guests then find a comfortable place to sit as directed by host/hostess. This kind of entertaining can range from fancy to barbecue style. Check your invitation for the required dress. Remember to wait for instructions from your host/hostess before going through the buffet line. The senior person present or the guest of honor is usually asked by the host/hostess to start the line.

Many times you will be invited to someone's home for "heavy hors d'oeuvres" which is very similar to the buffet dinner. There is no need to eat before you go. At these functions, a variety of hors d'oeuvres will be served from dips, to meats on small rolls, to desserts. Again, dress should be indicated on your invitation and could range from casual to informal.

Seated Dinners - These dinners may range from the very casual Family-style to the very formal with place cards and many courses. Coffee may be served with dessert at the table or later in another room (living room). Check your invitation for dress.

*****For any "dinner" invitation, it is important to arrive at the specified time on the invitation... NEVER EARLY!***

Promotion Party - A time honored tradition is the promotion party that is given by an officer or NCO or a group of people with similar dates of rank, shortly after being promoted. It does not have to be a fancy affair, but it provides a chance to invite friends and their spouses to share the good fortune.

Hail & Farewells (unit parties) -- Unit members and guests share the cost and planning of these get-togethers. They range from dinners at local restaurants, to picnics and barbecues, to treasure hunts. This is a time to welcome incoming members and farewell members who are leaving the unit. These get-togethers build unit spirit and camaraderie, and are successful only if everyone supports them and participates in them. Do not sit down as soon as you arrive. If possible, move around the room and mingle. It is a wonderful opportunity to get to know others in the unit.

Dining In - The Dining In is an old military tradition that has been passed down from the British. As the most formal of events, a Dining In allows officers and NCOs of a unit to celebrate unit successes and to enjoy its traditions and heritage. It is strictly an Officer/NCO affair. Spouses are not invited.

Dining Out - When spouses are invited to a Dining In, it becomes a Dining Out. This gives the spouses an opportunity to see all the "pomp and circumstance" that goes with the tradition. The spouses dress is formal gowns or tuxedos.

At a formal or Dining Out, you will stand for the posting and retiring of the colors (bringing in and taking out of the flags). You will also stand for the invocation and toasts. Stand and drink for all toasts except the toast "to the ladies." If you do not drink alcoholic beverages, you may toast with the beverage of your choice or simply lift your glass as a token. You may also stand if a standing ovation is given to the guest speaker.

Receptions - A reception is usually held in honor of a special guest or guests, or after a change of command. There may or may not be a receiving line. Guests should mingle and visit with other guests. Before departing be sure to thank the hostess and host and bid good-bye to the guest of honor.

PARADES

- ❑ Be on time!!
- ❑ Dress appropriately -- no jeans, shorts, or cut-offs!
- ❑ Children may attend if well behaved. One needs to take them from the area if they are misbehaving.
- ❑ Protocol does not allow dogs, except for seeing-eye dogs.
- ❑ Take your cue from your spouse or other military present.
- ❑ Always stand six (6) paces before and after the flag passes, even if not announced. (This is typically marked with small flags on a parade field.)
- ❑ Stand when the unit plays the National Anthem (or anthems of other countries represented), Division, and/or Army song.
- ❑ Take your cue from the senior spouses present; they will be in the first row of seating.

REVIEW & CHANGE OF COMMAND OR RESPONSIBILITY CEREMONIES:

You are welcome to attend a change of command ceremony without a specific invitation. However, be aware that attending the reception may require an invitation. If you are unsure, check with your battalion commander's spouse or representative. This is an official function with a reception following.

- ❑ Personal invitation -- RSVP as soon as possible for reserved seats
- ❑ Stand for “Ruffles & Flourishes” (when General is present, the band plays it once for each star he/she has), “To the Colors” (National Anthem), and “Colors Pass in Review.”
- ❑ Children may attend if well behaved. One needs to take them away from the area if they are misbehaving. The unit/host generally does not invite children to receptions.

WHEN THE MUSIC PLAYS

- ❑ It is customary to stand for the “National Anthem.” Outside, put your hand on your heart.
- ❑ It is also customary and respectful to stand for foreign country anthems, but do not salute foreign flags.

REVEILLE AND RETREAT:

- ❑ “Reveille” is the 6:00 a.m. bugle call marking the raising of the flag and the beginning of the workday.
- ❑ “Retreat” is usually sounded at 5:00 p.m. or when the flag is lowered to mark the official end of the workday.
- ❑ If outside, stand quietly at attention facing the flag or music with hand over heart.
- ❑ When inside, stand with your hands at your side.
- ❑ If in car, stop, get out, and stand as above. If there are children, remain in the car.
- ❑ On Navy and Air Force bases you are only required to stop the car and remain seated.

NOTE: Children should also stop playing and observe the custom of the ceremony.

Flag Etiquette

STANDARDS of RESPECT

The Flag Code, which formalizes and unifies the traditional ways in which we give respect to the flag, also contains specific instructions on how the flag is not to be used. They are:

- The flag should never be dipped to any person or thing. It is flown upside down only as a distress signal.
- The flag should not be used as a drapery, or for covering a speaker’s desk, draping a platform, or for any decoration in general. Bunting of blue, white and red stripes is available for these purposes. The blue stripe of the bunting should be on the top.
- The flag should never be used for any advertising purpose. It should not be embroidered, printed or otherwise impressed on such articles as cushions, handkerchiefs, napkins, boxes, or anything intended to be discarded after temporary use. Advertising signs should not be attached to the staff or halyard
- The flag should not be used as part of a costume or athletic uniform, except that a flag patch may be used on the uniform of military personnel, fireman, policeman and members of patriotic organizations.
- The flag should never have placed on it, or attached to it, any mark, insignia, letter, word, number, figure, or drawing of any kind.

- The flag should never be used as a receptacle for receiving, holding, carrying, or delivering anything.

When the flag is lowered, no part of it should touch the ground or any other object; it should be received by waiting hands and arms. To store the flag it should be folded neatly and ceremoniously.

The flag should be cleaned and mended when necessary

When a flag is so worn it is no longer fit to serve as a symbol of our country, it should be destroyed by burning in a dignified manner.

Note: Most American Legion Posts regularly conduct a dignified flag burning ceremony, often on Flag Day, June 14th. Contact your local American Legion Hall and inquire about the availability of this service.

Displaying the Flag Outdoors

When the flag is displayed from a staff projecting from a window, balcony, or a building, the union should be at the peak of the staff unless the flag is at half staff.

When it is displayed from the same flagpole with another flag - of a state, community, society or Scout unit - the flag of the United States must always be at the top except that the church pennant may be flown above the flag during church services for Navy personnel when conducted by a Naval chaplain on a ship at sea.

When the flag is displayed over a street, it should be hung vertically, with the union to the north or east. If the flag is suspended over a sidewalk, the flag's union should be farthest from the building.

When flown with flags of states, communities, or societies on separate flag poles which are of the same height and in a straight line, the flag of the United States is always placed in the position of honor - to its own right.

The other flags may be smaller but none may be larger.

No other flag ever should be placed above it.

The flag of the United States is always the first flag raised and the last to be lowered.

When flown with the national banner of other countries, each flag must be displayed from a separate pole of the same height. Each flag should be the same size. They should be raised and lowered simultaneously. The flag of one nation may not be displayed above that of another nation.

Raising and Lowering the Flag

The flag should be raised briskly and lowered slowly and ceremoniously. Ordinarily it should be displayed only between sunrise and sunset. It should be illuminated if displayed at night.

The flag of the United States of America is saluted as it is hoisted and lowered. The salute is held until the flag is unsnapped from the halyard or through the last note of music, whichever is the longest.

Displaying the Flag Indoors

When on display, the flag is accorded the place of honor, always positioned to its own right. Place it to the right of the speaker or staging area or sanctuary. Other flags should be to the left.

The flag of the United States of America should be at the center and at the highest point of the group when a number of flags of states, localities, or societies are grouped for display.

When one flag is used with the flag of the United States of America and the staffs are crossed, the flag of the United States is placed on its own right with its staff in front of the other flag.

When displaying the flag against a wall, vertically or horizontally, the flag's union (stars) should be at the top, to the flag's own right, and to the observer's left.

Parading and Saluting the Flag

When carried in a procession, the flag should be to the right of the marchers. When other flags are carried, the flag of the United States may be centered in front of the others or carried to their right. When the flag passes in a procession, or when it is hoisted or lowered, all should face the flag and salute.

The Salute

To salute, all persons come to attention. Those in uniform give the appropriate formal salute. Citizens not in uniform salute by placing their right hand over the heart and men with head cover should remove it and hold it to left shoulder, hand over the heart. Members of organizations in formation salute upon command of the person in charge.

The Pledge of Allegiance and National Anthem

The pledge of allegiance should be rendered by standing at attention, facing the flag, and saluting. When the national anthem is played or sung, citizens should stand at attention and salute at the first note and hold the salute through the last note. The salute is directed to the flag, if displayed, otherwise to the music.

The Flag in Mourning

To place the flag at half staff, hoist it to the peak for an instant and lower it to a position half way between the top and bottom of the staff. The flag is to be raised again to the peak for a moment before it is lowered. On Memorial Day the flag is displayed at half staff until noon and at full staff from noon to sunset.

The flag is to be flown at half staff in mourning for designated, principal government leaders and upon presidential or gubernatorial order.

PROTOCOL QUIZ

Note: Questions may have more than one correct answer.

- ___1. To be asked to pour at a Tea is a great honor. The spouse of the number one ranking officer should pour:
 - a) Tea
 - b) Coffee
 - c) Punch
 - d) Herself/Himself some Sherry

- ___2. How do you know when a change of command or parade is over?
 - a) Everyone starts talking
 - b) When the cannon fires 21 times
 - c) When the reviewing officers have broken ranks
 - d) When the troops run for the Mess Hall

- ___3. What is the way to salute the flag?
 - a) Stand respectfully at attention, arms at your sides
 - b) Stand and place your right hand over your right eyebrow
 - c) Stand and place your right hand over your heart
 - d) Give the Brownie or Cub Scout salute

- ___4. If you are at a parade and the flags go by:
 - a) Clap
 - b) Stand until they are 6 paces past
 - c) Sit quietly

- ___5. If attending a parade, you should wear:
 - a) Blue jeans with the flag sewn on the seat
 - b) Shorts and halter top/T-shirt (sometimes it's a hot day)
 - c) Nice daytime dress/nice slacks and a sports coat
 - d) Formal evening gown/tuxedo

- ___6. When you receive an invitation to a social function, you should acknowledge it:
 - a) Within 48 hours or receiving it
 - b) Never, just go
 - c) Two hours before the social function
 - d) Never, stay home

- ___7. RSVP means:
 - a) "Répondez s'il vous plait" -- French for "Please Reply"
 - b) Read Soon, Very Personal
 - c) Reserved for Vice President

- ___8. At a social function, pay your respects to:
- a) The Chef
 - b) The Valet
 - c) Host and Hostess
 - d) Honored Guests
 - e) Your Commanding Officer and his Spouse
- ___9. You, or you and your spouse are invited out:
- a) Bring your children. They are so cute
 - b) Get a sitter
 - c) Ask your neighbor to watch your children
- ___10. If invitation states 7:00 p.m., arrive at:
- a) 8:30 p.m. (She/he will understand)
 - b) 7:05 p.m.
 - c) 7:00 p.m.
 - d) 6:30 p.m. (He/she will be ready for you)
- ___11. If you have house guests and are invited to a social function:
- a) Bring them without asking. The more the merrier!
 - b) Call the host/hostess and ask if it is all right if they are included
 - c) Leave them at home
 - d) Call and regret
- ___12. The invitation reads “Informal,” you can wear:
- a) Bermudas and “Keep Truckin’” T-shirt
 - b) Denim pant suit
 - c) Street length Sunday type dress/slacks and sports coat
 - d) Dressy blouse or sweater with skirt; Slacks and sports shirt
- ___13. The invitation says “Informal,” your military spouse can wear:
- a) His/her Blues
 - b) Coat and tie, Dressy church dress
 - c) Flip flops and cut offs
 - d) Army Greens
- ___14. When going through a receiving line:
- a) Pause to talk at length with the Commander’s spouse
 - b) Run through as fast as you can
 - c) Shake hands with the aide, then everyone briefly
 - d) Go before your spouse, greeting everyone briefly
 - e) Repeat your name, if it is lost in passing down the line

- ___15. During the dinner:
- Eat before everyone. You are starving.
 - Don't eat until hostess eats or tells you to
 - Smoke during the meal
 - Only smoke if ashtray is offered
- ___16. Which is the most correct manner in which to respond to a formal invitation?
- "I would like to RSVP to the invitation for ..."
 - "I am calling to let you know that"
 - "I am RSVPing to the invitation for"
 - "I am responding to the invitation for ..."
 - Any of the above are correct so long as you respond promptly
- ___17. Stay at a social function until:
- Everyone else has gone
 - Dinner is over
 - Your feet hurt
 - You have said goodbye to the Commanding and his/her Spouse
- ___18. When leaving a unit party, say goodnight to:
- Everybody, including the waiter
 - The ranking officer and his/her spouse
 - No one, just cut and run
 - Special guests
- ___19. You are invited to your Commanding Officer's New Year's Reception and have 1) a hangover, 2) no baby-sitter, or 3) wanted to watch the football games. Do you:
- Stay home with ice pack
 - Swap with a neighbor
 - Go, smile, act brilliant
 - Take the baby
- ___20. After the Senior Officer has had you to dinner, do you:
- Go out and spend a month's paycheck on shrimp and lobster and invite them to your home
 - Invite them to your home and entertain them within your means
 - Tell them to stop by for a drink
 - Reciprocate with coffee and dessert
 - Never, you don't want to be a brown-noser
- ___21. You write a Thank You note after:
- A dinner party in someone's home
 - A luncheon in someone's home
 - Receiving a gift
 - The New Year's Reception at your Commanding Officer's home
 - Receiving a parking ticket

- ___22. What values do Military Courtesies have?
- a) None, I'm getting out
 - b) None, I'm staying in
 - c) They provide you with a little insight into the customs and traditions of our Army, changing as it may be. Gloves may be outdated, but good manners never will be.
 - d) When your spouse returns to civilian life, it will help you with the social amenities of his/her new career; and good manners are not confined to one's occupation
- ___23. If an Army spouse wants to know the courtesies and customs of the service, he/she should:
- a) Ask the neighbor across the hall
 - b) Consult the Club Manager
 - c) Ask more experienced spouses
 - d) Read reference books on etiquette
- ___24. To thank the hostess/host after a dinner, brunch, cocktail party, etc.:
- a) Write a note telling how much you enjoyed the event
 - b) Do nothing; you said thanks at the door
 - c) Use her recipes at your next dinner party
 - d) Call and say thanks
 - e) Do nothing; you brought flowers and wine
- ___25. If you do not agree with your commander's spouse at a coffee, social function, etc.:
- a) Chew him/her out in public; it will humble him/her
 - b) Talk to him/her in private
 - c) Tell the commander
 - d) Try to get others to agree with you; majority rules
- ___26. When addressing envelopes to a married woman;
- a) Use her full name, i.e. Mrs. Quizella F. Protocolis
 - b) Use her married name, i.e. Mrs. Archibald T. Protocolis
 - c) Use Ms. Quizella Protocolis
 - d) Use no honorific at all, i.e. Quiz Protocolis
- ___27. Each battalion has a monthly coffee. Do you:
- a) Never give one, it's a lot of work
 - b) Only give one if you have tons of silver, crystal and china
 - c) Take your turn and do it your own way with your own things
 - d) Ask a friend to co-host it you if are unwilling to do one alone

- ___28. At your monthly coffee which of the following should not occur:
- a) Gossip
 - b) Negative attitude
 - c) Find fault with everything that is said or done month after month
 - d) Have a positive attitude
 - e) Enjoy yourself; they can be fun
- ___29. When there is a special guest at your coffee or BDE Spouses' Night Out:
- a) Get him/her some punch, and introduce her/him around
 - b) Let him/her talk to the senior spouses
 - c) Introduce yourself with a piece of information about yourself
 - d) Tell him/her the troubles you're having with FSG
- ___30. When a gentleman is introduced to a seated lady:
- a) She should rise and extend her right hand
 - b) She remains seated and extends her right hand
 - c) She remains seated and does not extend her right hand
 - d) She kisses his feet
- ___31. You are making introductions at a social function between the Battalion Commander's spouse, your mother, and other ladies and gentlemen. You:
- a) Introduce your mother to the Battalion Cdr.'s spouse first
 - b) Introduce the Battalion Cdr.'s spouse to your Mother first
 - c) Let everyone introduce themselves
 - d) Let name tags suffice
- ___32. Rank has its privileges:
- a) Because you get to sit at the head table
 - b) You are called Ma'am or Sir
 - c) Many obligations come with your spouse's rank
 - d) You aren't bothered by people talking to you
- ___33. Protocol means:
- a) Being formal and stuffy
 - b) The order of precedence by rank
 - c) Good manners and common sense
 - d) Everyone operates by the same rules and feels comfortable
- ___34. After receiving an invitation, you should:
- a) Call all your friends to see who's been invited
 - b) Wait to see if you can get a baby-sitter, before you respond
 - c) Buy a new outfit to wear
 - d) Tell your spouse you're sick of Army social functions
 - e) Call the hostess within 2 days

- ___35. It's important to reciprocate invitations because
- a) You don't want to appear cheap
 - a) You want to impress the boss
 - b) It is only good manners
- ___36. The purpose of all the social functions in the Army is:
- a) Work hard -- Play hard
 - b) To provide entertainment for the senior spouses; they have nothing to do
 - c) To improve the economy of the local community
 - d) Enhance the camaraderie of the unit
 - e) To get you away from the house, the children and/or work
- ___37. When attending a change of command that is unexpectedly moved indoors, and the flag passes, you:
- a) Stand and sing the Star Spangled Banner
 - b) Stand and put your hand over your heart
 - c) Stand with your arms at your side
 - d) Do whatever the senior military person does
- ___38. When attending a change of command that is indoors, and the flag passes, you:
- a) Stand and sing the Star Spangled Banner
 - b) Stand and put your hand over your heart
 - c) Stand with your arms at your side
 - d) Do whatever the senior military person does
- ___39. Quizzes are good because:
- a) No one knows all the answers!
 - b) No one will see my paper!
 - c) We can all learn
 - d) What you don't know CAN hurt you!

