

U.S. Army Family Readiness Support Assistant



FRSA RESOURCE GUIDE



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This resource guide is designed to orient and inform new Family Readiness Support Assistants (FRSAs) about the roles and responsibilities of their position. As an integral part of the Family Readiness Team, the FRSA plays a key role in assisting the efforts of Commanders and Family Readiness Group (FRG) volunteer leaders in their support of Soldiers and their Families.

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Overview	
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Managing and operating a Family Readiness Group (FRG) properly can be challenging for FRG volunteer leaders and Unit leadership. It requires full-time planning efforts as well as capable support from skilled staff. Family Readiness Support Assistants (FRSAs) who work directly for the Commander and for the Rear Detachment Commander (RDC) during deployments, have become a vital asset to units.

The FRSA's main duty is to provide the Commander or RDC, the Family Readiness Liaison (FRL), and FRG leader with administrative assistance in support of Family readiness programs and activities. FRSAs also work closely with community resource agencies to provide appropriate referrals for the Commander, RDC, FRL, FRG leader, and Family members.

History of the Family Readiness Support Assistant Program

The history of the Family Readiness Support Assistant Program began in 2003, when a need to further address Family readiness during times of rapid deployments became apparent. The stress of deployments on existing resources, combined with the diminishing numbers of available volunteers, motivated the creation of this program. After an initial investment by the Army Budget office, selected Army commands funded and supported the continuation of the FRSAs.

In November 2006 the Vice Chief of Staff, Army (VCSA) tasked Family and Morale, Welfare and Recreation Command (FMWRC) to establish requirements and develop the concept plan to standardize FRSAs Army-wide. FMWRC's concept plan was based upon the Army's FY08 Force Structure Plan and the Army Forces Generation ARFORGEN process. The Army G3 officially approved the concept plan in July 2008.

"This is not a quick fix; the Army is planning for the long-term...These battalion-level Family Readiness Support Assistants are as important after a deployment as they are prior to a deployment...We will continue to look for more ways to help - we owe this to our Families, and these steps are just a 'down payment.' There is simply no longer any question that in an all-volunteer force, Family readiness equates to readiness of the force itself."

—GEN George Casey Jr., Army Chief of Staff, in *Army Echoes*, Sep-Dec 2007

Models for FRSA Support

Different models were recommended for the Active Army, Army National Guard (ARNG), and the United States Army Reserve (USAR).

- The Active Army model proposed a standard FRSA support model of one (1) Department of the Army Civilian (DAC) to support the Army's active Operational Forces at deployable Battalion levels.
- The ARNG model is area-based with surge capability.
- The USAR model is area-based with surge capability.

The Family Readiness Support Assistant Position

[Reference: FRSA Implementation Plan, 2 August 07]

The Mission of the FRSA is to maintain the continuity and stability of Family Readiness Groups as units undergo changes in volunteers and leadership. Operationally, the FRSA provides administrative and logistical support to Commanders, Rear Detachment Commanders and volunteer FRG leaders. Taking the administrative burden off volunteers allows FRG leaders to concentrate on performing outreach to Soldiers and their Families in the command, thus preserving stability on the home front, especially during periods of deployment.

Overview of the Function and Role of the FRSA

The Family Readiness Support Assistants (FRSAs) are a vital link between the unit Commander, the Families assigned to the unit, and the community resources available to the Soldiers and their Families. The significance of a properly operated FRG is that it allows deployed Soldiers to remain mission focused while their Families' well-being is sustained.

The strong commitment provided by the family readiness structure to Soldiers and their Families will be reflected in the success of the unit's mission, as it serves to provide a smooth transition during the full deployment cycle, with emphasis on increased support during deployment and reintegration.

Primary Functions of the FRSA

- Know and understand the role of the FRG, and how community agencies can support Soldiers and their Families
- Know how to access and navigate the programs offered by community service agencies

The FRSA works under the general supervision of the Rear Detachment Commander or Commander who coordinates work assignments with the Family Readiness Group Leaders. Assignments are accompanied by general instructions concerning priorities, assignments, and deadlines.

Training Requirements

The FRSA will be required to complete the following on-line training classes within the first 60 days of assuming duties:

a. **Army Family Team Building** Levels 1 and 2*

**Army Family Team Building (AFTB) Levels 1 and 2 can be completed through classes at your local Army Community Service (ACS) or on-line at www.myarmylifetoo.com. If you decide to train on-line, you may print out a certificate of completion at the end of each training level.*

b. **Rear Detachment Commander Training**

This is a course designed to prepare the Rear Detachment Commander for his or her roles and responsibilities in maintaining the daily workload of the deployed unit and providing home-station support for the unit. One of the most important rear detachment duties is serving as a vital communications link between the deployed unit and Family members. The RDC's goal works in tandem with that of the deployed Commander to help Families solve their problems at the lowest level so that the problems and resulting anxieties do not overflow to the deployed Soldiers or require the attention of the deployed Commander. (ref. Rear Detachment Commanders' Handbook, OPREADY edition 3, 2006)

c. **FRG Volunteer Leader Training**

Offered in a classroom setting through local ACS centers, this training allows the FRSA to develop a clear understanding of the roles and responsibilities of the FRG Leader, Commander, and Family Readiness Liaison (FRL) and the differences between these roles. The training also serves to connect the FRSA with other professionals in the community. (Note: if a FRSA has served as an FRG leader in the past or completed training over a year ago, it is highly recommended that they attend classes again due to ongoing program changes.)

There are 26 modules offered in the training. Topics include Volunteer Management, Communication, Legal Affairs and Assistance, Operations Security (OPSEC), Deployment Cycle, and Community Support Services. This training is also available on-line and can be completed from any computer at any time, at the users' own pace. The FRSA may use the computer-based training to brush-up on areas they may be less certain of or to complete training in subjects they may not have been trained on in the classroom setting.

Visit www.MyArmyLifeToo.com to locate the courses through the Lifelong Learning/e-Learning Center. A FRSA must have a valid log-on in order to access the training.

Other Recommended Training

Civilian Personnel Office (CPO) – Many local CPOs offer time/attendance and benefits classes and it is recommended that FRSAs receive this kind of training. While not required, it is a beneficial class to understanding your rights and entitlements as a GS employee. This information is also on-line at <http://acpol.army.mil>. Your Supervisor may use the Civilian Human Resource Management Agency (CHRMA) web site, (Management Tools) for examples of annual evaluations, disciplinary actions, etc.

Virtual Family Readiness Group (vFRG) System Training – A FRSA may be assigned to assist with the unit's vFRG webpage and will then need to complete the training related to this assignment.

(Note: Your unit may also develop its own training plan based on the knowledge, skills and abilities of the FRSA. This type of training may be in a classroom setting or on-line or a combination of both. Examples are: computer skills and development, web site design, and work group manager training.)

Major Duties of the FRSA

The FRSA serves as the Commander's advisor on the unit's FRG program. The incumbent performs a variety of clerical and administrative duties in support of the Commander and volunteer FRG leaders. As such, the FRSA contributes to combat readiness by promoting efficient and effective communication between the Command, FRGs and all Family members.

The FRSA maintains coordination of FRG activities within the unit and updates the Commander on the program status, controversial issues and services available to Soldiers and their Family members. The FRSA works closely with the Army Community Service staff and other installation, state or regional resources to remain aware of the latest changes in Family readiness programs across all components. FRSAs will also continually maintain updates on all referral information concerning Army Family policy and community resources; be prepared to answer questions from the unit Commander, staff and FRG leaders; and provide updates on the status of the unit's Family readiness.

The FRSA:

- Performs general office clerical duties in accordance with applicable regulations
- Performs word processing functions, types forms, and maintains files
- Prepares correspondence, newsletters, flyers, rosters, reports and requests from draft into final form for signature and mailing or distribution
- Assures proper safekeeping, storage and destruction of office and FRG records, Army regulations and policies, and computer output

- Monitors suspenses and processes correspondence through appropriate channels
- Assists with the establishment and maintenance of the unit's Virtual FRG (vFRG) web site
- Establishes and updates telephone trees and e-mail distribution lists
- Maintains regular telephonic/electronic contact with FRG leaders, Rear Detachment Commanders and ACS/Family Program staff for up to date information on Family readiness activities and issues
- Attends FRG and steering committee meetings upon request
- Maintains Unit volunteer records (VMIS)

At the request of the Commander or FRG Leader:

- Works with garrison agencies to schedule and coordinate briefings, orientations and workshops on Soldier and Family readiness issues. These duties include coordinating the date and time, facilities, speakers, child-care, etc.
- Prepares and distributes written information such as flyers, letters, calendars, and newsletters
- Ensures that timely and accurate information is relayed to Soldiers and their Family members appropriate to their needs during training or deployment periods
- Maintains effective communication with Family readiness volunteers ensuring volunteer forms are properly signed and maintained and volunteer hours are submitted monthly
- Assists in managing the command's marketing programs for Soldier and Family readiness training
- Publicizes changes and updates relating to well-being programs to include health benefits, Family benefits and education, and other information promoting unit *esprit de corps* and wellness

FRSA Prohibited Activities (partial listing)

The FRSA

1. Will not serve as the Commander's administrative assistant for non related deployment activities
2. Will not lead any FRG meetings, make decisions or serve as the official spokesperson for the unit
3. Will not be directly involved with unit fund raising activities or be accountable for the monies in the FRG account
4. Will not be involved in the casualty assistance notification procedures

Examples of FRSA Administrative Duties and Change During the Deployment Cycle

Pre-Deployment

Create a Soldier and Family database with information including multiple contact numbers/methods, location of Family member (CONUS and OCONUS)

Coordinate pre-deployment training on Family issues

Identify which Families within the units have multiple problems or issues related to readiness

Provide information and "tools" to Soldiers, Families and civilians so they can be prepared for unexpected events (emergencies) and deployments

Encourage Families to establish a Family care plan and provide information on the process

Develop and implement an SOP for the FRG regarding deployment

Deployment

Assist with departure ceremonies

Arrange for and coordinate VTC sessions between deployed Soldiers and Family members

Work closely with the RDC

Ensure timely, correct information is disseminated to Family members

Assist the FRG leader to ensure unit POCs are properly trained and conduct periodic calls to unit Family members to ensure safety and wellbeing

Inform the RDC of issues or problems reported by Family members that he/she needs to be aware of

Re-Deployment and Reintegration

Update and maintain files on Soldier and Family matters

Assist with welcome home ceremonies

Coordinate reintegration classes for Families, arrange for guest speakers as needed

Make referrals as needed to the unit Chaplain, ACS, Family Programs, Family Life Counselors, etc.

Identify high-risk Families and work with the Commander to ensure those Families are assisted by the proper community agency

The Family Readiness Group [FRG]	
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The Family Readiness Support Assistant (FRSA) is an integral part of the FRG, an official Army program established pursuant to AR 600-20, Army Command Policy. Unit commanders at all levels are expected to establish and/or support FRG operations. FRGs are typically established at the company level with guidance and support from the battalion Commander and his/her staff.

Definition of the FRG

As a company level operation, the FRG is a Command sponsored organization of all assigned Soldiers (married and single), DA civilians, volunteers and their Families (immediate and extended) that together provide mutual support and assistance and a network of communications between Family members, the chain of command, and community resources. While all of these individuals are automatically considered to be members of the FRG, participation is voluntary.

The FRG encourages resiliency among the members by providing information, referral assistance and mutual support, and also provides activities that enhance the well-being and *esprit de corps* within the unit.

What is the Role of the FRG?

The FRG plays a vital role in assisting unit Commanders with military and personal deployment preparedness and enhancing Family readiness of Soldiers and Families.

- The FRG conducts activities that enhance the flow of information between Command and Families
- The FRG provides feedback on the state of the unit's Families to the Command
- Disseminates information to Families received from the Command
- Acts as an extension of the unit in providing official, accurate Command information
- Provides mutual support between the Command and the FRG membership
- Advocates the efficient use of available community resources
- Helps Families solve problems at the lowest level

Family Readiness Group (FRG)	FRSA
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Recommended FRG Team Approach

	CDR / RDC*	FRG Leader	FRL	FRSA	FRG Volunteers
Establish Family readiness policies, procedures	●			○	
Provide primary leadership		●			
Event planning (meetings, social events)	*	●		○	●
Provide information, updates to Family members	*	●		○	●
Assist FRG in obtaining supplies, logistical support	●		○	●	
Work with Soldiers in unit to provide Family info to Company-level FRG	*			○	
Volunteer coordination, records, recognition	●	●		○	●
Respond to crisis situations ICW CDR	●	●		○	● [2]
Fundraising, informal funds management	*	●		○	○ [3]
Refer Family members with military related concerns, i.e., Tricare, pay, passports, etc.	*	● [1]		●	
Coordinate for FRG Appropriated Funds support	●		●	○	

KEY

- Has Primary Responsibility / Lead
- Has Secondary Responsibility / Alternate
- Responsible for Providing Support
- * The CDR/RDC maintains oversight, awareness of all FRG activities; outlines delegated responsibilities in unit's FRG SOP and volunteer appointment orders. The FRL works for the CDR and receives all tasking from the CDR.

- [1] Take Q's; Provide Referrals
- [2] Appointed POCs
- [3] Appointed Treasurer

What Are the Types and Scope of FRG Activities?

The types and scope of FRG mission activities will depend on a number of factors, for example:

- The Commander's budget for FRG mission activities
- Command interest and emphasis
- The identified needs of unit Soldiers, civilian employees, and their Families
- The number of FRG members
- The time, energy, and creativity of FRG membership
- The makeup of the FRG, including:
 - Percentage of single Soldiers
 - Soldiers and Family length of service
 - Family composition, e.g., number of Families with young children
 - Unit's training and deployment schedule

FRG Fundraising

FRGs are an official government entity, are to be funded like any Commander's mission, and must abide by all Army fiscal rules. Their mission activities must be funded with Appropriated Funds (APF), which cannot be augmented. FRGs are not a private organization, a Non-Appropriated Fund Instrumentality (NAFI) or a Morale, Welfare and Recreation (MWR) program.

Solicitation and fundraising restrictions applicable to the Army must be followed by FRGs:

- DoD Joint Ethics Regulation
- AR 210-22

FRGs may conduct internal fundraising among its own members for Informal Funds (IFs), and may keep one (1) informal fund voluntarily provided by individuals, for an express purpose, and with a cap of \$5,000 annual income. Informal funds must have written Standard Operating Procedures that explain the fund's purpose.

FRGs may NOT engage in external fundraising on or off post.

The FRSA should never handle the unit's informal funds. He/she can be helpful in providing support with fundraisers by assisting the FRG to have approvals obtained/papers signed but he/she can not be directly involved in fundraisers or participate in the actual event.

Gifts and Donations

- MUST consult with Ethics Advisor prior to acceptance
- May be accepted by Commander for Informal Funds
- Must not be solicited
- \$1,000 limit
- May be accepted by Garrison Commander for FRG Supplemental Mission Account

References

- AR 608-1, Army Community Service Center, 6 December 06: Appendix J – Army Family Readiness Group Operations
- DoD Joint Ethics Regulation
- AR 210-22
- OPREADY Training Resources for U.S. Army Rear Detachment Commanders, FRG Leaders, and Key Callers

<h2>The Deployment Cycle</h2>	
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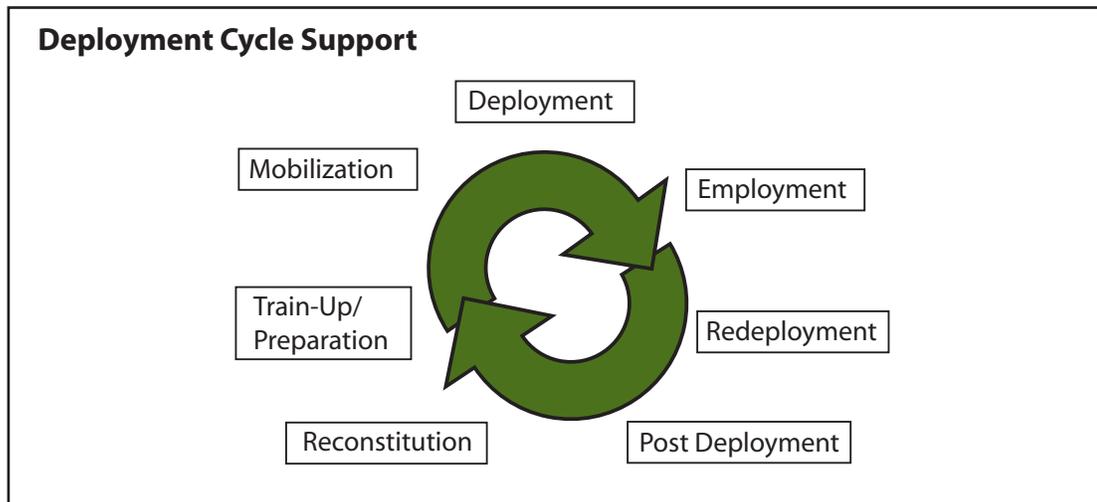
Deployment Cycle Support (DCS) is a comprehensive process that ensures Soldiers, Army civilians, and their Families are better prepared and sustained throughout deployments. It provides a means to identify those who may need assistance with the challenges inherent to extended deployments. All Soldiers deployed away from home station for 90 days or more are required to complete the DCS process. Services are integrated throughout every phase of the process. Civilians and Families are highly encouraged to take advantage of the resources provided.

To support this effort, the Army has completed a contingency plan that includes a consolidated checklist and examples of briefings that were designed to assist Commanders in helping Soldiers, DA civilians, and Families reintegrate into their pre-deployment environment. Throughout the DCS process the Army has identified and emphasized several critical requirements that help facilitate the reintegration process. Examples of these requirements are the Sexual Assault Prevention and Response Program, Suicide Awareness and Prevention Training, Reunion/Reintegration Training, Communication with Spouses Training, Post-Deployment Health Assessment (DD Form 2796). The original DCS process begins for Soldiers in theater (Redeployment phase) and continues at home station and at the demobilization sites (Post-Deployment and Reconstitution phases).

The Army is currently integrating the DCS process into all phases of the deployment cycle (Train-up/Preparation, Mobilization, Deployment, Employment, Redeployment, Post-Deployment, and Reconstitution). In addition, performance metrics are being developed to analyze trends associated with deployments.

For additional information on Deployment Cycle Support, please visit <http://www.armyg1.army.mil/hr/dcs.asp>.

The FRSA, as a vital member of the Family Readiness team, will have different responsibilities in the different stages of the cycle. The following resources provide an overview of the deployment cycle, the various team responsibilities and how activities change in different parts of the cycle.



Army Community Service and all AC/RC Family Program staff offer Deployment Cycle Support (DCS) throughout the different deployment phases, utilizing a variety of programs and resources.

Pre-Deployment/Train-up/Mobilization

Operation Resources for Educating About Deployment and You (OPREADY)

Rear Detachment Commander's Training

Family Readiness Group Leader Training

Trauma in the Unit

Key Caller and Care Team Training

Children and Deployment Classes

Financial Management Planning for Deployments

Battlemind Pre-deployment Training for Soldiers, Spouses, Leaders and Helping Professionals (WRAIR, US Army Medical Research and Materiel Command)

Education and Information for Soldiers and Family members on:

- Military One Source
- vFRG information and contacts
- Military Family Life Consultants
- Closest available military and civilian services through the Army Integrated Family Support Network (AIFSN)

Outreach Education and information to IRR/IMCOM Families

Education for childcare providers on children's issues related to separation

During Post Deployment, Redeployment and Reconstitution, OPREADY

Reunion/Reintegration Training and Battlemind training are provided to Families of Redeploying Soldiers and civilians prior to return, on:

Changes in family relationships

Communication with children

Information on Post Traumatic Stress/Traumatic Brain Injury

Military Family Life Consultants and Chaplain resources

Military and Civilian Resources through AIFSN

Location and services of the

- Soldier Family Assistance Centers (SFACs)
- Warrior in Transition Units (WTU)

The Family Advocacy Program Managers/Family Program Directors monitor the return of Soldiers involved in FAP cases prior to deployment, to reestablish case continuity.

Throughout the entire deployment cycle, Family Program staff identify Family members of deployed Soldiers and DA civilians with high levels of stress or who are experiencing other major problems requiring special assistance or support.

<h2>Army Community Agencies and Programs</h2>	
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The FRSA's duties include providing information and referral assistance to Soldiers and their Family members about the various community agencies who can help solve problems and provide preventive support. Accuracy and appropriateness of the referral is critical, and the FRSA will need to know what services these agencies can offer and the best referral route.

Army Community Service (ACS)

The mission of ACS is to assist Commanders in maintaining readiness of individuals, families, and communities within America's Army by developing, coordinating, and delivering services which promote self-reliance, resiliency, and stability during war and peace.

The ACS Vision Statement is clear about what they strive to accomplish:

- Resilient Families: Strong, adaptable, interdependent Families, couples and individuals
- Safety: Reduce the levels of violence within the Army community
- Personnel Preparedness: Higher Soldier and unit Family readiness
- Community Cohesion: Cohesion in the military community, Command involvement, interagency partnerships, and active Family participation within the Army community

ACS Programs

Sexual Assault Review Committee

Deployment Readiness

Mobilization Assistance

- Family Assistance Plan
- Mobilization/Deployment Readiness
- Family Readiness Groups

- Virtual Family Readiness Groups
- Operation READY Briefing materials
 - o Pre Deployment
 - o Children and Deployment
 - o Trauma in the Unit
 - o Rear Detachment Commander Training
 - o Family Readiness Group Leader Training
 - o Care Team Training
 - o Key Caller

Family Advocacy Program

- Command and Troop Education
- Community Awareness Briefings
- Parent Education and Support
- Stress/Anger Management Classes
- Safety Education
- Training for CRC members and other professionals
- Spouse Abuse and Domestic Abuse prevention
- Relationship Support
- Conflict Resolution
- Communication

Relocation Readiness

- Cross-cultural training for bicultural Families
- Training for pre/post moves
- Welcome Packets
- Military Homefront, Plan My Move
- Newcomers Orientation Briefing
- Guidance, Counseling, and Advocacy before, during, and after the move
- Outreach for Waiting Families (e.g., Hearts Apart)
- Lending Closet
- Sponsor Training
- Immigration and Naturalization Services
- English as a Second Language (ESL)

Employment Readiness

- Job Preparation Workshops
- Job Development and Contact with Employers
- Job Skill Development and Assessment

Financial Readiness

- First Term Soldiers Financial Training
- Financial Counseling and Planning
- Consumer Information/Advocacy
- Money Management Education
- Consultation for Commanders
- Credit Education
- Family Subsistence Supplemental Allowance (FSSA)

Exceptional Family Member Program

- Assistance for Families with Special Needs
- Respite Care
- Support Groups
- PCS Coordination
- Special Needs Assessment Program (SNAP)

Information & Referral

Emergency Placement Care

Sponsor Training

Outreach

Emergency Assistance

- Army Emergency Relief
- Emergency Financial Assistance
- Loans/Grants
- Food Locker/Vouchers
- Emergency Placement Care

Unit Service Coordination

Accreditation Assistance/Evaluation

References

- AR 608-18
- AR 608-1

Military Family Life Consultants (MFLC) Program	
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The Military Family Life Consultants Program (MFLC) is a DoD program designed to provide anonymous, confidential support to Soldiers and their Family members, especially those of Soldiers returning from deployments. The program uses licensed clinicians with Masters Degrees and at least five years experience in social work, counseling, or related clinical disciplines. Military Family Life Consultants are trained on military specific topics including a basic orientation to the deployment cycle, military culture, the chain of command, and reporting requirements, in accordance with the requirements of the Army Family Advocacy Program.