Answer Sheet To Protocol Quiz

1. C
2. A,C
3. B
4. C

5. A
6. A
7. C,D,E
8. B,C
9. B,C
10. B,C,D
11. C,D
12. B,D
13. D,E
14. B,D
15. D
16. D
17. B,D
18. C
19. B,D
20. A,B,C,D
21. C,D
22. C,D
23. A,D
24. B
25. B,D
26. C,D
27. A,B,C
28. A,C
29. B,C
30. B,C
31. C

CHAPTER 11

ARMY RESOURCES AND ORGANIZATIONS

- Military acronyms
- Abbreviations
- Terms commonly used across the military
- AFAP
- AFTB
- USAWC MFP Directory of Resources

** While most acronyms and terms are prevalent mainly in the Army, the chapter also includes acronyms and terms used in the Air Force, Navy, and Marines.

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ACRONYMS AND ABBREVIATIONS

A-ALPHA

AAFES	Army and Air Force Exchange Service also called Post Exchange (PX) or Base Exchange (BX). There are also exchange services for the Navy (NEX), Marines (MCX) and Coast Guard (USCG Exchange)
AAM	Army Achievement Medal
AASLT	Air Assault
ABN	Airborne
AC	Active Component
ACAP	Army Career and Alumni Program
ACC	Air Combat Command (Air Force)
ACES	Army Continuing Education System
ACS	Army Community Service; Marine Corps Community Service (MCCS-Marines); Fleet and Family Support Center (FFSC or FSC-Navy); Family Support Center (FSC-Air Force)
ACS/FPC	Army Community Service/Family Program Coordinator
ACU	Army Combat Uniform
AD	Active Duty; Air Defense
ADA	Air Defense Artillery
ADJ	Adjutant
ADSC	Active Duty Service Commitment
ADSW	Active Duty for Special Work
ADT	Active Duty for Training (Guards, Reserves)
AER	Army Emergency Relief
AF	Air Force
AFAP	Army Family Action Plan
AFAS	Air Force Aid Society
AFB	Air Force Base
AFN	Armed Forces Network
AFRTS	Armed Forces Radio and Television Services
AFSC	Air Force Specialty Code that identifies job responsibilities for active duty members (MOS in the Army, Marines)
AFTB	Army Family Team Building
AFWBAC	Army Family Well-Being Advisory Council
AG	Adjutant General
AGR	Active Guard Reserve
AIT	Advanced Individual Training
AKO	Army Knowledge Online; provides information, links, updates, news and email services for active duty and their Family Members
AMC	Army Materiel Command (Army); Air Mobility Command (AF)
AMMO	Ammunition
AMN	Airman

AN	Army Nurse
ANCOC	Advanced Noncommissioned Officer Course
ANG	Air National Guard
AO	Area of Operations; Administrative Officer
APC	Armored Personnel Carrier (Army, Marines)
APF	Appropriated Funds
APO	Army Post Office; Air Post Office (called FPO in Navy /Marines)
AR	Armor; Army Regulation; Army Reserve
ARC	American Red Cross
ARCOM	Army Reserve Command; Army Commendation Medal
ARIMS	Army Records Information Management System
ARNEWS	Army News Services
ARNG	Army National Guard
ARPERCEN	Army Reserve Personnel Center
ARSTAF	Army Staff
ARTEP	Army Training Evaluation Program
ASAP	As Soon As Possible
AT	Annual Training (Army); Annual Tour (Air Force)
AUSA	Association of the United States Army
AV	Aviation
AVCC	Army Volunteer Corps Coordinator formerly called IVC
AWC	Army War College; Air Warfare Center (Air Force)
AWOL	Absent Without Leave

B-BRAVO

BAH	Basic Allowance for Housing
BAQ	Basic allowance for Quarters
BAS	Basic allowance for Subsistence
BASD	Basic Active Service Date
BC	Battery Commander
BCT	Basic Combat Training; Brigade Combat Team
BDE	Brigade
BDU	Battle Dress Uniform (jungle, desert, cold weather)
BEQ	Bachelor Enlisted Quarters
BN	Battalion
BNCOC	Basic Noncommissioned Officer Course
BOQ	Bachelor Officers Quarters
BOSS	Better Opportunities for Single Soldiers Program
BRAC	Base Realignment and Closure
BSEP	Basic Skills Education Program
BUPERS	Bureau of Naval Personnel
BX/PX	Base Exchange (AF), Post Exchange (Army). See also AAFES

C-CHARLIE

CA	Civil Affairs
CAC	Combined Arms Center

CALFEX	Combined Arms Live Fire Exercise
CAO	Casualty Assistance Officer
CAR	Chief of Army Reserve
CASCOM	Combined Arms Support Command
CAV	Cavalry
CDC	Child Development Center
CDR	Commander
CDS	Child Development Services
CENTCOM	Central Command
CFC	Combined Federal Campaign
CFS	Combined Support Force; Command Financial Specialist
CFSC	Community and Family Support Center
CG	Commanding General
CGSC	Command and General Staff College
CH	Chaplain
CID	Criminal Investigation Division
CIF	Central Issue Facility
CINC	Commander in Chief. Formerly used for each of the four-star officers heading one of the Unified Combatant Commands. Replaced by the more generic title of "Commander." For example, "Commander, US Atlantic Fleet," or "Commander, US Central Command." Now the use of the term "Commander in Chief" and of the acronym "CINC" is to be used exclusively in reference to the President.
CM	Chemical Corps
CMC	Commandant Marine Corps
CMR	Community Mail Room
CMTC	Combat Maneuver Training Center, Germany (Joint military training)
CNGB	Chief, National Guard Bureau
CNO	Chief of Naval Operations
CO/Co	Commanding Officer/Company
COB	Close of Business
COC	Change of Command
COCOM	Combatant Command
C of S	Chief of Staff
COHORT	Cohesion Operational Readiness Training
COLA	Cost of living allowance
CONUS	Continental United States
CP	Command Post
CPO	Civilian Personnel Office
CPX	Command Post Exercise
CQ	Charge of quarters (duty required after duty hours)
CS/C of S	Chief of Staff
CSA	Chief of Staff, Army
CSF	Combined Support Force
CWO	Chief Warrant Officer
CY	Calendar Year
CYS	Children and Youth Services
CZTE	Combat Zone Tax Exclusion

D-DELTA

DA	Department of the Army
DAC	Department of the Army Civilian
DC	Dental Corps
DCA	Director of Community Activities
DCSPER	Deputy Chief of Staff for Personnel
DCU	Desert Combat Uniforms
DDESS	Domestic Dependent Elementary and Secondary Schools
DDRP	Drug Demand Reduction Program
DDS	Direct Deposit System
DeCA	Defense Commissary Agency
DEERS	Defense Enrollment Eligibility Reporting System
DEH	Directorate of Engineering and Housing
DENTAC	United States Army Dental Activity
DEROS	Date of Estimated Return from Overseas (Army); Date Eligible to Return from Overseas (DEROS-Air Force); Rotation Tour Date (RTD-Marines); Projected Rotation Date (PRD-Navy)
DFAS	Defense Finance and Accounting System
DI	Drill Instructor
DISCOM	Division Support Command
DITY	Do It Yourself Move
DIV	Division
DIVARTY	Division Artillery
DJMS	Defense Joint Military Pay System
DLA	Dislocation Allowance
DMZ	Demilitarized Zone
DO	Duty Officer
DOB	Date of Birth
DoD	Department of Defense
DODDS	Department of Defense Dependents School
DoDEA	Department of Defense Education Activity
DOIM	Directorate of Information Management
DOR	Date of Rank
DOS	Date of Separation
DPCA	Director of Personnel and Community Activities
DPP	Deferred Payment Plan
DPW	Director of Public Works
DSN	Defense Switch Network (worldwide telephone system)
DTG	Date Time Group, such as 150030August2005
DUSA	Daughters of the U.S. Army
DZ	Drop Zone

E-ECHO

EANGUS	Enlisted Association of the National Guard of the United States
EAS	Expiration Active Service (see also ETS)
EDRE	Emergency Deployment Reaction Exercise
EDS	Education Services
EE	Emergency Essential
EEO	Equal Employment Officer
EER/OER	Enlisted/Officer Evaluation Report
EFMB	Expert Field Medical Badge
EFMP	Exceptional Family Member Program
EFT	Electronic Funds Transfer
EIB	Expert Infantry Badge
EM	Enlisted Member
EN	Enlisted; Engineers
EOCO	Equal Opportunity Coordinating Office
EOM	End of Month
EOS	Expiration Obligated Service
EOY	End of Year
EPR	Enlisted Performance Report
ERP	Employment Readiness Program
ESGR	Employer Support of the Guard and Reserve
ESL	English as a Second Language
ETA	Estimated Time of Arrival
ETS	Estimated Time of Separation; Expiration of Term of Service
ESC	Enlisted Spouses' Club
EUCOM	European Command

F-FOXTROT

FA	Field Artillery
FAC	Family Assistance Center/Army Community Service
FAO	Foreign Area Officer; Finance and Accounting Office
FAP	Family Advocacy Program
FC	Finance Corps
FCC	Family Child Care
FCP	Family Care Plan
FDC	Fire Direction Center
FDO	Fire Direction Officer
FDU	Full Dress Uniform
FFSC	Fleet and Family Support Center (Navy). Also FSC
FICA	Federal Insurance Contribution Act
FIT	Federal Income Tax
FITW	Federal Income Tax Withholding
FLAGS	Facilitator, Leadership and Group Skills
FLO	Family Liaison Office
FM	Family Member; Field Manual
FMEAP	Family Member Employment Assistance Program
FMF	Fleet Marine Force
FOD	Field Officer of the Day
FORSCOM	Forces Command (joint)

FOUO	For Official Use Only
FPO	Fleet Post Office (Navy, Marines)
FPC	Family Program Coordinator
FRC	Family Readiness Center, established by units
FRG	Family Readiness Group
FRL	Family Readiness Liaison
FRO	Family Readiness Office
FS	Fighter Squadron (Air Force)
FSA	Family Separation Allowance
FSC	Family Support Center (Air Force)
FSSG	Force Service Support Group
FTX	Field Training Exercise
FY	Fiscal Year
FYI	For Your Information
FYTD	Fiscal Year To Date

G-GOLF

G-1	Division Level Personnel Officer
G-2	Division Level Intelligence Officer
G-3	Division Level Operations and Training Officer
G-4	Division Level Logistics Officer
G-5	Division Level Civil Affairs Officer (Army); Plans (Marines)
GED	General Education Diploma equivalent to high school diploma
GI	Government Issue
GMT	General Military Training; Greenwich Median Time
GO	General Officer
GOV	Government Owned Vehicle
GWOT	Global War on Terrorism
GS	General Schedule (Government civilian employee pay grades)
GSL	Guaranteed Student Loan
GSU	Geographically Separated Unit

H-HOTEL

H&S Co	Headquarters and Service Company
HDIP	Hazardous Duty Incentive Pay
HDP-L	Hardship Duty Location Pay - Location
HFP	Hostile Fire Pay, often combined with Imminent Danger Pay (IDP)
HHB	Headquarters and HQs Battery
HHC	Headquarters and Headquarters Company
HHG	Household Goods
HOR	Home of Record
HQ	Headquarters
HQDA	Headquarters, Department of the Army
HRC	Human Resource Command (formerly PERSCOM)
HRO	Housing Referral Office
HRSC	Human Resource Service Center

HS Home Station
HSB Headquarters and Service Battery

I-INDIA

IADT Initial Active Duty Training
ICC Interactive Counseling Center
IDP Imminent Danger Pay. See also HFP
IDT Inactive Duty Training
IE Initial Entry
IED Improvised Explosive Device
IET Initial Entry Training
IG Inspector General
IMA Installation Management Agency
IN Infantry
INFO For the information of
ING Inactive National Guard
IO Information Office
IRF Immediate Reaction Force
IRR Individual Ready Reserve
ITO Information Travel Office; Invitational Travel Order
ITT Information, Tours, and Travel; Inter-Theater Transfer
IVC Installation Volunteer Coordinator now called Army Volunteer Corps
Coordinator (AVCC)
IAW In Accordance With

J-JULIET

JAG Judge Advocate General
JCS Joint Chiefs of Staff
JFCC Joint Functional Component Command
JFTR Joint Federal Travel Regulation
JR EN Junior Grade Enlisted Personnel
JR NCO Junior Grade Noncommissioned Officer
JRTC Joint Readiness Training Command
JUMPS Joint Uniform Military Pay System

K-KILO

KIA Killed In Action
KP Kitchen Patrol or Kitchen Police
KVN Key Volunteer Network (Marines)

L-LIMA

LES Leave and Earnings Statement
LN Local National
LOC Logistical Operation Center; Line of Communication

LOD	Line of Duty
LOI	Letter of Instructions
LZ	Landing Zone

M-MIKE

MACOM	Major Army Command
MAG	Marine Air Group
MARS	Military Affiliated Radio System
MC	Medical Corps
MCCS	Marine Corps Community Services
MCB	Marine Corps Base
MCEC	Military Child Education Coalition
MCX	Marine Exchange. See also AAFES
MEB	Marine Expeditionary Brigade
MEF	Marine Expeditionary Force
MEDDAC	Medical Department Activity
MEDEVAC	Medical Evacuation
METL	Mission Essential Task List
MFO	Multinational Forces and Observer
MFR	Memorandum for Record
MI	Military Intelligence
MIA	Missing in Action
MILSTD	Military Standard
MOA	Memorandum of Agreement
MOS	Military Occupational Specialty
MP	Military Police
MPF	Military Personnel Flight
MPS	Military Postal System
MRE	Meals Ready to Eat
MS	Medical Specialist
MSC	Medical Service Corps
MSM	Meritorious Service Medal
MTF	Military Treatment Facility
MUSARC	Major U.S. Army Reserve Command
MUTA	Multi-Unit Training Assembly
MWR	Morale, Welfare, and Recreation

N-NOVEMBER

NA	Not applicable
NAF	Non-appropriated Funds (generally located)
NATO	North Atlantic Treaty Organization
NAVSEA	Naval Sea Systems Command
NCIS	Naval Criminal Investigation Service
NCO	Noncommissioned Officer
NCOA	Noncommissioned Officers Association
NCOER	Noncommissioned Officer Evaluation Report

NCOIC	Noncommissioned Officer in Charge
NCOSC	Noncommissioned Officers' Spouses Club
NEO	Noncombatant Evacuation and Repatriation Operation
NEX	Navy Exchange. See also AAAFES
NG	National Guard
NGAUS	National Guard Association of the United States
NGB	National Guard Bureau
NLT	Not Later Than
NMCRS	Navy-Marine Corps Relief Society
NMFA	National Military Family Association
NORCOM	Northern Command
NPD	No Pay Due
NRMC	Naval Regional Medical Center
NTC	National Training Center (Joint military training)

O-OSCAR

OPCON Operational Control. Level of authority used frequently in the execution of joint military operations.