Warrior in Transition Units (WTU)	
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The Army Medical Action Plan initiated Warrior in Transition Units (WTU) at the Army's major installations nationwide on 15 June 2007 in a leadership and service initiative designed to improve wounded Soldiers' medical care and outpatient assistance, and to enhance the preparation of Wounded Warriors for continued, successful military service or transition to active citizenship.

The Army, in partnership with the Defense Department and the Department of Veterans Affairs, works to smooth the Soldiers' transition from one organization to another, streamline bureaucracy, and offer education about medical symptoms and care in a Soldier-centric healthcare system.

Milestones in development:

On 15 June 2007, U.S. Army Medical Command consolidated Medical Hold units for active duty Soldiers and Medical Holdover units for Reserve Component Soldiers into single Warrior Transition Units, and assumed command and control of these units. Assigning all Soldiers, regardless of component, under one command, ensures equity in care, leadership and administrative support.

Army Medical Command also established a provisional Warrior Transition Unit command and control structure of active and Reserve personnel that includes a primary care manager, nurse case manager, and a squad leader triad for each Warrior in Transition.

The Senior Mission Commander, typically the installation Commander, makes Warrior in Transition facilities and furnishings a priority for repairs and improvements. They also conduct monthly town hall meetings for Warriors and their Families and ensure that medical treatment facility, Warrior Transition Units, and Garrison Commanders and staff all attend, in order to understand the issues and assign appropriate responsibility.

Policies now allow for non-family members who provide patient support to wounded Warriors to receive guest lodging. Visibility of patient status is improved through a web-based joint patient-tracking application as well as a patient record and tracking system internal to the Defense Department.

Army Medical Command created the MyMEB web site on the Army's internal computer system, Army Knowledge On-line, allowing warriors to go on-line and access the status and progress of their Medical Evaluation Board.

Additional lawyers and paralegals were called to active duty to provide additional legal advocacy for warriors undergoing the Physical Evaluation Board process.

The Army also provides an extensive educational program on Post Traumatic Stress Disorder and Traumatic Brain Injury for all its Soldiers and leaders. (adapted from U.S. Army News Release, 14 June 2007)

<h1>Chaplain Program</h1>	
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The Role of the Chaplain in Deployments

Chaplains have key briefings that they provide, or collaborate with ACS in presenting various briefings and classes throughout the Deployment Cycle Support for Predeployment, Deployment, or Redeployment and Reintegration. Normally, there will be a Mobilized Reserve Chaplain who covers Rear Detachment and FRG concerns. This Chaplain will serve as the Community Chaplain's Office "point" person for the unit or units (they may perform this service for up to three battalions).

Battalion Level

The battalion is the lowest level to which a Chaplain and Chaplain's Assistant are normally assigned. The Battalion Chaplain provides direct religious support (DRS) to the battalion and general religious support (GRS) to units on the battlefield as directed.

The Battalion Chaplain is responsible for the following:

- Performing appropriate religious services, rites, ordinances, sacraments, and ministrations
- Supporting all battalion Soldiers and civilian employees in the free exercise of their religious beliefs and worship practices
- In a Unit Ministry Team (UMT), providing preventive and immediate spiritual care and support to Soldiers and civilian employees experiencing battlefield fatigue
- Providing suicide prevention education awareness training
- Providing GRS to meet special needs of distinct faith groups
- Providing GRS to units as directed by brigade or higher unit
- Advising the Commander on religious matters, groups, and customs
- Developing the battalion's religious support plan to provide religious support for all units of the battalion
- Performing appropriate memorial and funeral services and patriotic ceremonies
- Performing first-level combat casualty ministry
- Making recommendations for ethical decision making and moral leadership programs
- Assisting the Commander in development and implementation of a comprehensive stress prevention effort

Brigade Level

The brigade level Chaplain's responsibilities include:

- Staff authority for brigade's religious support program
- Technical supervision of, and training for, battalion Unit Ministry Teams
- Defining the Commander's religious program
- Supporting the division Commander's religious program

Unit Ministry Team

The Chaplain and Chaplain's Assistant (known as the Unit Ministry Team) and local clergy are effective caregivers and gatekeepers in the garrison and community. Families may experience fear, uncertainty, the unknown or unfamiliar, next-of-kin notifications, etc. Supportive care from the Chaplain to Families may be needed at such times.

The Unit Ministry Team and community clergy also provide a variety of services:

1. **Prevention.** The Chaplain offers a number of proactive services for Soldiers, civilian employees, and their Families:
 - Conducting worship services, bible studies and religious support activities
 - Conducting classes on topics such as stress reduction and suicide prevention
 - Participating in the Commander's newcomer's orientation
 - Serving as a liaison to Family Readiness Groups
 - Conducting briefings from pre-deployment to reunion activities
 - Conducting singles and marriage retreats and seminars

Chaplain programs include:

- *Strong Bonds Single Soldier*
- *Strong Bonds Couples*
- *Strong Bonds Family*
- *Strong Bonds Pre-and Re-deployment*

2. **Intervention.** During a trauma or crisis, the Chaplain offers the following active services:
 - Acting as a key staff member on crisis teams
 - Assisting with any casualty notification (but cannot be the casualty assistance officer)
 - Conducting memorial or funeral services
 - Offering a ministry of presence

3. **Post-trauma operations.** After trauma, the Chaplain engages in follow up ministries:
 - Serving as a point of contact between the Commander, unit, and Family
 - Offering ongoing pastoral care and counseling
 - Determining whether special support groups are necessary

Communications	
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The FRSA may be asked to assist in managing the Command's marketing programs for Soldier and Family readiness training that may include publicizing changes and updates relating to well-being programs, including health benefits, Family benefits and education, and other information promoting unit *esprit de corps* and wellness.

The vFRG system is one of the most widely utilized forms of communication and education for Army Families. This system provides up-to-date information that reassures and instructs Families on military life issues during deployments as well as during times of crisis.

Army's on-line Virtual Family Readiness Group provides a portal to a host of links, information and ways to communicate with those left behind. (<http://www.armyfrg.org>)

The one-stop vFRG Web site serves all Soldiers and their Families regardless of component. Users will find a host of useful tools available for reaching back to their spouses, parents, grandparents and siblings in the United States.

"This is the perfect venue for people to get information that's available and to stay in contact around the world...There is so much information available through the site, and they won't have to go all over to search for it." (<http://army.mil/-news/2000/09/25/5024>)

The vFRG system requires users to register for the system and obtain an appropriate log in.

When a Family member subscribes, they must be approved by the administrator and the Soldier must also have included that Family member on his or her sponsor list.

The "system" includes Army-wide information for Family members. Its key capabilities include:

- Download center
- Announcements
- Ability to create "sub-sites" (for Company FRGs, even platoons)
- Photo gallery, video
- Links section
- Postcards
- Kids' section, Chaplain's section
- Store (for internal fundraising)
- Instant messaging capabilities

Commanders request the utilization of the vFRG site, provide oversight of the operation of the site, approve information posted on the site, and appoint the System Administrator(s).

The Role of the vFRG System Administrator is to:

- Attend System Administrator Training
- Review, research, and approve users who have subscribed to vFRG site
- Post, review, and release approved information
- Ensure information provided meets OPSEC guidelines
- Assist Soldiers and Families with utilizing site

The Role of FRG Leaders in Support of the FRG is to:

- Assist Command in providing content for vFRG site
- Keep content updated
- Provide useful information
- Assist Families with utilizing site
- Provide directions on how to obtain free “software viewers” for Family members who do not have certain programs (Word, Excel, PowerPoint, Acrobat) on their computers
- Encourage Family members to visit the sites often

Hints

- Use “timing” options on vFRG to control how the content will change
- Do not post information that you want to keep up long term that will sound dated (i.e. do not use seasonal references)
- Do not “build” something bigger than you can keep up
- Carefully consider whether sub-units need their own site
- Remember this is just ONE WAY to reach Family members

Marketing

FRSAs may also be asked to work on newsletters and other marketing tools as part of their duties. The *Army Volunteer Corps Guidebook* contains a chapter on marketing that may be helpful. This is available at the office of the Army Volunteer Corps Coordinator.

Remember The Five C 's Of Marketing

- Credibility** Credibility starts with being a reliable and dependable professional who knows how to work with all the marketing channels – from the PAO to the Radio stations and newspapers, to the people in charge of bulletin boards.
- Clout** Clout starts with the stature and status of the FRSA Program, and grows with your ability to win top level support in your command structure and in your community.
- Content** Content is the sum total of all the messages you want to convey. It must be solid information, clear and captivating, and must fit well with both the programs you are supporting and the community in which you live and work. All the channels of communication are thirsty for good content. Newspapers and newsletters have columns to fill on a daily or weekly basis. Radio and television have time to fill. Become a reliable and steady source of content.
- Consistency** Consistency comes from having a solid timeline and task list. A regular schedule for keeping in touch with and meeting the needs of all the people in all your communication channels is essential.
- Charisma** Charisma counts! In marketing, the end audience and all the people in the channels of communication respond more positively if you have charisma working for you. You may embody it, which is great, but you may need to recruit for it. When you find someone who has it, use it!
(Source: Chapter 5, Army Volunteer Corps Guidebook, 2005)

Hints for Communications and Marketing

1. Learn the demographics of the Army installation and its surrounding communities.
2. Identify and be able to describe the current – and prospective Army agencies that you will need to contact. Agency services may be established or short-term, and may appeal to diverse Army Families.
3. Identify issues that need to be addressed. Are there agency policies, attitudes and behaviors that will be challenging for the Families you refer?
4. Contact all identified partners: Program staff, individuals, contract agencies. Not only will this be cost efficient, you need to learn each others roles' and responsibilities first hand.
5. Establish desired outcomes and plan ahead for working with identified agencies. How do you plan to get feedback about their helpfulness?
6. Select communication channels. You will need to match the “communication channel” – vFRG, radio, TV, printed flyers – to your budget. The best option is a media mix, especially if you can market over a longer period of time.
7. Identify messages, materials and activities. Keeping in mind your demographics, briefly outline the information you need to communicate. What materials, such as brochures, press kits, printed matter, radio messages, will you need to develop in order to get your message out?
8. Set timelines. This will help to keep everyone involved, focused and on track. Modifications may be necessary. Make sure the timeline is achievable for staff and partners. Adjust accordingly as circumstances change. What can be done right now and what may be affordable in the near future?
9. Provide for feedback about what works best. In an on-going dialogue, obtain information from the key people involved in implementing the marketing program on all levels – staff, volunteers and partner agencies.

Media Contact

During the course of a FRSA's duties, it is likely that media, agencies or individuals will inquire about command decisions, unit functions or even Soldiers and their Families.

It is essential to maintain confidentiality, protect personal privacy and safeguard the mission. There are many countries and organizations that would like to harm Americans and degrade our influence in the world. It is possible, and not unprecedented, for Spouses and Family members of U.S. military personnel to be targeted for intelligence collection. This is true in the United States and especially true overseas.

No matter how well you think that you know a person or their agency, you cannot know who might be listening or what they will do with your comments.

Be Alert – Operations Security (OPSEC)

"OPSEC is a vital element in protecting the Army's Soldiers and missions, and I want to stress how vital a role every member of the team plays in ensuring that we deny our adversaries potentially useful information...Whether we are on duty or off duty, we cannot afford to let our guard down. Your diligence in OPSEC is key to ensuring our effectiveness in operations and our collective safety. Together, we will succeed."

—Maj. Gen. Keith B. Alexander, Commanding General, U.S. Army Intelligence and Security Command

How to Handle Questions

If you are called in your office or at home—refer media to the Army Public Affairs Office (Army PAO). PAO will take the lead. Always report back to your chain of command and your PAO contact the reporter's name and agency, the questions asked and your responses.

DON'T:

- Lie – EVER, under any circumstances
- Speculate
- Say "No comment" (If you can't answer tell them why)
- Allow yourself to get angry or frustrated
- Use Army-isms the public wouldn't understand (acronyms, jargon, technical terms)
- Discuss something above your level
- Think that anything will be "off the record"

You are responsible for:

- ★ **Everything you say**
- ★ **Remembering OPSEC**
- ★ **Knowing who you are talking to and who they represent**

If you are authorized to talk to media, be aware of reporters' techniques:

- Multiple questions – answer the one you want to answer
- Silence – do not feel like you need to fill the space
- Hard questions – answer only within your level of expertise
- Heated questions – answer calmly – do not repeat negatives
- Do not be drawn into speculation
- Everything is “on the record”
- Remain calm and professional during the interview
- Report the results of any media contacts to higher headquarters ASAP

If You Don't Want to See It on TV, Read It in the Papers or Hear It on the Radio...Don't Say It !

<h1>Volunteer Management</h1>	
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Many FRSAs are experienced volunteers, and may find the transition from volunteer to civilian employee challenging. Federal law and Army regulations, however, are clear about the differences between the roles and responsibilities.

Important: To avoid any potential violations regarding paid FRSAs performing volunteer duties, the FRSA cannot hold any volunteer position in the FRG. The FRSA is allowed to participate in his or her Spouse's unit FRG, but cannot hold an appointed volunteer position within the FRG.

The scenario of a FRSA performing in an appointed FRG volunteer position raises issues concerning the improper acceptance of volunteer services.

The United States Code, Title 31, section 1342, is part of what is referred to as the Anti-Deficiency Act. One of its principal aims is to prevent the improper expenditure of funds appropriated by Congress. Its restriction on volunteer use, therefore, is consistent with its objective to avoid compensation from appropriated funds that could lead to unauthorized expenditures. Such expenditures include using appropriated funds to compensate volunteers for performing volunteer duties. Army regulations limit liability by imposing practical restrictions.

Under AR 215-1, all volunteers must sign an agreement that they are not employees of a Government or nonappropriated fund organization except for limited, clearly defined purposes. AR 608-1, paragraph 5-7c, states that "Volunteers may not be compensated for their voluntary service except under the provisions of paragraph 5-10g."

FRSAs who work with contractors need to know that contractors are not permitted to supervise volunteers.

Volunteer Program Administrative Files

FRSAs may be tasked to maintain effective communication with Family readiness volunteers, ensure volunteer forms are properly signed and maintained and that volunteer hours are submitted monthly. They may also be tasked with the maintenance of Volunteer Administrative files. Volunteer Management Information System (VMIS) training may also be required.

If these tasks are included in your duties, the following information will apply.

Volunteer Rosters

Rosters should be dated to ensure the most current roster is being used. These rosters are often maintained in the volunteer administration files. Organizations may add additional information as necessary, for instance, the emergency contact person, especially for youth volunteer activities.

Volunteer Administrative Files

Volunteer administrative files are separate from the volunteer personnel file and contain all the necessary forms and documentation for the volunteer program.

Organizations utilizing volunteers may want to include the following documents in this file (see AR 25-400-2):

- Regulations and laws governing voluntary service
- Army and program-related policies
- Copies of SOPs dealing with the volunteer program
- Accreditation standards as applicable
- Rosters
- Volunteer position descriptions
- Needs assessment
- Volunteer reports
- Recognition and award criteria
- Marketing plans
- Recruitment plans
- Historical information/After Action Reports
- Volunteer code of conduct
- Fliers, brochures, handouts, etc
- Masters for sign in sheets, time records, volunteer service agreements, volunteer service records, certificates, etc.
- Copies of letters of appreciation, recommendation, award citations, program and training reports
- Any additional documentation important to your program
- Other reports as required

The Privacy Act of 1974

The Privacy Act guides the disclosure of command information about Soldiers to Family members and provider agencies. Its purpose is to assist the Army Agencies and Commanders in their mission of providing care and assistance to Families of service members who are required to be away from their home station.

Individual disclosure is voluntary, not mandated, however a failure of the Soldier to provide the required information could result in a delay in providing assistance to an individual and/or Family members.

Routine uses of the data that is gathered include the ability:

- To identify specific problems and service needs of Soldiers and their Families
- To gather data that will assist in the development of appropriate programs and services
- To serve as a record of services provided

Safeguards for the Soldier and Family member:

- There must be no secret data record-keeping system
- There must be a way for an individual to find out what information about him/her is in a record and how it is used
- There must be a way for an individual to prevent information about him/her obtained for one purpose from being used or made available for other purposes without his/her consent
- There must be a way for an individual to correct or amend a record or information about him/herself
- Any organization creating, maintaining, using or dissemination records of identifiable personal data must assure the reliability of the data for their intended use and must take reasonable precautions to prevent misuse of the data

PRIVACY ACT STATEMENT

Authority: 10 U.S.C. Section 3010, 5 U.S.C. 522d

Principal Purpose: Information will be used to provide support, outreach and information to Family members

Routine Uses: Primary use of this information is to facilitate volunteers in providing command information to Family members concerning unit events and in emergencies

Mandatory or Voluntary Disclosure: Voluntary

<h2>Web Site Resources</h2>	
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Army Family Program Internet Web Sites

<http://www.myarmylifetoo.com>

MyArmyLifeToo – This portal is the primary “gateway” to resources, information and services for all military Family members. The site currently contains links to many resources that include managing money matters, schools and education, employment, and Family services.

<http://www.militaryonesource.com/>

Military One Source – This DoD portal is available 24 hours a day, 7 days a week, 365 days a year. It offers confidential assistance by Masters level consultants at no cost to you. A toll free number (1-800-342-9647) is also available for those without Internet access.

<http://www.armyfrg.org>

Army Virtual Family Readiness Group (vFRG) – The vFRG links the deployed Soldier, their Family, the FRG leader, the unit Commander, the rear detachment, and other Family readiness personnel on their own controlled access web system to facilitate the exchange of information and provide a sense of community. This resource is available to all battalions, brigades, groups, divisions, and corps for the Army, including the Army National Guard and U.S. Army Reserve.

The web site provides a secure means by which FRGs can have two-way communication with Family members as well as providing a secure means for Family members and Soldiers to communicate while Soldiers are in theatre. In addition, Commanders can post updates on the deployed unit. This is a powerful tool for FRG’s use and a helpful way to provide timely accurate information to unit Family members who are geographically dispersed as well as a Soldier’s extended Family. The FRG can use the vFRG to post newsletter, articles, and other information. The vFRG web site also enables telephone tree and email lists to be updated, allows for email communication, two-way instant messaging, and the posting of pictures, articles and downloads. The unit Commander (and when deployed, the RDC) controls and approves all content.

<http://www.MilitaryHOMEFRONT.com>

Military HOMEFRONT – This DoD portal is the official Department of Defense web site for accurate, up-to-date, reliable Quality of Life information designed to help troops and their families, leaders and service providers.

<http://www.guardfamily.org>

National Guard Family Program – This web site is a “one-stop shop” to find information on programs, benefits, resources within the National Guard Bureau Family Program, including Family readiness, youth programs, community outreach, EFMP, Relocation Assistance Program and other helpful services.

www.armyreserve.army.mil/arweb/forfamilies/

Army Reserve Family Programs – The Army Reserve Family Program is dedicated to education, training, awareness, outreach, information, referral, and follow-up. The ARFP web site is your “one-stop shop” to get connected with Army Reserve Family support information and resources.

<http://www.operationmilitarykids.org>

Operation Military Kids – Army CYS has partnerships with youth serving organizations in targeted states with high deployment rates to set up local support networks that connect and support the geographically dispersed youth of mobilized National Guard and Reserve service members. Through these school and community support networks, military youth receive a wide range of recreational, social and educational programs in communities where they live.

<http://www.operationuplink>

Operation Uplink – Operation Uplink is a VFW program that keeps military personnel and hospitalized veterans in touch with their families and loved ones by providing them with a free phone card.

<http://www.armymwr.com/>

Army Child and Youth Services – Serves all Army Families with children – dual military, young families away from home, single parents, parents who are employed in shift work, families facing deployment, temporary duty, or field training by providing quality developmental programs for their children and youth.

<http://www.arfp.org/>

Army Reserve Child and Youth Services Program – The Army Reserve Child and Youth Services (AR CYS) program enhances military life experiences for children who do not have access to traditional CYS on military installations. From maintaining national partnerships to forming community-based efforts, to designing Army Reserve specific initiatives, the AR CYS is a web site for the Reserve Family.

<http://www.guardfamily.org/youth/>

National Guard Child and Youth Program – This interactive web site is geared specifically to children and youth in National Guard Families.

<http://www.militarychild.org>

The Military Child Education Coalition – A world-wide organization that identifies the challenges that face the highly mobile military child, increases awareness of the challenges students face in military and educational communities and initiates and implements programs to meet these challenges.

<http://www.naccra.org/MilitaryPrograms/index.php>

National Association of Child Care Resource & Referral Agencies (NACCRRA) – NACCRRA helps those who serve in the military find affordable childcare that meets their unique needs. Programs include:

- Operation: Military Child Care (OMCC) NACCRRA provides child care fee assistance for Active-Duty Army, National Guard and Reserve who are activated or deployed and whose children are enrolled in non-DoD licensed child care programs
- Military Child Care in Your Neighborhood (MCCIYN) NACCRRA supports military families with the cost of high-quality child care outside military installations
- Enhanced Child Care Referral Service (CCR&R) CCR&R will provide military families with a high-quality or licensed child care referral list with age-appropriate vacancies, which will provide military families with MCCIYN or OMCC subsidy information

<http://www.tricare.osd.mil>

TRICARE – The gateway to TRICARE On-line for beneficiaries and military staff.

<http://www.tricare.osd.mil/overseas/>

The TRICARE Overseas Web site provides information and guidance on using TRICARE.

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

The Judge Advocate General Corps Web site provides information on legal issues.