O CLUB	Officers' Club
OBC/OAC	Officer Basic/Advanced Course
OCONUS	Outside Continental United States
OCS	Officer Candidate School
OD	Officer of the Day; Ordnance Corps
ODC	Officer Data Card (Navy). See also ORB
OER	Officer Evaluation Report
OIC	Officer-in-Charge
OJT	On the job training
OOD	Officer of the Day (Marines)
OQR	Officer Qualification Record (Marines). See also ORB
OPNAV	Office of the Chief of Naval Operations
OPSEC	Operational Security
ORB	Officer Record Brief (Army); Officer Qualification Record (OQR-Marines); Officer Selection Brief (OSB-Air Force); Officer Data Card (ODC-Navy)

ORE	Operational Readiness Exercise
OSB	Officer Selection Brief (Air Force). See also ORB
OSC	Officers' Spouses Club
OSI	Office of Special Investigation
OTS	Officer Training School (Air Force)
OTSG	Office of the Surgeon General

P-PAPA

PA	Physician's Assistant
PAC	Personnel Administration Center
PACOM	Pacific Command
PAL	Partial Airlift. A method of mailing packages.

PAM	Pamphlet
PAO	Public Affairs Officer
PAT	Process Action Team
PBO	Property Book Office
PCA	Permanent Change of Assignment
PCS	Permanent Change of Station
PEBD	Pay Entry Base Data
PERSCOM	Total Army Personnel Command – now HRC
PLDC	Primary Leader Development Course (NCO course)
PLT	Platoon; Primary Level Training
PM	Provost Marshal (police chief)
PME	Professional Military Education
PMOS	Primary Military Occupational Education
POA	Power of Attorney
POC	Point of Contact
POE	Point of Embarkation
POI	Program of Instruction
POV	Privately Owned Vehicle
PRD	Projected Rotation Date (Navy)
PSA	Personnel Support Activities
PSD	Personnel Support Detachment
PT	Physical Training
PX	Post Exchange. See also BX or NEX
PZ	Primary Zone

Q-QUEBEC

QA	Quality Assurance
QM	Quartermaster
QRF	Quick Reaction Force
QTRS	Quarters (living area)

R-ROMEIO

R&D	Research and Development
R&R	Rest and Recreation
RA	Regular Army
RAP	Relocation Assistance Program (Navy program)
RC	Reserve Component
RD	Rear Detachment
RDC	Rear Detachment Commander
RDF	Rapid Deployment Force
REG	Regulation
REGT	Regiment
RFO	Request for Orders
RIF	Reduction in Force
RNLTD	Report No Later Than Date
ROA	Reserve Officer Association
ROTC	Reserve Officer Training Corps

RSVP Reply whether or not you can attend (repondez s'il vous plait)
RTD Rotation Tour Date (Marines). See also DEROS

S-SIERRA

S-1 Brigade/battalion Personnel Officer/administrative section
S-2 Brigade/battalion Intelligence Officer/intelligence section
S-3 Brigade/battalion Operations Officer/operations and training
S-4 Brigade/battalion Logistics Officer/logistics and supply section
SAC Strategic Air Command
SAM Surface to Air Missile; Space Available Mail
SAS School Age Services
SBP Survivor Benefit Plan
SC Signal Corps
SD Staff Duty
SDNCO Staff Duty Noncommissioned Officer
SDO Staff Duty Officer
SDP Savings Deposit Program (available during deployments)
SEA Senior Enlisted Advisor
SEAL Sea-Air-Land
SECDEF Secretary of Defense
SES Senior Executive Service (senior civilian employee grades)
SF Special Forces (Army); Security Force (Air Force)
SGLI Service member's Group Life Insurance
SIDPERS Standard Installation/Division Personnel Reporting System
SITW State Income Tax Withholding
SJA Staff Judge Advocate
SMI Supplemental Medical Insurance
SOCOM Special Operations Command
SOP Standard Operating Procedure
SORTIE Name of a flight
SOUTHCOM Southern Command
SPACECOM Space Command
SQD Squad, a unit within a platoon
SQT Skills Qualification Test
SRB Selective Reenlistment Bonus
SSN Social Security Number
SRB Selective Reenlistment Bonus
SSN Social Security Number
STARC State Area Command
STRATCOM U.S. Strategic Command (Joint)
SZ Secondary Zone

T-TANGO

TAD Temporary Additional Duty (Navy, Marines)
TAG The Adjutant General
TAP Transition Assistance Program

TASC	Training and Support Center
TBA/TBD	To Be Announced or To Be Determined
TC	Transportation Corps
TCS	Temporary Change of Station
TDY	Temporary Duty
TIG	Time in Grade
TLA	Temporary Living Allowance
TLF	Temporary Living Facility (Air Force)
TMC	Troop Medical Clinic
TMO	Traffic Management Office (Marines)
TMP	Transportation Motor Pool
TOC	Tactical Operational Center
TPU	Troop Program Unit
TRADOC	Training and Doctrine Command
TRANSCOM	Transportation Command
TRICARE	Military Medical Health Plan
TSC	TRICARE Service Center
TSP	Thrift Savings Plan
TTAD	Temporary Tour Active Duty (Reserve, National Guard)

U-UNIFORM

UA	Unauthorized Absence
UCMJ	Uniform Code of Military Justice
UD	Uniform of the Day
UIC	Unit Identification Code
USAF	United States Air Force
USAFE	United States Air Force Europe
USAPA	United States Army Publishing Agency
USAR	United States Army Reserve
USARC	United States Army Reserve Command
USAREUR	United States Army Europe
USARF	United States Army Reserve Forces
USAWC	United States Army War College
USCG	United States Coast Guards
USMC	United States Marine Corps
USR	Unit Status Report
USO	United Services Organization
UTA	Unit Training Assembly

V-VICTOR

VA	Department of Veterans Affairs (formerly Veterans Administration)
VA CBOC	Veterans Affairs Community Based Outpatient Clinic
VAMC	Veterans Affairs Medical Center
VC	Veterinary Corps
VHA	Variable Housing Allowance
VIP	Very Important Person

VISN	Veterans Integrated Service Network
VOLAR	Volunteer Army
VOQ	Visiting Officers' Quarters

W-WHISKEY

W2	Wage and Tax Statement
WG	Wage Grade
WIC	Women, Infants and Children's Program
WO	Warrant Officer
WOAC	Warrant Officer Advanced Course
WOC	Warrant Officer Candidate Course
WOSC	Warrant Officer Senior Course

X-RAY

XO	Executive Officer
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Y-YANKEE

YTD	Year To Date
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Z-ZULU

ZULU/GMT	Greenwich Mean Time
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MILITARY TERMS

72	Three day pass for leave (72 hours)
96	Four day pass for leave (96 hours)
A RATIONS	Hot meals that are made with “real” food
ACCOMPANIED TOUR	Tour of duty with Family Members
ACTIVE ARMY	On active duty
ADVANCED PAY	Payment before [duty performed] actually earned. Also, requested payment prior to a PCS move paid back through allotment.
ALERT	Emergency call to be ready
ALLOTMENT	Designated payment to bank or to an individual
ALLOWANCE	Pay and special compensation
ARMY COMMUNITY SERVICE	Provides Family support services on installations for active duty members and their families
ARTICLE 15	Disciplinary action, non-judicial, imposed by the company commander, battery or battalion commander. See also NJP
ASSIGNMENT OFFICER	Person who assigns next duty and station (Army, Air Force). Called “Detailer” in Navy; “Monitor” in Marine Corps.
AUGMENT	Moved from “reserve” into “regular” ranks
AUGMENTEE	Temporary “fill” of a shortage in personnel
B RATIONS	Cooked food from cans or packages
BARRACKS/BILLETS	Place where a military member lives
BILLET	Specific job in Navy, Marines
BED CHECK	An accounting for military members
BENEFITS	Medical, dental, commissary, etc.
BOOT	A recruit in Navy, Marines
BOOT CAMP	Basic Training in Navy, Marines
BOOT BLOUSER	A blousing band used to tuck camouflage trouser leg
BRANCH OF SERVICE	Army, Air Force, Navy, Marines, etc.
BRIG	Correctional facility
BRAVO ZULU	Congratulatory term meaning “Well Done” (Marines)
CADRE	Leadership at training level
CAISSON	Artillery vehicle
CAMMIES	Camouflage shirt and trousers
CHAIN OF COMMAND	Leadership structure
CHAIN OF CONCERN	An informal self-help channel for Family Members
CHAPLAIN	Military minister, priest, rabbi, or pastor
CHEVRONS	Grade stripes worn on sleeves and collars
CHINOOK	A large helicopter, used for transportation of personnel and equipment
CLASS As	Green slacks/skirt, light green shirt, tie or neck tab, and jacket

CLASS Bs without jacket	Green slacks/skirt, light green shirt, and optional sweater
CLASS VI	Store on post to buy alcohol
CLEARING	Obtaining official release from post
COBRA	An Army attack helicopter
CODE OF CONDUCT	Rules by which a service member must live
COLA	The Cost of Living Allowance is paid monthly to help offset the high cost of living. COLA varies from post to post and month to month.
COLORS	National and unit/organization flags
COMMAND PERFORMANCE	Function which requires attendance
COMMAND SPONSORED	Family Members are permitted to accompany the military person to an assignment overseas (OCONUS).
COMMISSARY	Grocery store for military
COMMISSION	The written order that gives an officer rank and authority
COMPANY GRADE	Lowest three officer ranks
COURT-MARTIAL	Trial system
COVER	Name for hat in Navy, Marines
D-DAY	Day on which operations will begin
DAYROOM	Recreation area in Soldier lodging
DEPLOYMENT	Service member sent on a mission without Family Members
DET	Detachment from a larger organization
DETAIL	A special duty or assignment
DETAILER	Person who assigns next duty and station (Navy). See also Assignment Officer.
DIRECT DEPOSIT	Military member's guaranteed check to bank
DINING IN	Formal social gathering for service members only
DINING OUT	Formal social gathering with spouses
DISCHARGE	Departure from active duty
DISLOCATION ALLOWANCE	Allowance received for PCS move
DITY MOVE	Self movement of household goods
DOGTAGS	Identification tags worn by military members
DRESS BLUES	Informal attire with four-in-hand tie/formal attire with bow tie
DRESS MESS	Formal attire; short jacket equivalent to "white tie and tails"
DUTY ASSIGNMENT	Job/place while on active duty
DUTY ROSTER	Duty schedule maintained by the unit
EMERGENCY DATA CARD	Contains important information for quick use in emergencies. Kept with official records.
ESPRIT DE CORPS	Morale within unit or organization. Epitome of pride.
FAMILY ADVOCACY	Program that assists with child and spouse abuse problems
FAMILY CARE PLAN	Written instructions for care of Family Members while Sponsor is away from duty station (can include provisions for finances, wills, and guardianship)

FAMILY PROGRAM COORDINATOR	Provides Family support services to active duty and their families
FAMILY READINESS GROUP	Organization of Family Members, volunteers, and Soldiers/civilian employees belonging to a unit/organization that together provides an avenue of support and assistance and a network of command, communication among the Family Members, the chain of command, and community resources
FIELD DAY	Designated day for military displays. Also, clean-up day.
FIELD GRADE	Majors, lieutenant colonels, and colonels
FLAG OFFICERS	Generals and Admirals
FLOAT	Deployed at sea
FORMATION	Gathering of Soldiers in a prescribed way
FROCK	Assume next higher grade without pay
FRUIT SALAD	Ribbons and medals worn on uniform
FUNCTION	Social event
GARRISON	Post or community
GEAR	Equipment used by service members
GI BILL	Education entitlement
GI PARTY	Clean up duty
GRADE	Corresponds to pay level of service member (E-3, O-2, etc.)
GREEN BERETS	Special Forces
GUEST HOUSE	Temporary living quarters (Army); Hostess House (Marines); Navy Lodge (Navy); temporary living facility (Air Force)
GUIDON	Unit identification flag
GUNG HO	Very enthusiastic
HAIL & FAREWELL	Social event to greet newcomers and say good-bye to those who are departing
HARDSHIP TOUR	Unaccompanied tour of duty
HASH MARKS	Stripes for enlisted members' time in service
HAZARDOUS DUTY PAY	Extra pay for duty in hostile area
HOSTESS HOUSE	Temporary lodging on base (see Guest House)
HOUSING OFFICE	Where you check in for housing
HUMP	Field March
ID CARD	Identification card issued to legally recognized military members and their Family (10-years and older)
INSIGNIA	Indicates branch of Soldiers
JAG	Stands for Judge Advocate General but term is also used for lawyers. JAG officers provide many of the same legal services as civilian lawyers.

JODY CALL	Troop cadence for marching or running
JUNGLE BOOTS	Special green boots for tropical climates
K-9	Dogs trained for military police service
KEY VOLUNTEER NETWORK	Family support and readiness program implemented in each unit (Marines)
KLICK	Slang for kilometer
LATRINE	Toilet
LEATHERNECK	A Marine
LEAVE	Approved time away from duty
LIBERTY	Off duty
LOGISTICS	Equipment and support needed for performance
MEDIVAC	Medical evacuation
MESS NIGHT	Formal dinner with military members only
MILITARY BRAT	Endearment for a child of military personnel
MOBILIZATION	Assembling of forces in preparation for deployment
MONITOR	Person who assigns next duty and station (Marines). See also Assignment Officer.
MOTOR POOL	Area where official vehicles are kept
NAVY LODGE	Temporary living facility. See also Guest House.
NJP	Non-judicial punishment (Air Force), Article 15 (Army), Officer Hours (Marines), Captain's Mast (Navy)
NON-COMMAND SPONSORED	Family Members are not permitted to accompany the military person to an assignment overseas (OCONUS).
O'OURSE	Obstacle Course
O'DARK THIRTY	Early morning hours, usually before sunrise
OLD MAN	Slang for Commander
ORDERLY ROOM	Company office
ORDERS	Spoken or written instructions to military member
PACKAGE STORE	Store on base to buy alcohol. See also Class VI.
PLATOON	Several squads within a company
POLICE CALL	Clean up
POST EXCHANGE	Army department store; PX
POWER OF ATTORNEY	Legal document permitting a person to act on behalf of another
PROFILE	Medical profile to limit duty performance
PROTOCOL	Customs and courtesies

QUARTERS	Government housing for married service members
RACK	Bed
RANK	Official title of military member
RECRUIT	Individual undergoing initial military training
REGRETS ONLY	Respond only if not attending
RETREAT	Bugle/flag ceremony at end of day
RE-UP	Re-enlist. See also “ship over.”
REVEILLE	Bugle call/ceremony at beginning of day
ROSTER	List of members
RUFFLES AND FLOURISHES	Musical honor for general officers and equivalent ranking officials
SCUTTLEBUTT	Rumor, gossip
SECURE	Closed; put away; taken care of
SELECT	Approved for promotion to next rank in Air Force, Navy, and Marines. Called “promotable” in Army.
SEPARATION PAY	Pay for unaccompanied duty
SEVEN DAY STORE	Mini mart on base. See also “Shoppette”
SHIP OVER	Re-enlist. See also “re-up.”
SHOPPETTE	Mini mart on post. See also “Seven Day Store”
SHORT TIMER	Person with short time left to serve on active duty
SHORT TOUR	Unaccompanied tour
SICK BAY	Marines, Navy term for hospital, clinic, dispensary
SICK CALL	Specific block of time for medical attention
SPACE A	Space available flights
SPIT AND POLISH	As clean as possible
SPONSOR	Person who is salaried by the Government. Also, military member who provides advance information and arrangements for an incoming (PCSing) military member of the same rank.
SQUARED AWAY	In order; sharp looking uniform
SUBSISTENCE	Food allowance
SURE PAY	Service member's guaranteed check to bank
TAPS	Last call of the day
TOP	Slang for First Sergeant
UNACCOMPANIED BAGGAGE	Express shipment sent ahead to next duty station
WATCH	A duty such as Officer of the Day
WETTING DOWN	Promotion celebration

AFAP

How does it work?

Each year installations across the world hold an AFAP symposium, conference, or forum to discuss issues received locally. These issues can be submitted by anyone at any time through the local Army Community Service (ACS) office. Submitters need to follow the format given below when submitting an issue:

ISSUE SUBMITTAL FORM

ISSUE TITLE: (tell us what the problem/issue/concern is – use a few words to describe)

SCOPE: (tell us about the issue; why it's a problem; who does it affect)

RECOMMENDATIONS(s): (tell us what we can do to fix it)

Remember what is written above is all the delegates have before them during their discussion, so give them as much information as possible.

A representative group of individuals from the local installation reviews all issues gathered in a year. This group is comprised of Soldiers (Active, Guard, Reserve), retirees, Family Members, DA civilians and surviving spouses. They discuss each issue within their group for validity and importance. All issues are prepared for review and those deemed to have the highest priority are briefed to local leadership. Afterwards, the Installation commander has discretion as to how he addresses these issues. Most issues can be solved locally. Those deemed unsolvable locally are forwarded to the next higher level for consideration.

This next level is the Region/MACOM level. Here, the process is repeated with all issues submitted from all installations in that region. There are seven regions: Northeast, Southeast, Northwest, Southwest, Pacific, Europe and Korea. Representatives from all installations in the region come together to discuss, review, and revise the issues. These are again prioritized and briefed to the leadership. Those issues that can be resolved at this level are retained, while those that go beyond that region's authority are forwarded to DA.