<http://www.redcross.org/>

American Red Cross – The American Red Cross provides emergency communications that link Soldiers with their Families at home, provides access to financial assistance, counseling and assistance to veterans. These communications are delivered around-the-clock, 7 days a week, 365 days a year. Red Cross Armed Forces Emergency Services personnel work in nearly 700 chapters in the United States, on 62 military installations around the world and with our troops in Kuwait, Afghanistan and Iraq.

Military Web Links

<http://www.army.mil/usapa/epubs/>

Army Publishing Directorate (APD) publishes official DA Administrative publications. The 608 Series provides regulatory guidance for a variety of Family programs, which include:

AR 608-1	Army Community Service Center
AR 608-10	Child Development Services
AR 608-18	Army Family Advocacy Program
AR 608-47	Army Family Action Plan (AFAP) Program
AR 608-48	Army Family Team Building (AFTB) Program
AR 608-75	Exceptional Family Member Program

Additional regulatory guidance is available, for example:

AR 25-400-2	The Army Records Information Management System (ARIMS)
AR 215-1	Morale, Welfare, and Recreation Activities and Nonappropriated Fund Instrumentalities
AR 930-4	Army Emergency Relief

Training and Resources Web Sites

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

The Army Publishing Directorate Web site provides a wide variety of publications available for downloading.

Training Resources CDs

Mobilization and Deployment Family program staff training CDs include training materials on the following topics: Training Resources: *U.S. Army Rear Detachment Commanders, FRG Leaders and Key Callers*, and Training Resources: *Trauma in the Unit and Care Teams*. Each CD includes:

- A Facilitator's Guide with accompanying PowerPoint modules and handouts that are primarily for Mob/Dep Family program staff
- Handbooks that address different audiences such as Mob/Dep Family program staff, Leaders, Volunteers, or Soldier and Family Members
- A Smart Book that contains supplemental information, handouts, regulations, policy guidance and other key information
- Reproduction information on Handbooks and brochures/tip cards

Operation READY Handbooks (revised or newly created in 2007)

The Operation READY handbooks which have been revised or newly created in 2007 are available for varying audiences.

- *U.S. Army FRG Leader's Handbook* – This handbook incorporates information from the field on key aspects and responsibilities of FRGs
- *U.S. Army Rear Detachment Commander's Handbook* – This handbook for leaders describes how unit leadership and FRGs, individually and in partnership, support Soldiers and Families through the deployment cycle
- *U.S. Army Leader's Handbook: Trauma in the Unit* – This handbook for leadership provides information on how to support families as well as the unit response team when combat deployments and casualties occur
- *U.S. Army Care Team Handbook* – this handbook is primarily for Care Team volunteers to understand the Care Team's role and to learn how to support Families effectively

Operation READY Training Materials in production:

- Children and the Deployment Cycle Support Handbook and Facilitator's Guide
- Facilitator's Guide on Pre-Deployment
- Facilitator's Guide on Reunion and Reintegration
- Soldier and Family Member Deployment Cycle Support Handbook
- Guide on Family Assistance Centers

<http://www.armyfamilyteambuilding.org/>

The AFTB web site provides AFTB levels I through III training. The Army Family Action Plan and all other resources and services offered by ACS are also available on this web site.

<http://www.cpms.osd.mil/>

The Department of Defense Civilian Personnel Management Service Web site provides information for individuals who have questions or concerns about benefits, entitlements, or questions on how to file complaints.

References

Publications

Concept Plan, Family Readiness Support Assistants, August 07

Family Resource Support Assistant Implementation Plan, 2 August 07

AR 608-1 Army Community Service Center

AR 608-10 Child Development Services

AR 608-18 Army Family Advocacy Program

AR 608-47 Army Family Action Plan (ACAP) Program

AR 608-48 Army Family Team Building (AFTB) Program

AR 608-75 Exceptional Family Member Program

AR 25-400-2 The Army Records Information Management System (ARIMS)

AR 215-1 Morale, Welfare, and Recreation Activities and Nonappropriated Fund Instrumentalities

AR 930-4 Army Emergency Relief

Forms

DD Form 1610 Request and Authorization for TDY Travel of DoD Personnel

DD Form 2796 Post-Deployment Health Assessment

DA Form 31 Request and Authority for Leave

DA Form 2028 Recommended Changes to Publications and Blank Forms

DA Form 4187 Personnel Action

Internal Revenue

Service Form SS-4 Application for Employer Identification

Glossary

ACR	Army Central Registry
ACS	Army Community Service
ACSIM	Assistant Chief of Staff for Installation Management
ADCO	Alcohol and Drug Control Officer
AE	Army in Europe
AER	Army Emergency Relief
AFTB	Army Family Team Building
AIFSN	Army Integrated Family Support Network
AMEDD	Army Medical Department
APF	Appropriated Funds
AR	Army Regulation
ARIMS	Army Records Information Management System
ASAP	Army Substance Abuse Program
AVCC	Army Volunteer Corps Coordinator
AW ²	Army Wounded Warrior Program
BOSS	Better Opportunities for Single Soldiers
CDC	Child Development Center
CG	Commanding General
CHN	Community Health Nurse
CID	Criminal Investigation Division
CLEOS	Child and Youth Liaison, Education, and Outreach Services
COAD	Continuation of Soldiers on Active Duty
COAR	Continuation of Soldiers in Active Reserve
COE	Chief of Engineers
CONUS	Continental United States
CPAC	Civilian Personnel Advisory Center
CPS	Child Protective Services
CPR	Civilian Personnel Regulation
CRC	Case Review Committee

CRO	Child Removal Order
CTA	Common Table of Allowances
CYS	Child and Youth Services
DA	Department of the Army
DCA	Director of Community Activities
DCS	Deployment Cycle Support
DMDC	Defense Manpower Data Center
DoD	Department of Defense
DoDD	Department of Defense Directive
DODI	Department of Defense Instruction
DOJ	Department of Justice
DoDDS	Department of Defense Dependents Schools
DSN	Defense Service Network
EEO	Equal Employment Opportunity
EFMP	Exceptional Family Member Program
EPC	Emergency Placement Care
ERMC	European Regional Medical Command
ETS	Expiration Term of Service
FAC	Family Assistance Center
FAP	Family Advocacy Program
FAPM	Family Advocacy Program Manager
FCC	Family Child Care
FOIA	Freedom of Information Act
FAQ	Frequently Asked Question
FCP	Family Care Plan
FMWRC	Family and Morale, Welfare and Recreation Command
FORSCOM	U.S. Army Forces Command
FRG	Family Readiness Group
FRL	Family Readiness Liaison
FRSA	Family Readiness Support Assistant
FSSA	Family Subsistence Supplemental Assistance

HQDA	Headquarters, Department of the Army
HRC	Human Resource Command
IG	Inspector General
IMCOM	Installation Management Command
INSCOM	U.S. Army Intelligence and Security Command
IRC	Installation Record Check
IRS	Internal Revenue Service
ISFAC	Inter-Service Family Assistance Committee
JAG	Judge Advocate General
JER	Joint Ethics Regulation (DoD 5500.7-R)
MOA	Memorandum of Agreement
MOS	Military Occupational Specialty
MOU	Memorandum of Understanding
MP	Military Police
MTF	Medical Treatment Facility
MWR	Morale, Welfare, and Recreation
NAF	Non-appropriated fund(s)
NAFI	Non-appropriated fund instrumentality
NEO	Non-combatant evacuation operation
NPRC	National Personnel Records Center
NPSP	New Parent Support Program
OCONUS	Outside Continental United States
OPSEC	Operations Security
OSD	Office of the Secretary of Defense
PAM	Pamphlet
PAO	Public Affairs Officer
PCS	Permanent change in station
PM	Provost Marshal's office
PO	Private organizations

POC	Point of contact
RC	Reserve Component
RPOC	Report point of contact
RDC	Rear Detachment Commander
SFAC	Soldier Family Assistance Centers
SFMS	Soldier Family Management Specialist
SJA	Staff Judge Advocate
SOP	Standing Operating Procedure
SSN	Social Security Number
SWS	Social Work Service
TDY	Temporary Duty
TRADOC	U.S. Army Training and Doctrine Command
USAR	United States Army Reserve
USAREUR	United States Army, Europe
USARNG	United States Army National Guard
USARPAC	U.S. Army, Pacific
USC	United States Code
VAC	Volunteer Advisory Council
vFRG	Virtual Family Readiness Group
WSFH	Wounded Soldier and Family Hotline
WTU	Warrior in Transition Unit

Frequently Asked Questions

Can FRG leaders be the FRSA? They have been doing all the work up to this point; can they be paid for that work?

To avoid any potential violations regarding paid FRSAs performing volunteer duties, the FRSA cannot hold any volunteer position in the FRG. The FRSA is allowed to participate in his or her Spouse's unit FRG, but cannot hold an appointed volunteer position within the FRG.

The FRSA's work week is generally established as 40 hours a week. FRSAs may not work more than 6 days in a row without taking a day off. The scenario of the FRSA performing in an appointed FRG volunteer position raises issues concerning the improper acceptance of volunteer services. The United States Code, Title 31, section 1342, is part of what is referred to as the Anti-Deficiency Act. One of its principal aims is to prevent the improper expenditure of funds appropriated by Congress. Its restriction on volunteer use, therefore, is consistent with its objective to avoid compensation from appropriated funds that could lead to unauthorized expenditures. Such expenditures include using appropriated funds to compensate volunteers for performing volunteer duties. Army regulations limit liability by imposing practical restrictions. Under AR 215-1, all volunteers must sign an agreement that they are not employees of a Government or nonappropriated fund organization except for limited, clearly defined purposes. AR 608-1, paragraph 5-7c, states that "Volunteers may not be compensated for their voluntary service except under the provisions of paragraph 5-10g."

What is meant by routine and nonroutine assignments?

Examples of routine assignments may include updating the FRG activity calendar; scheduling and coordinating monthly FRG meetings (including guest speakers and special activities); publishing a FRG newsletter; creating, designing, and updating the FRG Web site; producing flyers; issuing and mailing invitations announcing FRG activities; and other duties performed on a regular, routine basis.

Nonroutine assignments include assignments not performed on a daily, weekly, or otherwise routine basis. These assignments may include supporting the RDC and FRL with the coordination of the reintegration process or helping the rear detachment staff when a casualty has occurred. Because they are not performed on a daily, weekly, or otherwise routine basis and have specific requirements based on regulations, these processes will require guidance from the RDC or FRL.

Who is the FRSA's immediate supervisor?

The FRSA's immediate supervisor is the Commander during in-garrison operations and the RDC during deployment and mobilization or training exercises. The FRSA works closely with the FRG leader in administering the FRG and should be regarded as a vital contributor to the FRG's efforts in providing assistance to Family members.

What should I do if I am confronted with an unusual situation?

Unusual situations are instances that are not encountered or administered under normal work circumstances. If a Family member approaches the FRSA with a significant personal issue (for example, spouse or child abuse or any form of life-threatening situation), how the FRSA should handle the situation needs to be clearly defined by the Commander or RDC.

The FRSA may provide assistance to the RDC, FRL, FRG leader, or Family member by referring the Family member to the proper agency for assistance. The FRSA should not attempt to personally counsel any Soldier or Family member.

NOTE: Life-threatening situations are not to be considered "confidential." The FRSA must report life-threatening situations to the Commander or RDC immediately. The Commander or RDC is responsible for handling these types of situations.

What is the FRSA's role in training Soldiers and Family members on Family readiness issues?

The FRSA's role is to help prepare and coordinate Family readiness training. FRSAs are not to brief or train Soldiers or Family members.