At DA, all issues from the Region/MACOMs are discussed, reviewed and/or revised again by representatives from all across the Army. After prioritizing and briefing leadership, the issues are submitted to the General Officers Steering Committee (GOSC). This committee, chaired by the Vice-Chief of the Army, is the final deciding authority on the status of all issues forwarded from the DA forum. It determines whether an issue is solvable, unattainable, or needs further clarification.

The GOSC tracks all issues until it is satisfied with the answer it receives or sees that the recommendations are accomplished. As a result of this process over 77 pieces of legislation

have been implemented, over 125 policies or regulations have been revised and over 140 programs/services have been improved Army wide. These figures do not count those issues that were resolved either at the local installation or the Region/MACOM level.

AFAP and You

Anyone who is part of the Army in any capacity can be a participant in the AFAP process by:

- submitting an issue (*see previously mentioned format*)
- serving as a delegate for your local forum
- volunteering to help work the forum as staff. Staff positions include recorder, facilitator or an administrative worker.
- supporting the AFAP process, regardless of your position by
 - telling others of its value
 - obtaining issues
 - finding volunteers
 - helping to resolve local concerns

AFAP Successes

The AFAP process has resulted in these representative changes to our military system:

- Soldier's Group Life Insurance (SGLI) increases
- Family Member insurance benefits
- TRICARE improvements
- Temporary Living Expenses (TLE) increases
- Dental Coverage
- Thrift Savings Program (TSP)
- Family Readiness Groups (FRG) established
- Basic Allowance for Housing (BAH) increases
- And many others at local or Region/MACOM levels
 - i.e. Stop signs, streetlights, playgrounds, post directions, parking improvements, housing concerns and others.

AFTB

The AFTB program has these purposes:

1. Strengthen the “partnership” between the Army and members of the Army Family.
2. Help members of the Army Family understand the Army environment and lifestyle and provide them with information, knowledge and skills vital to the readiness of the force.
3. Open the door to personal and professional growth and empower Family Members by teaching them how to access community services and resources. This includes helping them obtain marketable skills, which reduces the strain on the chain of command.
4. Provide opportunities for unit Family Members to get involved and give back to their community.

Volunteer instructors teach specialized courses. These courses are standardized and therefore have the same content no matter where in the world they are being taught.

AFTB prepares spouses with life skills often only available through college courses. AFTB teaches not only the management and team techniques for becoming leaders, but also practical guides for adapting to change, developing presentations and many other valuable lessons for team cohesiveness.

AFTB is not just about standardizing Family preparedness. It is about preparing the individual Family for the myriad of challenges they may face inherent to military life.

Because AFTB was designed to build on **experience** within the military lifestyle rather than a sponsor’s rank, age or education of the student, its courses are grouped according to the experiences needed to “survive” and be contributing members of the military community at different “stages” of military life. The courses are sequential, with scripted lesson plans designed to assure standardization throughout the Army Family.

Level I “Learn” Army

This level was designed for those Family Members with little or no experience within the military community or anyone interested in updating personal skills or basic knowledge. These courses provide Family Members with an opportunity to learn about the Army life and how to maneuver through daily challenges by discovering how to decipher Army acronyms, utilize community resources, attain better financial readiness and understand the goal and impact of the Army mission.

Level II “Grow” Personal Skills

This level was designed for Family Members who are becoming involved in their community. These classes help the emerging leader grow personally through the development of leadership skills and prepare to take leadership roles with the FRG (Family Readiness Group), community agencies or other military and civilian organizations.

Level III “Lead” Others

This level was designed to help students thrive in Army and civilian life by expanding leadership skills, effective communication techniques, and learning to mentor others into leadership positions.

Section 1.01

Section 1.02 COURSE DESCRIPTIONS

Level I

1.1 Expectations and Impact of the Mission on Family Life

This course explores expectations Family Members have of the Army and the impact of the Army mission on Family life. It will also provide tips to assist in developing realistic expectations.

1.2 Military Acronyms and Terms

This course introduces many of the military acronyms and terms most frequently used, as well as the military phonetic alphabet and military time.

1.3 The Chain of Command

This course explains the military chain of command through the explanation of rank, discussing the various branches of the Army and exploring the Army’s organizational structure.

1.4 Introduction to Military Customs and Courtesies

This course will review some of the customs and courtesies that are basic to the day-to-day functioning of the military and to social aspects of the military lifestyle.

1.5 Basic Military Benefits and Entitlements

This course introduces the basic benefits and entitlements received by military personnel while on active duty and into retirement.

1.6 Introduction to Military and Civilian Community Resources

This course provides an overview of the resources available to military members in both the military and civilian communities.

1.7 Introduction to Family Readiness Groups

This course provides an introduction to the mission, structure and benefits of Family Readiness Groups (FRGs). FRGs help Family Members to develop a more positive attitude toward themselves, the unit, the deployment and the Army.

1.8 Supporting your Child's Education

This course reinforces the importance of parental involvement in a child's education. It also provides an overview of the School Liaison Officer's (SLO) role to assist Army families in obtaining a good educational experience for their children, particularly when they are transitioning from school to school.

1.9 Introduction to Family Financial Readiness

This course introduces basic money management and financial planning techniques. It illustrates the advantage and techniques of creating a Family financial plan, how to save wisely and information on credit. It defines savings and investments and reinforces the importance of planning for the future.

1.10 Basic Problem Solving

This course describes and provides an opportunity to practice a six-step problem solving process to help determine solutions to various real-life scenarios.

(a) Level II

2.1.1 Enhancing Relationship Building

Includes concepts such as "building blocks" and "stumbling blocks" and teaches methods of maintaining successes and of meeting people.

2.1.2 Introduction to Effective Leadership

Provides instruction on leadership traits from the perspective of the group and the leader. Covers situations that normally arise and the communication skills essential for effective leadership.

2.2.1 Volunteer Management / Marketing Volunteer Experience

Teaches methods of recruitment, training, retention, validation, and recognition of volunteer staff within a community program. Also provides guidance on how to use volunteer experience as a resource in seeking paid employment.

2.2.2 Management Skills: Communication

Provides instruction on the types, ways and principles of effective communication. Examples will be studied and discussed.

2.2.3 Management Skills: Conflict Management

Focuses on the balance between conflict and cooperation in both one-on-one and group situations. Illustrates how conflict management skills can resolve conflicts and improve the facilitation process.

2.2.4 Management Skills: Understanding Needs

Provides instruction on Maslow's Hierarchy of Needs (physiological, safety, socialization, self-esteem, and self-actualization) and how these needs affect the group dynamics.

2.2.5 Management Skills: Crisis and Coping

Provides instruction on developing the necessary coping abilities for individuals to handle crisis situations and trauma. Discusses the steps of crisis intervention and highlights the unit ministry team/community clergy.

2.2.6 Management Skills: Group Dynamics

Defines group norms and their strengths and weaknesses. Discusses the establishment and execution of group norms, including the various roles available within a group and how to best channel these energies.

2.3.1 Adapting to Change

Teaches how to use change as a positive force within an individual's life.

2.3.2 Stress Management

Covers the definition, causes, symptoms and effects of stress. Discusses methods of controlling, eliminating and properly utilizing stress.

2.3.3 Intermediate Problem Solving

Teaches additional problem-solving techniques through extended scenario situations.

2.3.4 Time Management

Teaches personal and professional time management methods.

2.3.5 Meeting Management

Provides instruction on effective meeting management from the decision to conduct a meeting through the meeting itself. Also discusses the roles of various participants.

2.4.1 Networking with Community Agencies

Discusses the importance of networking within the military and civilian communities.

2.4.2 Building a Resource Library

Discusses how to build a resource library within the organization or unit. Materials will be distributed to help such libraries.

2.4.3 Family Readiness Groups

Explains how to establish, conduct and maintain a Family Readiness Group. The course also discusses the group's relationship with its parent organization or unit.

2.4.4 Military Grade and Command Structure

Provides a continuation of the Level I course to aid in better understanding the Army.

2.4.5 Benefits, Entitlements and Compensation

Covers the benefits, entitlements, and compensation for military and civilian service.
Teaches by using basic terms that are easy for Family Members to understand and use.

2.4.6 Traditions, Customs, Courtesies and Protocol

Provides instruction on the traditions, customs, courtesies and protocol of the military community.

Level III

3.1.1 Listening Skills

Instruction develops personal communication and listening skills by focusing on listening behaviors.

3.1.2 Building Self-Esteem

Provides tools for students to help build the self-esteem and self-image of coworkers in their community. Students also learn to take care of themselves first as a way of helping others.

3.1.3 Personality Traits

Course describes the ways that a cohesive team can be built with diverse personality types by describing how they are determined and their effectiveness in a group.

3.2.1 Motivating Factors

Focuses on how motivation impacts individual and group dynamics and goal attainment.

3.2.2 Leadership Skills

Examines the characteristics of strong leadership. Students undertake case studies and use the Leadership Style Inventory to dissect their own approaches to leadership.

3.2.3 Building a Cohesive Team

Students learn how to build cohesive teams by capitalizing on the uniqueness of each member of the group by using various methods discussed in class.

3.2.4 Leader Roles: Coaching, Mentoring and Advising

Course focuses on different approaches to leadership roles. Attention given to advising, coaching and mentoring roles.

3.2.5 Groups Conflict Management

Explores conflict management within a group situation by focusing on the objective, the audience, four styles of conflict, available resources, necessary preparations and after-action procedures.

3.2.6 Problem Solving Techniques for Leaders

Course focuses on personal application of lessons learned using modules emphasizing experimental learning. It also explores problem-solving options (such as problem versus solution, vertical versus lateral thinking, brainstorming, group think and so forth).

3.3.1 How to Develop Presentations

In this class, students learn how to develop presentations.

3.3.2 How to Plan and Conduct a Workshop

Class members receive instruction on how to plan and conduct a successful workshop. Lesson content focuses on the objective, the audience, and the five elements of methodology, available resources, necessary preparations and after-action procedures.

3.4.1 Understanding the Organization of the Total Army

This course presents an overview of the organization of the United States military. Classroom instruction focuses on the Army's relationship to the Total Forces structure.

3.4.2 Political Issues and the Army

Classroom members receive instruction to heighten their awareness of the sensitivity of political issues and their potential impact on the local and military community.

3.4.3 Effective Public / Media Relations

Explores ways to work successfully with the media or local agencies, particularly during a deployment or a tour of duty in a foreign country.

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Family Services

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One Stop Information Sites

[Army A-Z](#)

www.carlisle.army.mil/dclm/Welcome.html

[Military One Source](#)

www.militaryonesource.com/

[Defense Link](#)

www.defenselink.mil/

[Military.com](#)

www.military.com"

[U.S. DOD](#)

www.dod.mil/sites

[Defend America](#)

www.defendamerica.mil

[My Army Life Too](#)

www.myarmylifetoo.com/skins/malt/home.aspx?mode=user

Military Spouse Web Sites

[Customs and Courtesies](#)

www.carlisle.army.mil/usawc/dclm/customs
and courtesies embedded.ppt

[Welcome to the Army Family](#)

www.carlisle.army.mil/usawc/dclm/welcometothearmyfamily1.pdf

[New Spouse Checklist](#)

www.carlisle.army.mil/usawc/dclm/newspousechecklist.pdf

[Jenny Comic Strip](#)

jennyspouse.com/index.html

[Army Wives Web Site](#)

www.armywives.com

[The Heart Link Program](#)

www.acc.af.mil/news/story.asp?id=123019123

[Military Widow - A Survival Guide](#)

67.118.51.201/bol/bookdisplay.cfm?BookNum=49761

[Marine Wives 101 Web Site](#)

www.marinewives101.com/

[Military Spouse](#)

www.milspouse.org

[Military Moms Network](#)

www.militarymoms.net/

[Military Spouses Career Network](#)

www.mscn.org

[Military Spouse Newsletter](#)

www.milspouse.org/newsletter/

[Spouse Career Center](#)

www.military.com/spouse

[Joint Senior Spouse Programs](#)

www.carlisle.army.mil/usawc/dclm/joint.htm

Military Spouse Training

[Command Team Seminar](#)

www-cgsc.army.mil/scp/download/CTSCRS.DOC

[The Company Commanders Spouse Battle Book](#)

www.carlisle.army.mil/usawc/dclm/CommandersSpouseBook.doc

[Our Hero Book](#)

[www.carlisle.army.mil/usawc/dclm/hero book Revised \(2\) \(2\).doc](http://www.carlisle.army.mil/usawc/dclm/hero%20book%20Revised%20(2)%20(2).doc)

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[The Leaders Guide to Trauma in the Unit](http://www.carlisle.army.mil/usawc/dclm/docs/traumapdf.pdf)
www.carlisle.army.mil/usawc/dclm/docs/traumapdf.pdf

[The Spouse Battle Book 2005](http://www.carlisle.army.mil/usawc/dclm/Batbook_05.doc)
www.carlisle.army.mil/usawc/dclm/Batbook_05.doc

[Red / Green - Which Phase Next?](http://www.carlisle.army.mil/usawc/dclm/pdf/AY02SpouseGuidebkForTrainingCmds.pdf)
www.carlisle.army.mil/usawc/dclm/pdf/AY02SpouseGuidebkForTrainingCmds.pdf

[Spouse Guide To BSB / Garrison Cmds](http://www.carlisle.army.mil/usawc/dclm/pdf/AY02SpouseGuideToGarrisonCmds2.pdf)
www.carlisle.army.mil/usawc/dclm/pdf/AY02SpouseGuideToGarrisonCmds2.pdf

[Choices and Challenges](http://www.carlisle.army.mil/usawc/dclm/pdf/ChoicesandChallenges.pdf)
www.carlisle.army.mil/usawc/dclm/pdf/ChoicesandChallenges.pdf

[The Leader's Link](http://www.carlisle.army.mil/usawc/dclm/pdf/LeadersLink.pdf)
www.carlisle.army.mil/usawc/dclm/pdf/LeadersLink.pdf

[Resource Guide: Community Assistance](http://www.carlisle.army.mil/usawc/dclm/href=)
[www.carlisle.army.mil/usawc/dclm/href="resourceresource.doc"](http://www.carlisle.army.mil/usawc/dclm/href=)

[FSG Handbook](http://www.carlisle.army.mil/usawc/dclm/fsghbook.doc)
www.carlisle.army.mil/usawc/dclm/fsghbook.doc

[Deployment Survival Handbook](http://www.carlisle.army.mil/usawc/dclm/SoldierFamilyDepSurvivalHndbk.pdf)
www.carlisle.army.mil/usawc/dclm/SoldierFamilyDepSurvivalHndbk.pdf

[Family Team Building Handbook](http://www.carlisle.army.mil/usawc/dclm/MFTB-AFTBHandbook.pdf)
www.carlisle.army.mil/usawc/dclm/MFTB-AFTBHandbook.pdf

General Family Web Sites

[AR 608-1 Appendix J](http://www.carlisle.army.mil/usawc/dclm/AR608-1AppendixJ.pdf)
www.carlisle.army.mil/usawc/dclm/AR608-1AppendixJ.pdf

[MTOM for Kids](http://www.defenselink.mil/mtom/index_k.htm)
www.defenselink.mil/mtom/index_k.htm

[Military.com](http://www.military.com)
www.military.com

[Military Report.com](http://www.militaryreport.com)
www.militaryreport.com

[National Military Family Association](http://www.nmfa.org/site/PageServer)
www.nmfa.org/site/PageServer

[Army Family Team Building \(AFTB\)](http://www.AFTB.org)
www.AFTB.org

[AFTB Courses On-Line](http://www.defenseweb.com/aftb)
www.defenseweb.com/aftb

[Military Assistance Program Website](http://www.dod.mil/mapsite/)
www.dod.mil/mapsite/

[Military Living Magazine](http://www.militaryliving.com/)
www.militaryliving.com/

[Parents Helping Parents](http://www.parentshelpingparents.org/)
www.parentshelpingparents.org/

[Army Families On-Line](http://www.wblo.org/skins/WBLO/home.aspx?AllowSSL=true)
www.wblo.org/skins/WBLO/home.aspx?AllowSSL=true

[Tragedy Assistance Program](http://www.taps.org)
www.taps.org

[Armed Forces YMCA](http://www.asymca.org)
www.asymca.org

[Administration for Child and Families](http://www.acf.hhs.gov/programs/cse/)
www.acf.hhs.gov/programs/cse/

[NYU Child Study Center](http://www.aboutourkids.org/)
www.aboutourkids.org/

[Lifelines Quality of Life Web Site](http://lifelines2000.org/)
lifelines2000.org/

U.S. Army War College Military Family Program Directory of Services

[Military Kids Web Site](#)

www.militarykidz.com

[The Military Family Network](#)