What type of information should the FRSA provide to Soldiers and Family members, and how should this information be provided?

It is vital to the integrity of the FRSA position that only accurate and trustworthy information is provided to Soldiers, Family members, and FRG leaders. The responsibility of providing information to Family members is delegated by the Commander or RDC to the FRSA and FRG leader. All sensitive information must be first assessed by the Commander or RDC. It is highly recommended that the Commander, RDC, FRSA, and FRG leader clearly identify which type of information should and should not be given to Soldiers and Family members and by whom.

Which calendar is the FRSA responsible for maintaining with up-to-date information and events?

The calendar mentioned in the position description pertains to FRG activities, scheduled events, and meetings. FRSAs are not paid personal administrative assistants and should not be tasked with keeping personal calendars or schedules for any FRG volunteer or rear detachment staff member beyond those issues and events directly related to FRG operations.

FRSAs are supposed to type forms and maintain files. Why can't the FRSA type my travel orders and perform other administrative duties for the unit?

The FRSA may perform general office clerical duties (for example, typing and maintaining documents and files that pertain only to the unit FRG program). Examples of these documents include Air Mobility Command (AMC) flight upgrade requests, Family-departure notifications, and Family-member contact information.

Military personnel actions (DD Form 1610, DA Form 31, DA Form 4187, and similar forms) are the responsibility of the active-duty Soldiers assigned to the S1 during deployment. Documents with information concerning spouses and Family members must include a Privacy Act statement. Individuals from whom information is being requested must be aware that any information they provide is voluntary.

As a FRSA, I attend monthly FRG meetings that are usually in the evening after normal duty hours. Should I receive overtime for the hours I spend at these events or functions?

While overtime can be paid, the FRSA should keep accurate records of any time worked past the normal 40-hour duty week. FRSAs should record overtime and compensatory time consistent with established personnel rules. Compensatory time and flexible schedules are the responsibility of the FRSA and the supervisor. All overtime or compensatory time should be approved in advance by the designated supervisor.

Appendix: Sample SOP, Position Description, Appointment Orders

Position Description

PD#: HME9950

Replaces PD#: NEW

Sequence#: VARIES

FAMILY READINESS SUPPORT ASSISTANT (OA)

GS-0303-06

Installation:

Agency: VARIES

MACOM: VARIES

Command Code:
VARIES

Region:

Citation 1: OPM PCS MISC CLERK & ASST SERIES, GS-303,

Citation 2: OPM GLG / CLERICAL & ASST WORK,

Citation 3: OPM OFFICE AUTOMATION GEG,

PD Library PD: NO

COREDOC PD: NO

Classified By:

Classified Date:

FLSA: EXEMPT

Drug Test Required: VARIES

DCIPS PD: NO

Career Program: 00

Financial Disclosure Required:
NO

Acquisition Position:
NO

Functional Code: 00

Requires Access to Firearms:
VARIES

Interdisciplinary: NO

Competitive Area:
VARIES

Position Sensitivity: VARIES

Target Grade/FPL: 06

Competitive Level:
VARIES

Emergency Essential: VARIES

Career Ladder PD: NO

Bus Code: VARIES

PD Status: VERIFIED

Duties:

THIS IS AN ARMY STANDARDIZED POSITION DESCRIPTION

SUPERVISORY CONTROLS

The FRSA serves as the commander's advisor on the unit's family readiness group (FRG) program. The incumbent performs a variety of clerical and administrative duties in support of the commander and volunteer FRG leaders. As such contributes to combat readiness by promoting efficient and effective communication between the command, FRGs, and family members.

1. The incumbent maintains oversight of FRG activities within the unit and updates the commander on the program status, controversial issues and services available to Soldiers and family members. Works closely with Army Community Service to maintain knowledge of latest changes in family readiness programs and up to date referral information on Army family policy and community resources; answers questions from the unit commander, staff, and FRG Leaders; and provides updates on the status of the unit's family readiness. 20%
2. Performs general office clerical duties in accordance with applicable regulations. Performs word processing functions, types forms, and maintains files. Prepares correspondence, newsletters, flyers, rosters, reports and requests from draft into final form for signature and mailing or distribution. Assures proper safekeeping, storage and destruction of office and FRG records, Army regulations and policies, and computer output. Monitors suspenses and processes correspondence through appropriate channels. Assists with the establishment and maintenance of the unit's Virtual FRG (vFRG) and Army Knowledge Online (AKO) websites. Maintains regular telephonic/electronic contact with FRG Leaders, RDCs and ACS/Family Programs staff for up to date information on family readiness activities and issues. Attends FRG and steering committee meetings upon request. The skills of a fully qualified typist are required. 40%
3. At the request of the commander or FRG Leader, works with garrison agencies to schedule and coordinate briefings, orientations and workshops on Soldier and family readiness issues. These duties include coordination the date and time, facilities, speakers, child-care, etc. Prepares and distributes written information such as flyers, letters, calendars, and newsletters. Ensures timely and accurate information is relayed to Soldiers and their family members sensitive to their needs during training or deployment periods. 25%.
4. Works with ACS and other garrison agencies, major subordinate commands and units to recruit and maintain an active volunteer force. Maintains effective communication with family readiness volunteers ensuring volunteer forms are properly signed and maintained and volunteer hours submitted monthly. Assists in managing the command's marketing program for Soldier and family readiness training. Publicizes changes and updates relating to well-being programs to include health benefits, family benefits and education, and other information promoting unit esprit de corps and wellness. 15%

Performs other duties as assigned.

ADDITIONAL JOB REQUIREMENTS: Irregular work schedule and/or overtime hours may be required.

The following factor evaluation pertains to the office automation duties only:

Factor 1. Knowledge Required by the Position - Level 1-2 200 Points

- Skill and proficiency in using a computer and Microsoft Office software to produce work accurately and efficiently.
- Knowledge of the varied functions of several types of office automation software packages, practices, and procedures, and ability to apply these knowledges and skills in processing and producing a wide range of documents and other materials in support of the office mission. Skill in operating a copier, fax machine and other office equipment. A qualified typist is required.
- Knowledge of grammar, spelling capitalization, punctuation and terminology commonly used in office settings to prepare materials correctly from handwritten drafts. Knowledge of standard processing procedures, formats and distribution and retention policies for the correspondence or reports produced.

Factor 2. Supervisory Controls - Level 2-2 125 Points

- The supervisor provides general instructions for standard, pre-established, or continuing office automation tasks. When the work is unusual or difficult, more specific instructions are provided. The employee works independently in carrying out familiar assignments in accordance with previous instructions, standard procedures for creating documents, and established use of software packages. Completed work is spot checked for compliance with office procedures and instruction, technical accuracy, and appearance.

Factor 3. Guidelines - Level 3-2 125 Points

Guidelines include both detailed step-by-step instructions for specific office automation tasks and more general procedural guidelines in the form of manufacturer's manuals and tutorials for users, agency correspondence procedures, style manuals, technical dictionaries, and sample work products.

The employee selects and applies detailed instruction of each office automation task. Situations which existing guidelines cannot be applied are referred to the supervisor.

Factor 4. Complexity - Level 4-2 75 Points

- The documents, formats and specific processing functions involved required a varying number and sequence of steps and use of different functions from one assignment to another. In deciding how to proceed, the employee must recognize differences in existing procedures and applications and make choices from among established alternatives. Employee is expected to recognize

Mission and Functions of the Family Readiness Support Assistant – (GS-06/Contractor) for the Army National Guard

1. PURPOSE.

To provide a description for the mission and functions of the Department of the Army Civilian (DAC) Family Readiness Support Assistant (FRSA) assigned at the designated unit. The level of effort is directly related to the echelon of the Army and not due to supervisory duties.

2. MISSION.

The mission of the FRSA is to maintain the continuity and stability of Family Readiness Group (FRG) Programs as units undergo changes in volunteers and leadership. Operationally, the FRSA provides administrative and logistical support to commanders, rear detachment commanders and volunteer FRG leaders. Taking the administrative burden off volunteers allows FRG leaders to concentrate on performing outreach to Soldiers and families in the command, thus preserving stability on the homefront, especially during periods of deployment.

3. FUNCTIONS.

The FRSA serves as the State Family Programs Director's advisor on the National Guard Family Readiness Program and FRSA issues within the state. The FRSA performs a variety of clerical and administrative duties in support of the commander and volunteer FRG leaders. The FRSA also contributes to combat readiness by promoting efficient and effective communication between the ARNG Joint Forces Headquarters' Family Programs Office, commanders, FRGs, and family members.

a. The FRSA provides assistance in accomplishing the objectives of the Family Program. Assists with staff assistance visits to ensure that policies conform to guidance and to gather information for new initiatives and direction. The FRSA provides guidance and assistance to units.

b. The FRSA coordinates and facilitates communications between military and family members and the Army National Guard. The FRSA prepares information for dissemination to family members within the state on benefits; assists in designing and conducting needs assessments of family members; provides assistance to units in developing and maintaining local information, referral, and follow-up programs; and assists with seminars, conferences, and workshops as appropriate.

c. The FRSA publicizes Family Program and quality of life issues and conducts briefings and training for staff and units.

d. Assists in the planning of programs to improve quality of life for members and family, plans family recognition, participation and partnership programs, to include conferences, seminars, and symposia. Plans resources for family assistance at mobilizations.

e. Supports the volunteer service component to include recruiting volunteers. Provides assistance in the development of Family Readiness Groups (FRGs) and identifies key volunteers. Conducts orientation programs for volunteers. Documents volunteer services contributed, may maintain accounting for non-appropriated and appropriated fund volunteer reimbursement program, and collects other volunteer related data.

f. Collects, organizes, and enters data into a computer for ease of retrieval and dissemination.

SAMPLE

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25.

a. INTRODUCTION:

This position may be located in the Joint Force Headquarters (State), Manpower and Personnel Directorate (J-1), Support Programs Division. The purpose of the position is to provide support in the administration of Family Program services for the National Guard and Reserve members within the state.

b. DUTIES AND RESPONSIBILITIES:

(1) Provides assistance in accomplishing the objectives of the Family Program. Assists with staff assistance visits to ensure that policies conform to guidance and to gather information for new initiatives and direction. Provides guidance and assistance to units.

(2) Coordinates and facilitates communications between military and family members and the National Guard. Prepares information for dissemination to family members within the state on benefits. Assists in designing and conducting needs assessments of family members. Assists with seminars, conferences, and workshops as appropriate. Provides assistance to units in developing and maintaining local information, referral, and follow-up programs.

(3) Publicizes Family Program and quality of life issues. Conducts briefings and training for staff and serviced units.

(4) Assists in the planning of programs to improve quality of life for members and family, plans family recognition, participation and partnership programs, to include conferences, seminars, and symposia. Plans resources for family assistance at mobilizations.

(5) Supports the volunteer service component to include recruiting volunteers. Provides assistance in the development of Family Readiness Groups (FRGs) and identifies key volunteers. Conducts orientation programs for volunteers. Documents volunteer services contributed, may maintain accounting for non-appropriated and appropriated fund volunteer reimbursement program, and collects other volunteer related data.

(6) Collects, organizes, and enters data into a computer for ease of retrieval and dissemination.

(7) Performs other related duties as assigned.

c. FACTOR DISCUSSION:

Factor 1. Knowledge Required by the Position

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--Knowledge of various family readiness programs rules, regulations, and procedures for application to a wide variety of situations.

--Knowledge of National Guard organizational structures, community support services and resources, and data collection techniques are key in providing meaningful family assistance.

--Ability to communicate effectively both orally and in writing.

--Knowledge of public relations and networking techniques.

--Skill in using various computer word processing and software database programs in order to prepare correspondence and maintain an information system.

Factor 2. Supervisory Controls

Works under general supervision. The employee independently carries out work without specific instructions except when a difficult new task is developed. Supervisor reviews completed work for conformance with policy and requirements. Refers only problems of a very unusual nature to the supervisor.

Factor 3. Guidelines

Guidelines include oral and written instructions on programs and procedures. Guidelines available are found in Air Force/Army Community Service Program guidelines, National Guard Family Program regulations and policies, Family Assistance Handbook for Mobilization, and other Air Force and Army publications. The guides tend to be general and descriptive of intent, but do not specifically cover all aspects of the assignments. They have criteria, concepts, and precedents that apply generally, but not specifically to all family program issues being resolved. They apply less to specific actions and more to operational characteristics and procedural requirements of the family readiness program. The incumbent must use judgment and interpretation to decide which guides to apply to specific cases and adapt or improve procedures to accommodate unusual or one-of-a-kind situations.

Factor 4. Complexity

The incumbent typically performs complete assignments involving different and unrelated processes and methods, such as conducting needs assessments and conducting staff assistance visits to units to ensure policies conform to guidance. However, the incumbent does not have over all responsibility for processes and methods. Decisions made by the assistant are based on the relevance and importance of a large number of issues and questions and to make generalizations based on facts, conditions and family program requirements.

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Factor 5. Scope and Effect

The purpose of the position is to provide support in the administration of Family Program services for the National Guard and Reserve members within the state. The incumbent recruits and trains volunteers. Uses volunteers to work with the FRGs, and to instruct and train units, soldiers, and their families. Applies program procedures and techniques to treat a variety of conventional problems. The work involves collection, organizing, and entering of data into a computer, retrieving and disseminating it to clients and service organizations as meaningful information when needed. It also involves training and coordinating workshops to inform and to provide assistance to National Guard members and their families to enable them to cope with their own situations. The work impacts family readiness and quality of life issues as the incumbent resolves problems or prevents potential problems associated with the various family readiness programs.

Factor 6. Personal Contacts

Contacts include co-workers, National Guard personnel (from the member to the Adjutant General), local businesses, state and federal government, civilian agencies, family members, and family readiness volunteers. Some of the civilian agencies include the American Red Cross, Human Services, United Way, etc. Contact will be in person, by telephone, and by official correspondence.

Factor 7. Purpose of Contacts

The purpose of the contacts is to collect data and information and to conduct needs assessments; to disseminate information; to train FRG volunteers; to set up meetings and workshops, and to make appointments and speaking engagements.

Factor 8. Physical Demands

No special physical qualifications are required to perform the work. The work will require moving within the confines of the facility and carrying light items. Travel to and from other agencies is required, as well as within the state.

Factor 9. Work Environment

Regular work is performed in a clean and well-equipped office or room. Everyday risks and discomforts of an office environment are involved.

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EVALUATION STATEMENT

A. Title, Series and Grade: Family Readiness Support Assistant, GS-0303-06

B. References:

1. US OPM PCS Miscellaneous Clerk & Assistant Series, GS-303, dated Nov 1979
2. US OPM PCS Management & Program Clerical & Assistance Series, dated May 1993
3. Introduction to the Position Classification Standards, dated Aug 1991

C. Background: This is a new position description. Position is located in the Joint Force Headquarters (State), Manpower and Personnel Directorate (J-1), Support Programs Division.

D. Pay Plan, Series, Title, and Grade Determination:

1. Pay Plan: This work requires knowledge or experience of a clerical/assistant nature, which involves structure work in support of office, business, or fiscal operations. Thus, position is subject to the General Schedule.

2. Series: There is no occupational series definition that entirely fits the duties and responsibilities of the position. The GS-0303 series includes positions that perform or supervise clerical, assistant, or technician work for which no other series is appropriate. The work requires knowledge of the procedures and technique involved in carrying out the work of an organization and involves application of procedures and practices within the framework of established guidelines. The work in this position involves support work in the administration of Family Program services for the National Guard and Reserve members and families. The work described meets the definition of the GS-0303 series.

3. Title: There is no title prescribed by the series definition GS-0303. In accordance with titling practice found in the Introduction to the Position Classification Standards, the constructed title for this position is Family Program Assistant.

4. Grade: As shown in the attached Factor Evaluation System (FES), position evaluation statement, the grade is GS-06. There is no specific grade level standard for the GS-0303 series. The work involves providing support in the administration of Family Program services for the National Guard and Reserve members and their families within the state. This includes assisting in the designing and conducting needs assessments of family members to identify program requirements and improve the efficiency and effectiveness of the program. The GS-0344, Management and Program Clerical and Assistance standard describes related one grade interval technical work for

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the purpose of evaluating, improving the efficiency, effectiveness and productivity of organizations and programs, therefore, this standard is used to evaluate the work. See the attached FES Position Evaluation Statement.

E. Conclusion: Family Program Assistant, GS-0303-06.

CLASSIFIER:

Date: 20 Feb 04

SAMPLE

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FACTOR EVALUATION SYSTEM
POSITION EVALUATION STATEMENT

FACTOR	LEVEL	POINTS	REMARKS
1. KNOWLEDGE REQUIRED	1-4	550	See Analysis Below
2. SUPERVISORY CONTROLS	2-2	125	See Analysis Below
3. GUIDELINES	3-3	275	See Analysis Below
4. COMPLEXITY	4-3	150	See Analysis Below
5. SCOPE AND EFFECT	5-2	75	See Analysis Below
6. PERSONAL CONTACTS 7. PURPOSE OF CONTACTS	2b	75	See Analysis Below
8. PHYSICAL DEMANDS	8-1	5	See Analysis Below
9. WORK ENVIRONMENT	9-1	5	See Analysis Below
TOTAL POINTS ASSIGNED:	1260		GRADE: GS-06

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NARRATIVE ANALYSIS OF CHART

Factor 1. Knowledge Required by the Position

FL 1-4 550 Points

At Level 1-4 the work requires knowledge of an extensive body of management and/or program analysis technical rules, guidelines, regulations and precedents. It also requires knowledge of the basic objective and policies governing various management or program operations. Some work also requires skill in apply basic data gathering methods, such as standard interviewing or surveying techniques to collect various types of actual information. Some employees also apply knowledge of the standardized processes and procedures for evaluating program operations to perform duties such as planning the steps to take to complete assignment, identifying problems from collected data and selecting solutions from alternative in guidelines and precedent cases. Level 1-4 is met. The work in this position requires knowledge of various family readiness programs rules, regulations and procedures for application to a wide variety of situations and the ability to collect and research information to conduct needs assessment and to organize and quickly disseminate changing data. This is comparable to the knowledge cited at Level 1-4. This is the highest level in this factor.

Factor 2. Supervisory Controls

FL 2-2 125 Points

Level 2-2 is met. The supervisor or higher-level employee provides general standing instruction on what is to be done, procedures and methods to follow, data and information required, quality and quantity of work expected and deadlines. They provide additional specific instructions for new, difficult, or special assignments including suggested procedures, sources of information or reporting formats and techniques. The incumbent in this position independently carries out work without specific instructions except when a difficult new task or special assignments are developed. Supervisor reviews completed work for conformance with policy and requirements. Refers only problems of a very unusual nature to the supervisor. Level 2-2 is credited.

Level 2-3 is not met. At this level, the supervisor or higher-level incumbent defines the objectives, priorities, and deadlines for program or assignments and assists the incumbent with unusual situations problems, or studies that do not have clear precedents. The incumbent plans and carries out successive steps of management or program analysis technical projects and assignments and handles problems and deviation in accordance with instructions, policies, previous training, or accepted practices.

Factor 3. Guidelines

FL 3-3 275 Points

Level 3-3 is met. Because the uniqueness of the family program issues, the guidelines lack of specificity and are not completely applicable to the circumstances. At this level,

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the guidelines lack specificity or are not completely application to the work requirements, circumstances, or problems due to the complicating characteristics of the assignments. This is the highest level in this factor.

Factor 4. Complexity

FL 4-3 150 Points

At Level 4-3, the work consists of various duties, projects, or assignments involving different and unrelated management or program analysis technical processes and procedures. Assignments or projects involve (1) various action or steps that are not completely standardized or prescribed in instructions, guidelines, or precedent cases; (2) adaptation or modification of established procedures and methods; (3) various types and sources of information; (4) nonrecurring problems, trends, or issues; (5) management or program operations with varying or changing conditions (e.g. work units or program areas with different functions or requirement or with periodic changes in workloads, budget, staff level, work processes, or program objectives); or (6) similar features. Level 4-3 is met. The incumbent in this position studies work processes by typically performing complete assignments involving different and unrelated processes and methods such as conducting needs assessments, and conducting staff assistance visits to units to ensure policies conform to guidance. This is the highest level in this factor.

Factor 5. Scope and Effect

FL 5-2 75 Points

At level 5-2, the purpose of the work is to apply specific rules, regulations, or procedures to perform a full range of clerical or technical tasks, duties, and assignments. These assignments typically comprise a complete segment of broad management or program analysis project, study, or process. The work affects the accuracy, reliability, quality, and timeliness of program analysis products, studies, projects, and processes. In this position, the purpose of the work is to provide support in the administration of Family Program services for the National Guard and Reserve members and their families within the state by performing assignments designed to provide familiarity with the various Family Program and community services, effective relations with supporting social service and emergency organizations, and the development of human resources program referral networks. This requires performing a full range of technical tasks, duties and assignments. The work affects family readiness and quality of life issues as the incumbent resolves problems or prevents potential problems associated with the various family readiness programs. Level 5-2 is credited.

At Level 5-3, the purpose of the work is to plan and carry out assignments or projects to improve the efficiency and productively of organizations or program operations. Although the duties in this position are similar to this level in terms of the planning and carrying out assignment to improve efficiency, the responsibility rest with higher graded employees. The incumbent in this position assists with the planning of assignments.

Factor 6. Personal Contacts &

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Factor 7. Purpose of Contacts

Matrix 2b 75 Points

Level 2 is met. Contacts at this level are with member of the general public, as individuals or groups in moderately structured settings. In this position, the contacts include co-workers, National Guard personnel (from the soldier to the Adjutant General) local businesses, state and federal government, civilian agencies, family members, and family readiness volunteers. Some of the civilian agencies include the American Red Cross, Human Services, United Way, etc. Contact will be in person, by telephone, and by official correspondence. Level 2 is credited. This is the highest level described in this factor.

At Level b, the purpose of contacts to plan, coordinate, or advise on work efforts; discuss significant findings, or resolve operating problems by influencing or motivating individuals or groups who are working toward mutual goals. The purpose of contacts in this position is to collect data and information, conduct needs assessments, disseminate information, train FRG volunteers, set up meetings and workshops, and to make appointments and speaking engagements. This position meets Level b. This is the highest level described in this factor.

Factor 8. Physical Demands

FL 8-1 5 Points

The work requires no special physical demands. This is the only level described.

Factor 9. Work Environment

FL 9-1 5 Points

The work is performed in an office setting. This is the only level described.