<http://www.emilitary.org>

[Military Taxes](#)

www.military.com/Finance/Taxes/0,13397,82,00.html

[New Relief Act Provisions](#)

www.carlisle.army.mil/usawc/dclm/NewReliefActProvisions.htm

Family Education

[The College Board](#)

www.collegeboard.com

[FinAid \(College Financial Aid\)](#)

www.fafsa.org

[Military Student](#)

www.militarystudent.org

[Military Child in Transition / Deployment](#)

www.militarystudent.dod.mil/ParentsToolkit_0406.pdf

[Family Education Research Network](#)

www.cyfernet.org

[Family Literacy Foundation](#)

www.read2kids.org

[Military Child Education Coalition](#)

www.militarychild.org

[Federal Children's Scholarship Program](#)

federalscholarship.org

[U.S. Department of Education](#)

www.ed.gov/index.jhtml

[GI Bill Information](#)

www.gbill.va.gov

[Military Education Channel](#)

www.military.com/Careers/Education/1,,11200.html

[Info for Financial Aid Professionals](#)

ifap.ed.gov

[The Military Coalition](#)

www.themilitarycoalition.org

[Military.Com Education Benefits](#)

www.military.com/Careers/Education

[The Princeton Review](#)

www.princetonreview.com

[Scholarships for Military Children](#)

www.militaryscholar.org/index.shtml

Military News

[The Army Physical Fitness Research Institute](#)

carlisle-www.army.mil/apfri

[TRICARE Press Room](#)

www.tricare.mil/pressroom/

[TRICARE Evening News](#)

www.tricare.osd.mil/eenews/index.cfm

[The Pentagon Channel](#)

www.pentagonchannel.mil/

[The Army News Service](#)

www4.army.mil/ocpa/news/index.html

[The Navy News Stand](#)

www.news.navy.mil/index.asp

[Defense News](#)

www.defensenews.com

[The Army Times](#)

www.armytimes.com/

U.S. Army War College Military Family Program Directory of Services

[Coast Guard News](#)

www.piersystem.com/external/index.cfm?id=786

[The Stars and Stripes Newspaper](#)

estripes.osd.mil/

[American Forces News Service \(AFIS\)](#)

www.defenselink.mil/news/articles.html

[Military Homefront](#)

www.militaryhomefront.dod.mil/

[Military Report .Com](#)

www.militaryreport.com/

[AUSA Newsletter](#)

www.ausa.org/webpub/DeptFamilyPrograms.nsf

[The National Military Family Association Newsletter](#)

www.nmfa.org/site/PageServer?pagename=newsletters

[FLO Notes](#)

www.wblo.org/skins/WBLO/display.aspx?Action=display_page&mode=User&ModuleID=8cde2e88-3052-448c-893d-d0b4b14b31c4&ObjectID=95feafd9-2f18-440a-80bc-4bd0a2022486

Travel and Vacation Web Sites

[Armed Forces Vacation Club](#)

www.afvclub.com/

[ARMY MWR Travel Tips](#)

www.armymwr.com/portal/travel/travelresources

[Army lodging directory](#)

www.carlisle.army.mil/dclm/worldwidedirectory2.pdf

[National Parks](#)

www.nps.gov

Maps and Travel Information

[Military Living](#)

www.militaryliving.com/

[Expedia](#)

www.expedia.com

[Lonely Planet](#)

www.lonelyplanet.com

[Map quest](#)

www.mapquest.com

[Orbitz](#)

www.orbitz.com

[Priceline](#)

www.priceline.com

[Rand McNally](#)

www.randmcnally.com

[Travelocity](#)

www.travelocity.com

[Yahoo Maps](#)

maps.yahoo.com

Search Engines

How to Search the Internet

[How to search the Web](#)

www.pandia.com/goalgetter/

[Basic Search tips for Google](#)

www.google.com/help/basics.html

[Advanced Search tips for Google](#)

www.google.com/help/refinesearch.html

[Search Engine Guide](#)

www.searchengineguide.com/searchengines.html -

U.S. Army War College Military Family Program Directory of Services

The Best Search Engines

[Google.com](http://www.google.com)

www.google.com

[Yahoo.com](http://www.yahoo.com)

www.yahoo.com

[Ask Jeeves](http://www.askjeeves.com)

www.askjeeves.com

Consider These Sites Also

[All The Web](http://www.alltheweb.com)

www.alltheweb.com

[AOL External Search](http://search.aol.com/)

search.aol.com/

[AOL Netfind](http://netfind.aol.com)

netfind.aol.com

[Teoma](http://www.teoma.com)

www.teoma.com

[Hotbot](http://hotbot.com)

hotbot.com

[Open Directory](http://search.dmoz.org)

search.dmoz.org

Other Search Engines

[Netscape Search](http://search.netscape.com)

search.netscape.com

[Alta Vista.com](http://www.altavista.com/)

www.altavista.com/

[Look Smart](http://www.looksmart.com)

www.looksmart.com

[First Gov](http://www.firstgov.gov/)

www.firstgov.gov/

[Lycos](http://lycos.com)

lycos.com

[Excite](http://www.askjeeves.com)

www.askjeeves.com

[Major Search Engines](http://searchenginewatch.com/links/major.html)

searchenginewatch.com/links/major.html –

Military Shopping Sites

[Defense Commissary Agency \(DECA\)](http://www.commissaries.com/)

www.commissaries.com/

[Navy Exchange](http://www.navy-nex.com/)

www.navy-nex.com/

[Army & Air Force Exchange](http://www.aafes.com)

www.aafes.com

America Supports You

"America Supports You," a nationwide program launched by the Department of Defense, recognizes citizens' support for our military men and women and our Armed Forces at home and abroad.

[America Supports You Main Site](http://www.americasupportsyou.mil/americasupportsyou/index.aspx)

www.americasupportsyou.mil/americasupportsyou/index.aspx

[Receive support \(Main Page\)](http://www.americasupportsyou.mil/americasupportsyou/need_help.html)

www.americasupportsyou.mil/americasupportsyou/need_help.html

[Military Family Support](http://www.americasupportsyou.mil/AmericaSupportsYou/military_family.html)

www.americasupportsyou.mil/AmericaSupportsYou/military_family.html

[Get Help for the Wounded](http://www.americasupportsyou.mil/AmericaSupportsYou/help_wounded.html)

www.americasupportsyou.mil/AmericaSupportsYou/help_wounded.html

[Get Help, So You Can Help Others](http://www.americasupportsyou.mil/AmericaSupportsYou/help_troops.html)

www.americasupportsyou.mil/AmericaSupportsYou/help_troops.html

[Scholarships](http://www.americasupportsyou.mil/AmericaSupportsYou/scholar_mil_children.html)

www.americasupportsyou.mil/AmericaSupportsYou/scholar_mil_children.html

U.S. Army War College Military Family Program Directory of Services

[Get Frequent Flyer Miles](#)

www.americasupportsyou.mil/AmericaSupportsYou/donate_miles.html

[Get Gift Certificates](#)

www.americasupportsyou.mil/AmericaSupportsYou/donate_miles.html

[Learn About Homes for the Disabled](#)

www.americasupportsyou.mil/AmericaSupportsYou/homes_disabled.html

[Receive Letters and Messages](#)

[/www.americasupportsyou.mil/AmericaSupportsYou/letters_messages.html](http://www.americasupportsyou.mil/AmericaSupportsYou/letters_messages.html)

[Receive Phone Cards](#)

www.americasupportsyou.mil/AmericaSupportsYou/phone_cards.html

[Receive and Send Care Packages](#)

www.americasupportsyou.mil/AmericaSupportsYou/send_packages.html

[Other Support](#)

www.americasupportsyou.mil/AmericaSupportsYou/other_support.html

NMFA

[NMFA Links Page](#)

www.nmfa.org/site/PageServer?pagename=links

[NMFA Main Page](#)

www.nmfa.org/site/PageServer?pagename=homepage

Army Reserve Families

[Army Reserve Family Programs](#)

www.arfp.org/skins/ARFP/home.aspx?AllowSSL=true

Family Readiness Group

[FRG Leader's Handbook](#)

www.mdw.army.mil/12thavnb/FRG%20Leaders%20Handbook.pdf

[Rear Detachment Commander's Handbook](#)

www.carlisle.army.mil/usawc/dclm/smart%20book/handbooks/RearDetachmentCommandersHandbook.pdf

Army Family Team Building

[Army Family Team Building Courses](#)

www.defenseweb.com/aftb

[Army Family Team Building](#)

www.AFTB.org

[Military Living Publications](#)

www.militaryliving.com/

[MFTB-AFTB Handbook.pdf](#)

[www.carlisle.army.mil/usawc/dclm/MFTB-AFTB Handbook.pdf](http://www.carlisle.army.mil/usawc/dclm/MFTB-AFTB%20Handbook.pdf)

Family Support

[Army Family Programs Contacts](#)

www.carlisle.army.mil/usawc/dclm/directory-menu.htm#cont#cont

[CinCHouse.com](#)

<http://cinchouse.com/>

[Operation Homefront.net](#)

operationhomefront.net/aboutus.asp

[Military Impacted Schools Assoc](#)

www.militaryimpactedschoolsassociation.org

[Free Military Handbooks](#)

www.militaryhandbooks.com/

U.S. Army War College Military Family Program Directory of Services

[Handbook for Retired Soldiers](#)

www.me.ngb.army.mil/dhr/AGR/ARMY/Handbook%20For%20Retired%20Soldiers%20and%20Family%20members.htm

[Carlisle Barracks PA - Newcomers Guide](#)

www.carlisle.army.mil/usawc/dclm/newcomers%20guide.pdf

[Military Family Network](#)

www.emilitary.org/

[Military Taxes](#)

www.military.com/Finance/Taxes/0,13397,82,00.html

[Navy Exchange](#)

www.navy-nex.com/

[Army & Air Force Exchange](#)

www.aafes.com/

[Family Readiness Preparation Book](#)

www.carlisle.army.mil/usawc/dclm/FRG%20Deployment%20Preparation%20Book%5b1%5d.doc

[Commissary Sales On-line](#)

www.emilitary.org/deca.html

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Deployment / Mobilization

Last updated 17 July 2007

Battlemind Training

[OSD Battlemind Link](#)

deploymentlink.osd.mil/search.jsp?googlesearch=Kids+and+Deployment

[Walter Reed Battlemind Training](#)

www.battlemind.org

Preparing Children Resources

[Military Parent Support Information](#)

childparenting.about.com/cs/parentsupport/a/militaryparent2.htm

[General Information About Deployment](#)

cyfernet.ces.ncsu.edu/cyfres/browse_3.php

[YOUNIVERSITY MALL](#)

www.guardfamilyyouth.org

[Children and Deployment](#)

www.ameriforce.net/PDF/dg2006/DEP06_030.pdf

[Prparing to Say Goodbye](#)

www.survivingdeployment.com/preparegoodbye.html

[Together in Deployment](#)

www.mccw-worldwide.org/files/Deployment.pdf

[Military Children and Deployment](#)

www.eustis.army.mil/ACS/military_children_and_deployment.htm

[Dealing With Emotions](#)

deploymenthealthlibrary.fhp.osd.mil/products.jsp?topicid=80

[Preparing for the deployment of a parent](#)

www.militaryonesource.com/skins/MOS/display.aspx?mode=user&ModuleID=e81d2900-82b5-477a-8d6c-c13b9b3e8e94&action=search&AllWords=Preparing+for+the+deployment+of+a+parent+--+a+checklist

[Questions and Answers](#)

www.militaryonesource.com/skins/MOS/display.aspx?mode=user&ModuleID=e81d2900-82b5-477a-8d6c-c13b9b3e8e94&action=search&AllWords=Questions+and+Answers

[Helping Children Cope During Deployment](#)

www.militaryonesource.com/skins/MOS/display.aspx?mode=user&ModuleID=e81d2900-82b5-477a-8d6c-c13b9b3e8e94&action=search&AllWords=Helping+Children+Cope+During+Deployment

General Deployment Links

[Cycles of Deployment Report from NMFA](#)

www.nmfa.org/site/DocServer/NMFACyclesofDeployment9.pdf?docID=5401

[Fort Leavenworth Deployment Handbook](#)

www.carlisle.army.mil/usawc/dclm/fsbook.doc

[Deployment Survival Handbook](#)

www.mwrarmyhawaii.com/acs/acs_documents/Soldier_%20Family_Deployment_Survival_Handbook.pdf

[Deployment Health and Family Readiness](#)

[Library](#) deploymenthealthlibrary.fhp.osd.mil/home.jsp

[DeploymentLINK](#)

deploymentlink.osd.mil/

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Dealing with Deployment

Building Family Rituals While You Are Deployed

www.militaryonesource.com/skins/MOS/display.aspx?mode=user&ModuleID=e81d2900-82b5-477a-8d6c-c13b9b3e8e94&action=search&AllWords=Building+Family+Rituals+While+Deployed

Child Care Backup Planning When Your Spouse is Deployed

www.militaryonesource.com/skins/MOS/display.aspx?mode=user&action=material&ModuleID=ae74eaa3-d1b6-4dbd-b23e-354880172094&ObjectID=41f0b18b-b79d-40a8-bbe4-ed73a53d20f6&IssueID=ab3b1c71-6707-4ce2-be6b-c4362bb94246&CatID=fb92f69d-bd32-4e16-a0d7-0f3074a3241c

Coping with a Deployment Extension

www.militaryonesource.com/skins/MOS/display.aspx?mode=user&action=material&ModuleID=ae74eaa3-d1b6-4dbd-b23e-354880172094&ObjectID=05aad350-5945-4e8f-b533-bae336b453d2&IssueID=ab3b1c71-6707-4ce2-be6b-c4362bb94246&CatID=fb92f69d-bd32-4e16-a0d7-0f3074a3241c

Coping with Compassion Fatigue

<http://www.militaryonesource.com/skins/MOS/display.aspx?mode=user&action=material&ModuleID=ae74eaa3-d1b6-4dbd-b23e-354880172094&ObjectID=05aad350-5945-4e8f-b533-bae336b453d2&IssueID=ab3b1c71-6707-4ce2-be6b-c4362bb94246&CatID=fb92f69d-bd32-4e16-a0d7-0f3074a3241c>

Coping with Post-Traumatic Stress

<http://www.militaryonesource.com/skins/MOS/display.aspx?mode=user&action=material&ModuleID=ae74eaa3-d1b6-4dbd-b23e-354880172094&ObjectID=e5e04d57-b5ea-48bb-a001-6997cfeb0010&IssueID=42db049d-a206-42bc-a373-c52241a4a863&CatID=0e76431d-868a-44dc-8305-e5cca119a2f6>

How Families are Learning To Cope With Repeat Deployment

http://www.ameriforce.net/PDF/dg2006/DEP06_08-13.pdf

A Leg Up (Readiness Groups)

http://www.ameriforce.net/PDF/dg2006/DEP06_018-021.pdf

Don't Leave Without It (Life Insurance)

http://www.ameriforce.net/PDF/dg2006/DEP06_022.pdf

Preparing For Deployment

Military.com Deployment Center

<http://www.military.com/deployment>

Pre-Deployment Checklist

http://www.ameriforce.net/PDF/dg2006/DEP06_024-26.pdf

Why it's Smart to Buy a Car on Deployment

http://www.ameriforce.net/PDF/dg2006/DEP06_014-016.pdf

Balancing Work and Life as a Dual Military Couple

<http://www.militaryonesource.com/skins/MOS/display.aspx?mode=user&action=material&ModuleID=ae74eaa3-d1b6-4dbd-b23e-354880172094&ObjectID=3ba1df9e-b493-426a-a002-dca44412ca3f&IssueID=5d826c2e-7f7d-4769-9a3d-82d30ce6f4ec&CatID=0e76431d-868a-44dc-8305-e5cca119a2f6>

U.S. Army War College Military Family Program Directory of Services

[Choosing a Care giver While Deployed](#)

www.militaryonesource.com/skins/MOS/display.aspx?mode=user&ModuleID=e81d2900-82b5-477a-8d6c-c13b9b3e8e94&action=search&AllWords=choosing+a+caregiver

[Preparing a Family Care Plan](#)

www.militaryonesource.com/skins/MOS/display.aspx?mode=user&ModuleID=e81d2900-82b5-477a-8d6c-c13b9b3e8e94&action=search&AllWords=Preparing+a+Family+Care+Plan

[In Love and Deployed: Making the Marriage Decision](#)

www.militaryonesource.com/skins/MOS/display.aspx?mode=user&action=material&ModuleID=ae74eaa3-d1b6-4dbd-b23e-354880172094&ObjectID=54322ea2-c136-486d-a26e-581330097d81&IssueID=042a45fb-fc1a-44d0-a979-83f70d81034e&CatID=0e76431d-868a-44dc-8305-e5cca119a2f6

[Books and Resources for Children About Deployment](#)

www.militaryonesource.com/skins/MOS/display.aspx?mode=user&ModuleID=e81d2900-82b5-477a-8d6c-c13b9b3e8e94&action=search&AllWords=Books+and+Resources+for+Children

Returning From Deployment

[Adjusting to Life After Disaster Relief Work](#)

www.militaryonesource.com/skins/MOS/display.aspx?mode=user&action=material&ModuleID=ae74eaa3-d1b6-4dbd-b23e-354880172094&ObjectID=ae1b4ea5-f2a6-4440-aea9-8a97d75d6f3a&IssueID=42db049d-a206-42bc-a373-c52241a4a863&CatID=0e76431d-868a-44dc-8305-e5cca119a2f6

[Dealing with Combat and Operational Stress](#)

www.militaryonesource.com/skins/MOS/display.aspx?mode=user&ModuleID=e81d2900-82b5-477a-8d6c-c13b9b3e8e94&action=search&AllWords=Dealing+with+Combat+and+Operational+Stress

Operation Ready Resources

Resources for **E**ducating **A**bout **D**eployment and **Y**ou (**READY**)

Training Videos

[Operation Ready Videos List](#)

http://www.myarmylifetoo.com/skins/malt/display.aspx?Action=display_page&mode=User&ModuleID=8cde2e88-3052-448c-893d-d0b4b14b31c4&ObjectID=0588ea73-7f1d-4513-b039-d940ba54deb4&AllowSSL=true

[Introduction to ACS](#)

<http://www.carlisle.army.mil/usawc/dclm/family/acs.aspx>

[Practical Readines](#)

<http://www.carlisle.army.mil/usawc/dclm/family/deploy.aspx>

[Coping with Stress](#)

<http://www.carlisle.army.mil/usawc/dclm/family/stress.aspx>

[Making Your Reunion Work](#)

<http://www.carlisle.army.mil/usawc/dclm/family/reunion.aspx>

[Family Readiness Groups \(FRG\)](#)

<http://www.carlisle.army.mil/usawc/dclm/family/frg.aspx>

[Family Assistance Center](#)

<http://www.carlisle.army.mil/usawc/dclm/family/fac.aspx>

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Handbooks

Family Readiness Group Handbook

[http://www.carlisle.army.mil/usawc/dclm/family/FRG_Handbook\[1\].pdf](http://www.carlisle.army.mil/usawc/dclm/family/FRG_Handbook[1].pdf)

Army Leaders' Desk Reference

http://www.carlisle.army.mil/usawc/dclm/family/Leaders_Reference.pdf

Training

Introduction and Table of Contents

<http://www.carlisle.army.mil/usawc/dclm/family/fac1int.doc>

Family Assistance Center Overview

<http://www.carlisle.army.mil/usawc/dclm/family/fac2lp.doc>

PowerPoint Notes

<http://www.carlisle.army.mil/usawc/dclm/family/fac3ppt.doc>

A Resource guide to community assistance
(Source: MyArmyLifeToo.com).

Handouts and FACEX Scenarios

<http://www.carlisle.army.mil/usawc/dclm/family/fac4ho.doc>

Video Scripts

<http://www.carlisle.army.mil/usawc/dclm/family/fac5vid.doc>

Bibliography and Websites

<http://www.carlisle.army.mil/usawc/dclm/family/fac6bib.doc>

Reunion

<http://www.carlisle.army.mil/usawc/dclm/family/Reunion.doc>

Children's Handouts

http://www.carlisle.army.mil/usawc/dclm/family/Children's_Handouts.doc

Army Fun Kids Activity Book

www.myarmylifetoo.com/skins/malt/display.aspx?moduleid=2a285ab0-5db1-4f36-9b91-f2263c973c32&mode=user&CategoryID=556c5d95-54cc-465b-aa88-0392f3a4c2fb&Action=display_user_category_objects

Operation Ready Smart Book

(Source: www.armyfrg.org)

Operation Ready Smart Book

www.carlisle.army.mil/usawc/dclm/smart%20book/smart%20book/OPREADY%20Smart%20Book.pdf

(MATERIALS MAY BE REPRODUCED FOR
DEPARTMENT OF ARMY USE.)

General Information Sheets

(Source: Operation Ready Smart Book)

Family Assistance Information Sheets

www.carlisle.army.mil/usawc/dclm/smart%20book/smart%20book/smart%20book%20linked%20files/Family%20Assistance%20Information%20Sheet.doc

Coping With Stress

www.carlisle.army.mil/usawc/dclm/smart%20book/smart%20book/smart%20book%20linked%20files/Coping%20With%20Stress%20copy.pdf

FRG Frequently Asked Questions Army Guide to FRG Operations

[/www.carlisle.army.mil/usawc/dclm/smart%20book/smart%20book/smart%20book%20linked%20files/Frequently%20Asked%20Questions%20Army%20Guide%20to%20FRG%20Operations.doc](http://www.carlisle.army.mil/usawc/dclm/smart%20book/smart%20book/smart%20book%20linked%20files/Frequently%20Asked%20Questions%20Army%20Guide%20to%20FRG%20Operations.doc)

U.S. Army War College Military Family Program Directory of Services

[FRG Volunteer Position Descriptions](#)

www.carlisle.army.mil/usawc/dclm/smart%20book/smart%20book/smart%20book%20linked%20files/FRG%20Volunteer%20Position%20Descriptions.pdf

[Soldier+Family Problem Solving Guide](#)

www.carlisle.army.mil/usawc/dclm/smart%20book/smart%20book/smart%20book%20linked%20files/Soldier+Family%20Problem%20Solving%20Guide.pdf

[Unit Family Readiness Brochure](#)

www.carlisle.army.mil/usawc/dclm/smart%20book/Unit%20Family%20Readiness%20Brochure/UFR%20Brochure.pdf

Family Readiness Group (FRG) Handbooks

(Source: www.armyfrg.org)

[Family Readiness Group Leader's Handbook](#)

www.carlisle.army.mil/usawc/dclm/smart%20book/handbooks/FRGLeadersHandbook.pdf

[Rear Detachment Commander's Handbook](#)

www.carlisle.army.mil/usawc/dclm/smart%20book/handbooks/RearDetachmentCommandersHandbook.pdf

[Operation Ready Videos List](#)

www.myarmylifetoo.com/skins/malt/display.aspx?Action=display_page&mode=User&ModuleID=8cde2e88-3052-448c-893d-d0b4b14b31c4&ObjectID=0588ea73-7f1d-4513-b039-d940ba54deb4&AllowSSL=true

[Family Readiness Group Handbook](#)

www.armyfrg.org/skins/frg/display.aspx?moduleid=8cde2e88-3052-448c-893d-d0b4b14b31c4&CategoryID=1e9b3feb-985e-4dd2-b5b2-db37a8aa0d63&ObjectID=9f160323-3fb2-4097-9a64-da80876bedd5

Army Family Programs Contact Information

Family and Morale Welfare and Recreation Command

4700 King Street
Alexandria, VA 22302
Phone: (703) 681-5375

National Guard Bureau Family Programs

1411 Jefferson Davis Highway
Arlington, VA 22202-3231
Phone: 1-(888)-777-7731 or (703)-607-5414

US Army Reserve Command - Family Programs

1401 Deshler Street SW
Fort McPherson, GA 30330-2000
Phone: (404) 464-8970

U.S. Army War College Military Family Program Directory of Services

Our Favorite Web Sites

Last updated 10 July 2007

General Web Sites

[Battlemind Training](http://www.battlemind.org/)

<http://www.battlemind.org/>

[Army Lodging directory](http://www.army.mil/cfsc/documents/lodging/worldwidedirectory2.pdf)

www.army.mil/cfsc/documents/lodging/worldwidedirectory2.pdf

[Military Home Front](http://www.militaryhomefront.dod.mil)

<http://www.militaryhomefront.dod.mil>

[Military Widow - A Survival Guide](http://67.118.51.201/bol/bookdisplay.cfm?BookNum=49761)

<http://67.118.51.201/bol/bookdisplay.cfm?BookNum=49761>

[Marine Wives 101](http://www.marinewives101.com)

<http://www.marinewives101.com>

[Army Knowledge online \(AKO\)](https://www.us.army.mil/suite/login/welcome.html)

<https://www.us.army.mil/suite/login/welcome.html>

[Military Report.com](http://www.military.com/MilitaryReport/0,12914,MR_Current,00.html)

http://www.military.com/MilitaryReport/0,12914,MR_Current,00.html

[Army A-Z](http://www.army.mil/a-z.htm)

<http://www.army.mil/a-z.htm>

[U.S. Army](http://www.army.mil)

<http://www.army.mil>

[U.S. Air Force](http://www.af.mil)

<http://www.af.mil>

[Army MWR](http://www.armymwr.com/)

<http://www.armymwr.com/>

[America Supports You](http://Americasupportsyou.mil)

<http://Americasupportsyou.mil>

[Armed Forces Benefit Association](http://www.afba.com)

<http://www.afba.com>

[Army Families Online](http://www.armyfamiliesonline.org/skins/WBLO/home.aspx)

<http://www.armyfamiliesonline.org/skins/WBLO/home.aspx>

[Army Family Team Building](http://www.AFTB.org)

<http://www.AFTB.org>

[Army Wives](http://www.armywives.com)

<http://www.armywives.com>

[Deployment Link](http://deploymentlink.osd.mil/deploy/family/family_support.shtml)

http://deploymentlink.osd.mil/deploy/family/family_support.shtml

[Disabled Soldier Support System](http://www.ArmyDS3.org)

<http://www.ArmyDS3.org>

[DOD Per Diem committee](https://secureapp2.hqda.pentagon.mil/perdiem/)

<https://secureapp2.hqda.pentagon.mil/perdiem/>

[DOD SITES](https://www.dmdc.osd.mil/appj/sites/index.jsp)

<https://www.dmdc.osd.mil/appj/sites/index.jsp>

[Guard Family Team Building](http://www.gftb.org)

<http://www.gftb.org>

[Homes for our Troops](http://www.homesforourtroops.org)

<http://www.homesforourtroops.org>

[Human Resources Command](http://www.hrc.army.mil)

<http://www.hrc.army.mil>

[Military Child in Transition/Deployment](http://www.militarystudent.org)

<http://www.militarystudent.org>

[My Army Life Too](http://myarmylifetoo.com)

<http://myarmylifetoo.com>

[Military Family Research](http://www.mfri.purdue.edu)

<http://www.mfri.purdue.edu>

U.S. Army War College Military Family Program Directory of Services

[Military Family Resource Center](http://www.militaryhomefront.dod.mil/)

<http://www.militaryhomefront.dod.mil/>

[Military Kidz](http://www.militarykidz.com)

<http://www.militarykidz.com>

[Military Pay and Benefits](http://www.dod.mil/militarypay/)

<http://www.dod.mil/militarypay/>

[MilSpouse.org](http://www.milspouse.org)

<http://www.milspouse.org>

[Military Spouse Career Network](http://www.mscn.org)

[http://www.mscn.org/](http://www.mscn.org)

[MTOM for Kids](http://www.defenselink.mil/mtom/index_k.htm)

http://www.defenselink.mil/mtom/index_k.htm

[The Military Family Network](http://www.emilitary.org)

[http://www.emilitary.org/](http://www.emilitary.org)

[Tricare Online](http://www.tricareonline.com/)

www.tricareonline.com/

[Tragedy Assistance Program](http://taps.org)

<http://taps.org>

[United Concordia](http://www.ucci.com/was/uccweb/home.jsp)

<http://www.ucci.com/was/uccweb/home.jsp>

[U.S. Army War College Web site.](http://www.carlisle.army.mil/)

www.carlisle.army.mil/

[USAA Insurance](http://www.usaa.com/inet/ent_logon/Logon)

www.usaa.com/inet/ent_logon/Logon

[American Red Cross](http://www.redcross.org/)

www.redcross.org/

[Defense Commissary Agency](http://www.commissaries.com/)

www.commissaries.com/

Education Web Sites

[College Board](http://www.collegeboard.com/)

www.collegeboard.com/

[FinAid](http://www.finaid.org/)

www.finaid.org/

[GI Bill Information](http://www.gjbill.va.gov/)

www.gjbill.va.gov/

[Military.Com Education Benefits](http://www.military.com/Careers/Education)

www.military.com/Careers/Education

[Princeton Review](http://www.princetonreview.com/)

www.princetonreview.com/

[Scholarships for Military Children](http://www.militaryscholar.org/index.shtml)

www.militaryscholar.org/index.shtml

[Military Child Education Coalition](http://www.militarychild.org/)

<http://www.militarychild.org/>

[Military Student](http://www.militarystudent.org)

<http://www.militarystudent.org>

Special Operations Warrior Foundation (SOWF)

A foundation devoted to providing a college education to every child who has lost a parent while serving in the Special Operations Command and its units during an operational or training mission; includes special operations forces of Army, Air Force, Marines and Navy. Currently providing grants, not loans to over 500 children who are survivors of over 400 special operations personnel.

Address:

Special Operations Warrior Foundation
P.O. Box 14385, Tampa, FL 33690

SOWF Telephone:

Toll Free - 877-337-7693

U.S. Army War College Military Family Program Directory of Services

Main Telephone Number - 813-805-9400,
Fax - 813-805-0567

[E-Mail Carolyn M. Becker,](#)

Director of Education, Family Services

[E-Mail Edie Rosenthal, USN \(Ret.\)](#)

Public Relations Director.

[U.S. Department of Education](#)

www.ed.gov/index.jhtml

Guard / Reserve Sites

[The US Coast Guard](#)

www.uscg.mil/uscg.shtm

[The National Guard](#)

www.ngb.army.mil/

[Army National Guard](#)

www.arng.army.mil/

[Army Reserve](#)

www.army.mil/usar

[Air Force Reserve](#)

www.afreserve.com/

[Air National Guard](#)

www.ang.af.mil/

[Coast Guard Reserve](#)

[www.uscg.mil/hq/reserve/
reshmpg.html](http://www.uscg.mil/hq/reserve/reshmpg.html)

[Guard Family](#)

www.guardfamily.org/

[Marine Reserve](#)

www.mfr.usmc.mil/

[Naval Reserve](#)

[navyreserve.navy.mil/Public/Staff/Welcome
Aboard/default.htm](http://navyreserve.navy.mil/Public/Staff/WelcomeAboard/default.htm)

Travel / Vacation Sites

[Armed Forces Vacation Club](#)

www.afvclub.com/

[ARMY MWR Travel Tips](#)

[www.armymwr.com/portal/travel/travelresou
rces](http://www.armymwr.com/portal/travel/travelresources)

[National Parks](#)

www.nps.gov/

Veterans / Retiree Web sites

[American Legion](#)

www.legion.org

[Arlington National Cemetery](#)

www.arlingtoncemetery.org/

[Cemetery Administration](#)

www.cem.va.gov/

[Veteran's Affairs](#)

www.va.gov/

[Veteran's of Foreign Wars](#)

www.vfw.org/

Voter information

[Federal Voting Assistance Program](#)

www.fvap.gov/index.html

[Register to vote online](#)

<https://ssl.capwiz.com/congressorg/e4/nvra/>

Free E-mail Services

[Army Knowledge Online](#)

www.us.army.mil/

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Commercial E-mail

[AOL Mail](#)

www.aolmail.aol.com/

[Email Addresses](#)

www.emailaddresses.com/

[Google Email](#)

www.gmail.google.com/

[Google Email](#)

www.hotmail.com/

[Junot](#)

www.juno.com/

[Lycos Mail](#)

www.mail.lycos.com/

[Yahoo](#)

www.yahoo.com/

Maps and Travel Information

[Expedia](#)

www.expedia.com/

[Lonely Planet](#)

www.lonelyplanet.com/

[Map quest](#)

www.mapquest.com/

[Orbitz](#)

www.orbitz.com

[Priceline](#)

travel.priceline.com/default.asp?rdr=1

[Rand McNally](#)

www.randmcnally.com/

[Travelocity](#)

www.travelocity.com/

[Yahoo Maps](#)

maps.yahoo.com/

America Supports You

"America Supports You," a nationwide program launched by the Department of Defense, recognizes citizens' support for our military men and women and our Armed Forces at home and abroad.

[America Supports You Main Site](#)

www.americasupportsyou.mil/americasupportsyou/index.aspx

[Receive support \(Main Page\)](#)

www.americasupportsyou.mil/americasupportsyou/need_help.html

[Military Family Support](#)

www.americasupportsyou.mil/AmericaSupportsYou/military_family.html

[Get Help for the Wounded](#)

www.americasupportsyou.mil/AmericaSupportsYou/help_wounded.html

[Get Help, So You Can Help Others](#)

www.americasupportsyou.mil/AmericaSupportsYou/help_troops.html

[Scholarships](#)

www.americasupportsyou.mil/AmericaSupportsYou/scholar_mil_children.html

[Get Frequent Flyer Miles](#)

www.americasupportsyou.mil/AmericaSupportsYou/donate_miles.html

[Get Gift Certificates](#)

www.americasupportsyou.mil/AmericaSupportsYou/donate_miles.html

[Learn About Homes for the Disabled](#)

www.americasupportsyou.mil/AmericaSupportsYou/homes_disabled.html

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Receive Letters and Messages

[/www.americasupportsyou.mil/AmericaSupportsYou/letters_messages.html](http://www.americasupportsyou.mil/AmericaSupportsYou/letters_messages.html)

Receive Phone Cards

www.americasupportsyou.mil/AmericaSupportsYou/phone_cards.html

Receive and Send Care Packages

www.americasupportsyou.mil/AmericaSupportsYou/send_packages.html

Other Support

www.americasupportsyou.mil/AmericaSupportsYou/other_support.html

U.S. Army War College Military Family Program Directory of Services

Veterans Services

Last updated 17 July 2007

General VA Web Sites

[Board of Veterans' Appeals](http://www.va.gov/vbs/bva/)

www.va.gov/vbs/bva/

[Center for Minority Veterans](http://www1.va.gov/)

www1.va.gov/

[Center for Minority Veterans](http://www1.va.gov/centerforminorityveterans/)

<http://www1.va.gov/centerforminorityveterans/>

[Center for Women Veterans](http://www1.va.gov/womenvet/)

www1.va.gov/womenvet/

[Center for Veterans Enterprise](http://www.vetbiz.gov/)

www.vetbiz.gov/

[Compensation Rate Tables, 12-1-03](http://www.vba.va.gov/bln/21/Rates/comp01.htm)

www.vba.va.gov/bln/21/Rates/comp01.htm

[Department of Veterans Affairs](http://www.va.gov/)

www.va.gov/

[Veterans Service Organizations](http://www1.va.gov/vso/index.cfm?template=view)

www1.va.gov/vso/index.cfm?template=view

[Disability Examination Worksheets](http://www.vba.va.gov/bln/21/Benefits/exams/index.htm)

www.vba.va.gov/bln/21/Benefits/exams/index.htm

[Due Process](http://www.warms.vba.va.gov/admin21/m21_1/mr/part1/ch02.doc)

www.warms.vba.va.gov/admin21/m21_1/mr/part1/ch02.doc

[Duty to Assist](http://www.warms.vba.va.gov/admin21/m21_1/mr/part1/ch01.doc)

http://www.warms.vba.va.gov/admin21/m21_1/mr/part1/ch01.doc

[Electronic Code of Federal Regulations](http://ecfr.gpoaccess.gov/cgi/t/text/text-idx?c=ecfr&tpl=%2Findex.tpl)

ecfr.gpoaccess.gov/cgi/t/text/text-idx?c=ecfr&tpl=%2Findex.tpl

[Federal Benefits for Veterans 2006](http://www1.va.gov/opa/vadocs/current_benefits.asp)

www1.va.gov/opa/vadocs/current_benefits.asp

[Environmental Agents Service \(EAS\)](http://www1.va.gov/environagents/)

www1.va.gov/environagents/

[Environmental Agents Service - Persian Gulf Program](http://www1.va.gov/vhapublications/ViewPublication.asp?pub_ID=1002)

www1.va.gov/vhapublications/ViewPublication.asp?pub_ID=1002

[Establishing Combat Veteran Eligibility](http://www1.va.gov/vhapublications/ViewPublication.asp?pub_ID=315)

www1.va.gov/vhapublications/ViewPublication.asp?pub_ID=315

[Environmental Agents M10](http://www1.va.gov/vhapublications/ViewPublication.asp?pub_ID=1002)

www1.va.gov/vhapublications/ViewPublication.asp?pub_ID=1002

[VA Priority Outpatient Care](http://www1.va.gov/vhapublications/ViewPublication.asp?pub_ID=206)

www1.va.gov/vhapublications/ViewPublication.asp?pub_ID=206

[Forms and Records Request](http://www.va.gov/vaforms/)

www.va.gov/vaforms/

[Federal Benefits for Veterans and Dependents 2005](http://www1.va.gov/opa/vadocs/fedben.pdf)

www1.va.gov/opa/vadocs/fedben.pdf

[The Geriatrics and Extended Care Strategic Healthcare](http://www1.va.gov/geriatricsshg/)

www1.va.gov/geriatricsshg/

[Homeless Veterans](http://www1.va.gov/homeless/)

www1.va.gov/homeless/

[Health Services Research and Development Service \(HSR&D\)](http://www.hsrdr.research.va.gov/)

www.hsrdr.research.va.gov/

[VA's Office of Research and Development](http://www.research.va.gov/default.cfm)

www.research.va.gov/default.cfm

U.S. Army War College Military Family Program Directory of Services

[Information for Veterans exposed to Ionizing Radiation](#)

www1.va.gov/irad/

[VA Health Care Eligibility](#)

www.va.gov/healtheligibility/home/hecmain.asp

[Health Services Research and Development](#)

www.hsrp.research.va.gov/

Gulf War Veterans

[Guide to Gulf War Veterans' Health](#)

www1.va.gov/gulfwar/docs/VHlgulfwar.pdf

[Gulf War Illnesses – Subject Index](#)

www1.va.gov/GulfWar/page.cfm?pg=7&template=main&letter=A

[Gulf War Veterans' Illnesses Q&As](#)

www1.va.gov/gulfwar/docs/GWIllnessesQandAsIB1041.pdf

Depleted Uranium Evaluation

EVALUATION PROTOCOL FOR GULF WAR AND IRAQI FREEDOM VETERANS WITH POTENTIAL EXPOSURE TO DEPLETED URANIUM (DU)

[Iraqi Freedom Veterans](#)

www1.va.gov/gulfwar/docs/DUHandbook1303122304.DOC

EVALUATION PROTOCOL FOR NON-GULF WAR VETERANS WITH POTENTIAL EXPOSURE TO DEPLETED URANIUM (DU)

[Non Gulf War \(NGW\)](#)

www1.va.gov/gulfwar/docs/DUHANDBOOKNONGW130340304.DOC

[Depleted Uranium Fact Sheet](#)

www1.va.gov/gulfwar/docs/DepletedUraniumFAQSheet.doc

Wounded Warrior Assistance

[Military Severely Injured Center](#)

www.military.com/support

[Wounded Warrior Program:](#)

www.AW2.army.mil

[Always a Soldier](#)

www.amc.army.mil/alwaysasoldier

[Marine for Life](#)

<https://www.m4l.usmc.mil/>

Transitional Services

[Portal for Military Transitioner](#)

www.dodtransportal.dod.mil/dav/Isnmedia/LSN/dodtransportal/

[Disabled Transition Assistance Program](#)

www.dol.gov/vets/programs/tap/main.htm

[Seamless Transition - Operation Enduring Freedom/Iraqi Freedom](#)

www.seamlesstransition.va.gov

Vocational Services

[Vocational Rehabilitation Web Site](#)

www.vba.va.gov/bln/vre/index.htm

[State Vocational Rehabilitation](#)

janweb.icdi.wvu.edu/SBSES/VOCREHAB.HTM

[JAN Web Site](#)

www.jan.wvu.edu

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Veterans Reemployment

[Real-Lifelines Web Site](#)

www.dol.gov/vets/proarams/Real-life/main.htm

[Computer/ Electronic Accommodations](#)

www.tricare.osd.mil/cap/

[DOD Vets Web Site](#)

www.dodvets.com/

[Hire Vets First Web Site](#)

www.hirevetsfirst.gov

[Veterans Employment and Training](#)

www.dol.gov/vets/

[E-Vets Web Site](#)

www.dol.gov/elaws/evets.htm

Veterans Web Sites

[American Legion](#)

www.legion.org

[Arlington National Cemetery](#)

www.arlingtoncemetery.org

[Cemetery Administration](#)

www.cem.va.gov

[Veteran's Affairs](#)

www.va.gov

[Veteran's of Foreign Wars](#)

www.vfw.org

Accommodations and Assistive Technology

[Computer/Electronic Accommodations Program](#)

www.tricare.osd.mil/cap/

[Assistive Technology Public Funding](#)

www.techaccess-ri.org/atfundva.htm

[U.S. Department of Health and Human Services](#)

www.aoa.gov/PRESS/fact/pdf/fs_assitive_tech.pdf

[USA TechGuide](#)

www.usatechguide.org/index.php

[Disabled/Injured Resources](#)

www.careeronestop.org/MilitaryTransition/disability.aspx

[Disability Information](#)

www.disabilityinfo.gov/digov-public/public/DisplayPage.do?parentFolderId=53

Additional Links

[U.S. Court of Appeals for Veterans Claims](#)

www.vetapp.gov/

[VA Best Practice Manual for Posttraumatic Stress Disorder \(PTSD\)](#)

www.avapl.org/pub/PTSD%20Manual%20final%206.pdf

[VA INSTITUTING GLOBAL ASSESSMENT OF FUNCTION \(GAF\)](#)

www.avapl.org/gaf/gaf.html

[VA Loan Lending Limits and Jumbo Loans](#)

valoans.com/va_facts_limits.cfm

[VA National Hepatitis C Program](#)

www.hepatitis.va.gov/

[VA Office of Research and Development](#)

www1.va.gov/resdev/

[VA Trainee Pocket Card on Gulf War](#)

www.va.gov/OAA/pocketcard/gulfwar.asp

U.S. Army War College Military Family Program Directory of Services

[VA WMD EMSHG](http://www1.va.gov/emshg/)

www1.va.gov/emshg/

[VA WRIISC-DC](http://www.va.gov/WRIISC-DC/)

www.va.gov/WRIISC-DC/

[Federal Benefits for Veterans Book](http://www1.va.gov/OPA/vadocs/current_benefits.asp)

www1.va.gov/OPA/vadocs/current_benefits.asp

[Veterans Benefits Administration Main Web Page](http://www.vba.va.gov/)

www.vba.va.gov/

[Veterans Legal and Benefits Information](http://valaw.org/)

valaw.org/

[VHA Forms, Publications, Manuals](http://www1.va.gov/vhapublications/)

www1.va.gov/vhapublications/

[VHA Programs - Clinical Programs & Initiatives](http://www1.va.gov/health_benefits/page.cfm?pg=13)

www1.va.gov/health_benefits/page.cfm?pg=13

[VHA Public Health Strategic Health Care Group Home Page](http://www.publichealth.va.gov/)

www.publichealth.va.gov/

[VHI Guide to Gulf War Veterans](http://www1.va.gov/vhi_ind_study/gulfwar/istudy/index.asp)

www1.va.gov/vhi_ind_study/gulfwar/istudy/index.asp

[Vocational Rehabilitation](http://www.vba.va.gov/bln/vre/)

www.vba.va.gov/bln/vre/

[Vocational Rehabilitation Subsistence](http://www.vba.va.gov/bln/vre/InterSubsistencefy04.doc)

www.vba.va.gov/bln/vre/InterSubsistencefy04.doc

[VONAPP online](http://vabenefits.vba.va.gov/vonapp/main.asp)

vabenefits.vba.va.gov/vonapp/main.asp

[WARMS - 38 CFR Book C](http://www.warms.vba.va.gov/bookc.html)

www.warms.vba.va.gov/bookc.html

[Wartime Disability Compensation](http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=browse_usc&docid=Cite:+38USC1110)

frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=browse_usc&docid=Cite:+38USC1110

[War-Related Illness and Injury Study Center - New Jersey](http://www.wri.med.va.gov/)

www.wri.med.va.gov/

[Welcome to the GI Bill Web Site](http://www.gibill.va.gov/)

www.gibill.va.gov/

[What VA Social Workers Do](http://www1.va.gov/socialwork/page.cfm?pg=3)

www1.va.gov/socialwork/page.cfm?pg=3

[WRIISC Patient Eligibility](http://www.illegion.org/va1.html)

www.illegion.org/va1.html

[Help for the Wounded](#)

(Links from the "America Supports You" web site)

[American Freedom Foundation](http://www.americanfreedomfoundation.org/)

www.americanfreedomfoundation.org/

[Angels Of Mercy](http://www.mcleanpost270.org/oifoef)

www.mcleanpost270.org/oifoef

[Armed Forces Foundation](http://www.armedforcesfoundation.org/)

www.armedforcesfoundation.org/

[Azalea Charities Aid for Wounded Soldiers](http://www.azaleacharities.org/)

www.azaleacharities.org/

[Boatsie's Boxes](http://www.boatsie.com/)

www.boatsie.com/

[Blue Star Mothers of America](http://www.bluestarmothers.org/)

www.bluestarmothers.org/

[Caring For Troops](http://www.caringfortroops.com/)

www.caringfortroops.com/

[Cause-Comfort for America's Uniformed Services](http://www.cause-usa.org)

www.cause-usa.org

U.S. Army War College Military Family Program Directory of Services

Citizen Soldier Family Support Foundation

www.csfamilysupport.org/

Coalition to Salute America's Heroes

saluteheroes.org/

Defenders of Freedom

www.defendersoffreedom.us/

Disabled Sports USA

www.dsusa.org/

Family and Friends For Freedom Fund

www.injuredmarinesfund.org/

Fisher House Foundation

www.fisherhouse.org/

Flags Across the Nation

www.flagsacrossthenation.org/

Freedom Calls

www.guardianangelsforsoldierspet.org/

Freedom Is Not Free

www.freedomisnotfree.com/

Give 2 theTroops

[/www.give2thetroops.org/](http://www.give2thetroops.org/)

Golfers For Freedom

www.golfers4freedom.org/

Guardian Angels For Soldier's Pets

www.guardianangelsforsoldierspet.org/

Helping Our Heroes Foundation

www.hohf.org/

Hope Coming Ministries

www.hopcoming.com/military.htm

Hope For The Warriors

www.hopeforthewarriors.org/

Hugs From Home

www.hugsfromhome.org/

The Hugs Project

www.thehugsproject.org/

Injured Marine Semper Fi Fund

www.semperfifund.org/

Keystone Soldiers

[/www.keystonesoldiers.org/](http://www.keystonesoldiers.org/)

Kids for our Troops

www.kidsforourtroops.org/

Landstuhl Hospital Care Project

www.landstuhlhospitalcareproject.org/

Letters From Home

www.lettersfromhomeprogram.org/

Military Aid, Inc.

www.militaryaid.us/

Military Pets Foster Project

www.netpets.org/

Military Mom in Action

www.militarymominaction.org/

Mothers of Military Support

www.mothersofmilitarysupport.org/

National Military Family Association

www.nmfa.org/

**Wounded Soldier / Family
Hotline**

MG Sean J. Byrne Sends

As of 26 March, the Wounded Soldier and Family Hotline will begin 24-hour operations, 7 days a week. Use these numbers to contact the hotline:

Email: wfsupport@conus.army.mil

Stateside: 1-800-984-8523

Overseas DSN: 312-328-0002

U.S. Army War College Military Family Program Directory of Services

[Battlemind Training](#)

www.battlemind.org/

The Military Amputee

[Military In-step](#) (New)

<http://www.amputee-coalition.org/military-instep/index.html>

Useful Numbers

VA Regional Office

1-800-827-1000

VA Insurance, PHiA

1-800-669-8477

VA Headstones/Markers

1-800-697-6947

VA Education Center

1-888-442-4551

VA Debt Management Center

1-800-827-0648

Home Loan Services

1-800-729-5772

Mammography Hotline

1-888-492-7844

U.S. Army War College Military Family Program Directory of Services

Military Resources

Last updated 17 July 2007

ID and CAC Cards

RAPIDS Site Locator

<http://www.dmdc.osd.mil/rsl/owa/home>

Army Personnel Command

<http://www.hrc.army.mil/site/active/persinsd/PERSINSD-MAIN.htm>

Reserves / National Guard

Reserve Affairs

<http://www.defenselink.mil/ra>

Army Reserve (OCAR)

<http://www.army.mil/usar/ocar.htm>

Army National Guard

<http://www.arng.army.mil/>

Coast Guard Reserve

<http://www.uscg.mil/hq/reserve/reshmpg.html>

Coast Guard

<http://www.uscg.mil/>

Navy Reserve

<http://navyreserve.navy.mil/Public/Staff/WelcomeAboard/default.htm>
Official information about the Navy Reserve

Marine Reserve

<http://www.mfr.usmc.mil>

National Guard Family

<http://www.guardfamily.org>

U.S. Navy

All Hands Magazine

<http://www.news.navy.mil/allhands.asp>

BUMED

<http://navymedicine.med.navy.mil>

U. S. Navy Chaplain Corps

<http://www.chaplain.navy.mil>

Navy Office of Information

<http://www.chinfo.navy.mil>

Direct Line

<http://www.directline.navy.mil>

Family Line

<http://www.lifelines.usmc.mil/Familyline>

Naval Media Center

<http://www.mediacen.navy.mil>

NAVFAC

<http://www.navfac.navy.mil>

Navel Supply Systems Command (NAVSUP)

<http://www.navsup.navy.mil>

Navy Knowledge Online

<https://wwwa.nko.navy.mil/>

U.S. Army

Office of the Judge Advocate General

<http://www.jag.navy.mil>

Retiree Council

<http://www.lifelines.navy.mil/retireecouncil>

USA Center for Military History

<http://www.army.mil/cmh-pg/default.htm>

U.S. Army Web Site

<http://www.army.mil>
sites.

(HQ DA)

<http://www.hqda.army.mil>

U.S. Army War College Military Family Program Directory of Services

Civilian Personal Online

<http://www.cpol.army.mil/>

Army Commands

Army Forces Command

<http://www.forscom.army.mil>

Army Materiel Command (AMC)

<http://www.amc.army.mil>

Army Medical Department (AMEDD)

<http://www.armymedicine.army.mil/default2.htm>

U.S. Army Space Command

<http://www.armyspace.army.mil/>

Army Veterinary Command

<http://vets.amedd.army.mil/vetcom/>

U.S. European Command

<http://www.eucom.mil/Directorates/ECRA/index.htm>

U.S. Northern Command

<http://www.northcom.mil/>

U.S Strategic Command

<http://www.stratcom.mil/>

Training and Doctrine Command (TRADOC)

<http://www-tradoc.monroe.army.mil>

U.S. Army Publications Agency

<http://www.usapa.army.mil>

U.S. Marines

Marine Forces Reserve

<http://www.marforres.usmc.mil>

Community Services

<http://www.usmc-mccs.org>

Public Affairs Division

<http://www.usmc.mil/pashops/pashops.nsf/pamain>

Mobilization Command

<https://mobcom.mfr.usmc.mil/MOBCOM.asp>

Sergeant Major MC

<http://www.usmc.mil/sgtmaj/smmc14.nsf>

Veterans Web Sites

American Legion

<http://www.legion.org>

Arlington National Cemetery

<http://www.arlingtoncemetery.org>

Cemetery Administration

<http://www.cem.va.gov>

Veteran's Affairs

<http://www.va.gov>

Veteran's of Foreign Wars

<http://www.vfw.org>

Senior Service Colleges

The Army War College (AWC)

<http://www.carlisle.army.mil/>

The National War College

<http://www.ndu.edu/>

The Industrial College of the Armed Forces

<http://www.ndu.edu/icaaf/>

The Marine Corps War College

<http://www.mcu.usmc.mil/mcu/factbook/MCWAR.htm>

The Naval War College (NWC)

<http://www.nwc.navy.mil/defaultf.htm>

The Air War College

<http://www.au.af.mil/au/awc/awchome.htm>

U.S. Army War College Military Family Program Directory of Services

Officer Staff Level Schools

[Army Command and General Staff College](http://www-cgsc.army.mil/)
<http://www-cgsc.army.mil/>

[Marine Corps Command Staff College](http://www.mcu.usmc.mil/csc/)
<http://www.mcu.usmc.mil/csc/>

[Naval Staff College \(NSC\)](http://www.nwc.navy.mil/nsc/)
<http://www.nwc.navy.mil/nsc/>

[Air Command and Staff College](http://wwwacsc.au.af.mil/)
<http://wwwacsc.au.af.mil/>

Congress/Legislative Affairs

[Air Force Legislative Liaison](http://www.safll.hq.af.mil/)
<http://www.safll.hq.af.mil/>

[Army Legislative Liaison](http://www.hqda.army.mil/ocll/)
<http://www.hqda.army.mil/ocll/>

[House of Representatives](http://www.house.gov/)
[House of Representatives](http://www.house.gov/)
<http://www.house.gov/>

[House Appropriations Committee](http://www.house.gov/appropriations/)
<http://www.house.gov/appropriations/>

[House Armed Services Committee](http://www.house.gov/hasc/)
<http://www.house.gov/hasc/>

[House Budget Committee](http://www.house.gov/budget/)
<http://www.house.gov/budget/>

[House Government Reform Committee](http://www.house.gov/reform/)
<http://www.house.gov/reform/>

The Senate
[The Senate](http://www.senate.gov/)
<http://www.senate.gov/>

[Senate Appropriations Committee](http://www.senate.gov/~appropriations/)
<http://www.senate.gov/~appropriations/>

[Senate Armed Services Committee](http://www.senate.gov/~armed_services/)
http://www.senate.gov/~armed_services/

[Senate Budget Committee](http://www.senate.gov/~budget/)
<http://www.senate.gov/~budget/>

[Library of Congress](http://www.loc.gov/)
<http://www.loc.gov/>

[Thomas](http://thomas.loc.gov/)
<http://thomas.loc.gov/>

Military Pay

[Defense Finance and Accounting Service](http://www.dod.mil/dfas/)
<http://www.dod.mil/dfas/>

[DFAS MyPay](https://mypay.dfas.mil/mypay.aspx)
<https://mypay.dfas.mil/mypay.aspx>

[Military Compensation](http://www.dod.mil/militarypay/)
<http://www.dod.mil/militarypay/>

DOD Web Sites

[Defense Info Sys Agency \(DISA\)](http://www.disa.mil/)
http://www.disa.mil

[DOD Military Speeches](http://www.defenselink.mil/speeches)
<http://www.defenselink.mil/speeches>

[Department of Defense \(DOD\)](http://www.defenselink.mil/)
http://www.defenselink.mil

[Pentagon.](http://pentagon.afis.osd.mil/)
pentagon.afis.osd.mil/

[World Fact Book](http://www.theodora.com/wfb/abc_world_fact_book.html)
http://www.theodora.com/wfb/abc_world_fact_book.html

Military Affiliates

[American Red Cross](http://www.redcross.org/)
<http://www.redcross.org/>

U.S. Army War College Military Family Program Directory of Services

[Family Literacy Foundation](http://www.read2kids.org)

<http://www.read2kids.org>

[Fleet Reserve Assoc](http://www.fra.org/)

<http://www.fra.org/>

[Naval Services Family](http://www.lifelines.usmc.mil/Familyline)

<http://www.lifelines.usmc.mil/Familyline>

[Navy-Marine Relief Society](http://www.nmcrcs.org/)

<http://www.nmcrcs.org/>

[Navy Mutual Aid Association](http://www.navymutual.org)

<http://www.navymutual.org>

Government / Military Benefits

[Tax Information](http://www.irs.gov/newsroom/article/0,,id=97273,00.html)

<http://www.irs.gov/newsroom/article/0,,id=97273,00.html>

[Armed Forces, Benefits by State](http://www.military.com/benefits/veteran-benefits/state-veterans-benefits-directory)

<http://www.military.com/benefits/veteran-benefits/state-veterans-benefits-directory>

[Armed Forces Benefit Association](http://www.afba.com/)

<http://www.afba.com/>

[Personal Benefits Center](http://www.military.com/Benefits/0,14972,,00.htm)

<http://www.military.com/Benefits/0,14972,,00.htm>

[Military Benefits](http://www.militarybenefits.com/)

<http://www.militarybenefits.com/>

[Military Benefit Association](http://www.militarybenefit.org/)

<http://www.militarybenefit.org/>

DOD Web Watch Sites

[DOD Master Web Watch Directory](http://www.defenselink.mil/home/webwatch/)

<http://www.defenselink.mil/home/webwatch/>

[Defend Aamerica](http://www.defendamerica.mil/)

<http://www.defendamerica.mil/>

[U.S. Department of Defense](http://www.dod.mil/)

<http://www.dod.mil/>

[FY 2005 Budget](http://www.defenselink.mil/comptroller/defbudget/fy2005/index.html)

<http://www.defenselink.mil/comptroller/defbudget/fy2005/index.html>

[Defense Business Board](http://www.dod.mil/dbb/)

<http://www.dod.mil/dbb/>

[Defense Contract Management](http://www.dcma.mil/)

<http://www.dcma.mil/>

[DEERS Enrollment Eligibility](http://www.tricare.mil/deers/default.cfm)

<http://www.tricare.mil/deers/default.cfm>

[Defense Privacy Office](http://www.dod.mil/privacy/)

<http://www.dod.mil/privacy/>

[POW / MIA Office](http://www.dtic.mil/dpmo/)

<http://www.dtic.mil/dpmo/>

[DOD Procurement Policy](http://www.acq.osd.mil/dpap/)

<http://www.acq.osd.mil/dpap/>

[DOD Military Speeches](http://www.defenselink.mil/speeches)

<http://www.defenselink.mil/speeches>

[DENIX Environmental Network](https://www.denix.osd.mil/)

<https://www.denix.osd.mil/>

[Family Advocacy Program](http://www.dod.mil/fapmip/)

<http://www.dod.mil/fapmip/>

[Joint Electronic Library](http://www.dtic.mil/doctrine/)

<http://www.dtic.mil/doctrine/>

[Defense Info Sys Agency \(DISA\)](http://www.disa.mil/)

<http://www.disa.mil/>

Forms and Publications

[Army Corps of Engineers Publications](http://www.usace.army.mil/usace-docs)

<http://www.usace.army.mil/usace-docs>

[Military Periodicals](http://www.dtic.mil/search97doc/aulimp/main.htm)

<http://www.dtic.mil/search97doc/aulimp/main.htm>

U.S. Army War College Military Family Program Directory of Services

[TRADOC Digital Library](http://www.adtdl.army.mil)

<http://www.adtdl.army.mil>

[Optional Forms \(OFs\)](http://web1.whs.osd.mil/icdhome/ofeforms.htm)

<http://web1.whs.osd.mil/icdhome/ofeforms.htm>

[DOD Electronic Forms](http://web1.whs.osd.mil/icdhome/ddefeforms.htm)

<http://web1.whs.osd.mil/icdhome/ddefeforms.htm>

[Standard Forms \(SFs\)](http://web1.whs.osd.mil/icdhome/sfeforms.htm)

<http://web1.whs.osd.mil/icdhome/sfeforms.htm>

[FORMDEPS-FORSCOM Regs](http://freddie-forscome.army.mil/pubs)

<http://freddie-forscome.army.mil/pubs>

[USAPA Electronic pubs](http://www.usapa.army.mil)

<http://www.usapa.army.mil>

[GSA Electronic Forms](http://www.gsa.gov/forms)

<http://www.gsa.gov/forms>

[USARC form files \(FTP\)](http://www.usarc.army.mil)

<http://www.usarc.army.mil>

Military Member Support

[Military Report - Benefits Update](http://www.military.com/military-report)

www.military.com/military-report

[Veteran's Report](http://www.military.com/NL_MR/1,14852,4069,00.html)

www.military.com/NL_MR/1,14852,4069,00.html

[Learn to use your GI Bill](http://education.military.com/money-for-school/gi-bill/learn-to-use-your-gi-bill)

education.military.com/money-for-school/gi-bill/learn-to-use-your-gi-bill

[Military Money](http://www.militarymoney.com/)

www.militarymoney.com/

[Salute Our Services](http://www.militarymoney.com/)

[/www.militarymoney.com/](http://www.militarymoney.com/)

[TSGLI Life Insurance](http://www.hrc.army.mil/site/crsc/tsgli/index.htm)

www.hrc.army.mil/site/crsc/tsgli/index.htm

[San Diego Military Affiliates](http://www.sdmac.org/Affiliates.aspx)

[/www.sdmac.org/Affiliates.aspx](http://www.sdmac.org/Affiliates.aspx)

[Military Mental Health](http://www.militarymentalhealth.org/welcome.asp)

www.militarymentalhealth.org/welcome.asp

[Military Student](http://www.militarystudent.org/)

www.militarystudent.org/

Government Retirement

[TSP Web Site](http://www.tsp.gov/)

www.tsp.gov/

[Retirement Information](http://www.firstgov.gov/Federal_Employees/Federal_Employees_Gateway.shtml)

www.firstgov.gov/Federal_Employees/Federal_Employees_Gateway.shtml

[Social Security Calculators](http://www.ssa.gov/planners/calculators.htm)

www.ssa.gov/planners/calculators.htm

[Federal Tax Withholding Calculator](http://apps.opm.gov/tax_calc/withhold_calc/)

apps.opm.gov/tax_calc/withhold_calc/

[Military Retirement Calculator](http://www.dod.mil/militarypay/retirement/calc/index.html)

www.dod.mil/militarypay/retirement/calc/index.html

[CSRS/CSRS Offset Calculator](http://hr.er.usgs.gov/calculators/retire/csrs.html)

hr.er.usgs.gov/calculators/retire/csrs.html

[TSP Calculator](http://www.tsp.gov/calc/)

www.tsp.gov/calc/

[FGLI Life Insurance Calculator](http://www.opm.gov/calculator/index.htm)

www.opm.gov/calculator/index.htm

U.S. Army War College Military Family Program Directory of Services

Health Services

Last updated 17 July 2007

General Information

Talking to Children about Terrorism

<http://www.aboutourkids.org/aboutour/articles/war.html>

Hoonah 4 Health

<http://hooah4health.com>

Quit Smoking

http://www.quitnet.com/qn_gizmo.jhtml?q_feature=30

Europe Regional Medical Command

<http://www.healthcare.hqusareur.army.mil/>

TRICARE Web Sites

TRICARE Main Web Site

<http://www.tricare.osd.mil/>

TRICARE Eligibility

<http://www.tricare.mil/deers/default.cfm>

TRICARE Claims Check

<http://www.mytricare.com>

TRICARE On-line

<http://www.tricareonline.com/>

TRICARE Information Service

<http://www.tricare.osd.mil>
1-888-DoD-CARE - (1-888-363-2273).

TRICARE North Region

<http://www.healthnetfederalservices.com>
1-877-TRECARE - (1-877-874-2273)

TRICARE South Region (Contractor)

<http://www.humana-military.com>
1-800-444-5445

TRICARE West Region

<http://www.triwest.com>
1-888-TRIWEST (1-888-874-9378)

TRICARE Overseas

<http://www.tricare.osd.mil/overseas>
1-888-777-8343

Services Family Health Plan

<http://www.usfamilyhealthplan.org>
1-800-740-SFHP - (1-800-740-7347)

Mail Order Pharmacy Program

<http://www.express-scripts.com/TRICARE>
1-866-DOD-TMOP - (1-866-363-8667)

Retail Pharmacy

<http://www.tricare.ods.mil/pharmacy>
1-866-DOD-TRRx - (1-866-363-8779)

Reserve Dental Plan

<http://www.ucci.com>

Retiree Dental Plan

<http://www.ddpdelta.org/>

DOD/VA Program Coordination

<http://www.tricare.osd.mil/DVPCO/default.cfm>

Life Services

LIFELines

<http://www.lifelines.navy.mil/>

Military Assistance Program (MAP)

<http://www.dod.mil/mapsite/>

Military .com

<http://www.military.com>

Military Report.com

<http://www.militaryreport.com>

MWR Web Site

<http://www.armymwr.com/>

U.S. Army War College Military Family Program Directory of Services

[Air Force Crossroads](http://www.afcrossroads.com)

<http://www.afcrossroads.com>

[JAG Net](http://www.jagcnet.army.mil/Legal)

<http://www.jagcnet.army.mil/Legal>

[Air Force Aid Society](http://www.afas.org/)

<http://www.afas.org/>

[Navy-Marine Corps Relief Society](http://www.nmcrcs.org/)

<http://www.nmcrcs.org/>

[Army Emergency Relief](http://www.aerhq.org/)

<http://www.aerhq.org/>

[American Red Cross](http://www.redcross.org)

<http://www.redcross.org>

[World USO](http://www.uso.org/)

<http://www.uso.org/>

Relief Organizations

[Fleet Reserve Assoc](http://www.fra.org/)

<http://www.fra.org/>

[Naval Services Family](http://www.lifelines.usmc.mil/Familyline)

<http://www.lifelines.usmc.mil/Familyline>

[Nav-Mar Relief Society](http://www.nmcrcs.org/)

<http://www.nmcrcs.org/>

[Navy Mutual Aid Assoc](http://www.navymutual.org/)

<http://www.navymutual.org/>

[Claims Processing Rates](#)

Article from TRICARE News - Claims Processing Rates for 2006, March 6 2006

TRICARE Information

[Claims Processing Rates for 2006](http://www.tricare.mil/pressroom/news.aspx?fid=270)

www.tricare.mil/pressroom/news.aspx?fid=270

[TRICARE Web site](http://www.tricare.osd.mil/reserve/reserveselect/index.cfm)

www.tricare.osd.mil/reserve/reserveselect/index.cfm

[e-mail subscription service](http://www.tricare.osd.mil/tricaresubscriptions)

www.tricare.osd.mil/tricaresubscriptions

TRICARE Phone Numbers

[TRICARE Information Service](#)

1-888-DoD-CARE

(1-888-363-2273)

<http://www.tricare.osd.mil>

[DEERS- verify eligibility](#)

1-800-538-9552

www.tricare.osd.mil/deers

[TRICARE North Region](#)

(Contractor)

1-877-TRECARE

(1-877-874-2273)

www.healthnetfederal.com/services.com

[TRICARE South Region](#)

(Contractor)

1-800-444-5445

www.humana-military.com

[TRICARE West Region](#)

(Contractor)

1-888-TRIWEST

(1-888-874-9378)

www.triwest.com

[TRICARE Overseas](#)

1-888-777-8343

www.tricare.osd.mil/overseas

U.S. Army War College Military Family Program Directory of Services

Disclaimer

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