FINAL CLASSIFICATION: Family Program Assistant, GS-0303-06

CLASSIFIER:

Date: 20 Feb 04

SAMPLE

Mission and Functions of the Family Readiness Support Assistant – (GS-06/Contractor) for United States Army Reserve

1. PURPOSE.

To provide a description for the mission and functions of the Department of the Army Civilian (DAC) Family Readiness Support Assistant (FRSA) assigned at the United States Army Reserve operational and functional commands. The level of effort is directly related to the echelon of the Army and not due to supervisory duties.

2. MISSION.

The mission of the FRSA is to maintain the continuity and stability of Family Readiness Group (FRG) Programs as units undergo changes in volunteers and leadership. Operationally, the FRSA provides administrative and logistical support to commanders, rear detachment commanders and volunteer FRG leaders. Taking the administrative burden off volunteers allows FRG leaders to concentrate on performing outreach to Soldiers and families in the command, thus preserving stability on the homefront, especially during periods of deployment.

3. FUNCTIONS.

The FRSA serves as the commander's advisor on the unit's Family Readiness Program and FRSA issues. The FRSA performs a variety of clerical and administrative duties in support of the commander and volunteer FRG leaders. The FRSA also contributes to combat readiness by promoting efficient and effective communication between the USAR Family Programs Office, commanders, FRGs, and family members.

a. The incumbent maintains oversight of family readiness responsibilities and availability within the assigned unit and updates the commander on the program status, controversial issues and services available to Soldiers and family members. The FRSA maintains knowledge of latest changes in family readiness programs, answers questions of Commanders, Army leadership and FRG leaders in their designated area, and provides updates on the status of the unit's family readiness.

b. The FRSA maintains day-to-day awareness regarding public, military, and/or administrative issues impacting the unit's Soldiers and families and assists with the establishment and maintenance of the unit's virtual FRG (vFRG), Army Knowledge Online (AKO) websites and Family Programs Management System (FPMS). The FRSA maintains monthly telephonic/ electronic contact with FRG Leaders, Rear Detachment Commanders and assigned family members to provide up to date information and referrals on family readiness available services, activities and issues. The FRSA responds to customer inquiries and requests in a timely manner and records and updates all contacts in FPMS.

c. The FRSA performs general office clerical duties in accordance with applicable regulations. The FRSA performs word processing functions, types forms, and maintains files; prepares correspondence, reports and requests from draft into final form for signature; assures proper safekeeping, storage and destruction of office records and computer output, monitors suspenses and processes correspondence through appropriate channels.

d. The FRSA provides standardized unit level training for Family Days and other unit level family program training requested by assigned units and coordinated through the servicing Family Programs Office. Unit level training activities will be documented in FPMS. The FRSA mails training materials to family members unable to attend the training.

e. The FRSA works with major subordinate commands and units to recruit and maintain an active volunteer force. The FRSA maintains effective communication with family readiness volunteers and assists in managing the Army Reserve Family Programs marketing program for Soldier and family readiness training. The FRSA establishes cooperative and collaborative working relationships with civilian and military agencies to facilitate a coordinated response to both complex and ongoing family issues and to advocate for the military family. The FRSA also publicizes changes and updates relating to quality of life and well-being programs to include health benefits, family programs benefits and education, and other information promoting unit esprit de corps and wellness.

SAMPLE

**SAMPLE FAMILY READINESS GROUP
STANDING OPERATING PROCEDURE**

UNIT LETTERHEAD

OFFICE SYMBOL

Date

MEMORANDUM FOR Leaders, Soldiers, and Spouses of *Name of Unit/Company*

SUBJECT: Family Readiness Group Standing Operating Procedure

1. Reference. XX Regulation XXX, Family Readiness System, Date

2. Purpose. This standing operating procedure (SOP) provides guidance for sustaining family readiness group (FRG) activities in *name of unit*. The primary goal of the FRG is to support our military mission by providing support, outreach, and information to family members and soldiers. The FRG is a recognized organization of family members and soldiers belonging to this unit who together provide a means of mutual support and assistance and a communication network for family members, the chain of command, and community resources.

3. Responsibilities.

a. Company Commander. The company commander will—

(1) Anticipate and address the needs of the company's soldiers and their families during temporary separations through orientation programs, FRG newsletters, predeployment briefings, family assistance handbooks, and social functions.

(2) Facilitate systems of mutual assistance and a network of communication before and during deployment that includes the FRG and the chain of command.

(3) Actively sanction the FRG and officially appoint key representatives.

OFFICE SYMBOL**SUBJECT: Family Readiness Group Standing Operating Procedure**

(4) Provide unit information systems, facilities, and resources to the FSG, including unit rosters, U.S. mail privileges, and administrative supplies.

(5) Ensure that family members receive an installation telephone directory and (before deployments) a family assistance handbook.

b. FRG Leader. The FRG leader will—

(1) Serve as the commander's primary family-member representative and POC.

(2) Represent the FRG along with the commander at battalion-level family readiness meetings or functions.

(3) Serve as the primary liaison between the commander and family members.

c. FSG Treasurer. The FSG treasurer will—

(1) Maintain, account for, and document the spending of the FRG informal fund.

(2) Give the commander quarterly financial reports.

(3) Ensure that the use of the FRG fund is limited to expenses that support the purpose and mission of the FRG, and that the fund will not be spent in any way that appears to be improper or contrary to Army interests.

d. Soldiers. Soldiers will—

(1) Keep the chain of command informed of any changes in family status (for example, marriage, births, divorce, deaths).

OFFICE SYMBOL

SUBJECT: Family Readiness Group Standing Operating Procedure

(2) Keep appropriate deployment documents (such as family care plans and required emergency data) updated in their personnel files.

(3) Ensure that information regarding the FRG is provided to family members.

(4) Support and encourage family members to support the programs, services, and activities designed to maintain and enhance the quality of life and well-being of all members of the FRG.

e. Family Readiness Support Assistant (FRSA). The FRSA will—

(1) Serve as the primary liaison between the commander, FRG leader, and family members.

(2) Help the commander and FRG leader coordinate activities, meetings, and training functions in support of the FRG.

(3) Maintain, update, and ensure the accuracy of the FRG roster.

(4) Provide referrals to community agencies to help family members.

(5) Type and maintain documents and forms that include information on family members.

(6) Distribute information to family members and the FRG leader as directed by the command.

(7) *Other roles and responsibilities of the FRSA, in addition to those listed above, should be clearly identified in this section. These roles and responsibilities must directly support the FRG.*

OFFICE SYMBOL

SUBJECT: Family Readiness Group Standing Operating Procedure

4. FRG Meetings. FRG meetings will be held once each month at a location and time determined by the FRG leader and commander. Purposes of the meetings include but are not limited to the following:

- a. To plan and coordinate future FRG activities or functions.
- b. To distribute important command information about upcoming training events, and distribute updated calendars and similar information.
- c. To welcome new family members.
- d. To review the FRG fund status.

5. FRG Fund. The FRG fund is considered an informal fund.

The commander will appoint (in writing) a volunteer family member to serve as the fund custodian. Use of the fund is limited to expenses that support the purpose and mission of the FRG; the money will not be spent in a way that appears to be improper or contrary to Army interests. The FRG fund will also be used for activities that support the entire FRG rather than for specific individuals.

6. FRG Newsletter. The FRG will publish a newsletter (AR 215-1, para 4-12k(7)) once each month as one aspect of the outreach program and communication system. The goal of the newsletter is to distribute important family readiness and command information to soldiers and family members in the unit. For newsletters to be mailed using official Government prepaid envelopes, they must include official information only. Official FRG information relates to command information and other essential information that the commander believes families should have to be better informed.

- a. Before the newsletter is mailed, the commander must determine whether the content of the newsletter is official. The following information may be considered as official:

OFFICE SYMBOL

SUBJECT: Family Readiness Group Standing Operating Procedure

(1) Information related to the unit mission and unit readiness, including family readiness.

(2) Information that is educational and designed to promote informed, self-reliant soldiers and families.

(3) Information regarding soldiers and families that promotes unit cohesion and helps strengthen the ongoing *esprit de corps* among family members in the unit.

b. If the commander determines that a newsletter includes unofficial information, money from the FRG fund must be used to purchase postage stamps to mail the newsletters by standard U.S. mail.

7. Telephone Network and Chain of Concern. The company telephone network or chain of concern is a vital tool for distributing information to members of the FRG. To facilitate telephone contacts, an FRG roster consisting of names, addresses, and telephone numbers of soldiers and family members in the unit will be distributed to FRG volunteers. Inclusion on the roster must be voluntary and a Privacy Act statement must be included on the roster. To maintain maximum participation, the purpose of collecting this information will be explained to all soldiers when they inprocess into the unit and to family members at FRG meetings or welcome briefings.

8. Recommendations. An active FRG is vital to unit effectiveness during deployment or extended training exercises. All soldiers and family members are encouraged to provide feedback and recommendations to improve FRG operations. Recommendations may be given verbally or in writing to the FRG coordinator or company commander.

Commander's Signature Block

SAMPLE POSITION DESCRIPTIONS

The volunteer position descriptions shown below are examples only. Position descriptions should be written to meet the needs of individual units.

COMPANY FAMILY READINESS GROUP LEADER

POSITION TITLE: Company (*or battalion, battery, troop, detachment*)
Family Readiness Group Leader

RESPONSIBLE TO: Company commander (or RDC)

OBJECTIVE: Organize and lead the FRG.

DESCRIPTION OF DUTIES:

- Support the commander's family readiness goals.
- Provide overall leadership of the FRG.
- Recruit other volunteers to serve on FRG committees.
- Delegate FRG responsibilities to selected volunteers as committee chairpersons, or preside over their elections.
- Serve as a member of the battalion (or other level) steering committee.
- Identify needs or unique problems of families.
- Act as a spokesperson for communicating family-member concerns and ideas to the commander and, if needed, to higher levels in the organization.

TIME REQUIRED: 6 to 10 hours each week, depending on deployment status and other scheduled activities and programs. The FRG leader should serve for 1 year. The commander may extend the commitment based on favorable performance of the FRG leader.

QUALIFICATIONS AND SPECIAL SKILLS:

- Knowledge of family readiness programs, unit structure and procedures, and post agencies and services.
- Ability to work well with soldiers and families.

RECOMMENDED TRAINING:

- FRG leadership training.
 - Operation Resources for Educating About Deployment and You (OPREADY) courses.
 - Army Family Team Building (AFTB) Levels I and II training.
 - Volunteer training as an FRG leader or representative.
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FAMILY READINESS GROUP SECRETARY

POSITION TITLE: Family Readiness Group Secretary

RESPONSIBLE TO: FRG leader

GOAL: Maintain accurate minutes of meetings and provide information and correspondence to the FRG leader and the FRG newsletter editor.

DESCRIPTION OF DUTIES:

- Maintain an FRG binder with a calendar, a “to do” list, a current chain-of-concern roster, sign-in sheets, agendas and minutes, and after-action reports.
- Ensure confidentiality of and show sensitivity to FRG issues.
- Update the contact roster with telephone numbers of new arrivals and report changes to the FRG leader.

TIME REQUIRED: Approximately 10 hours each month; 1 year commitment. The FRG leader may extend the commitment based on favorable performance of the secretary.

QUALIFICATIONS AND SPECIAL SKILLS:

- Ability to take accurate notes and keep records.
- Good organizational skills.

RECOMMENDED TRAINING:

- Operation Resources for Educating About Deployment and You (OPREADY) courses.
 - Army Family Team Building (AFTB) Levels I and II training.
 - Similar courses or training.
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FAMILY READINESS GROUP TREASURER (OR ALTERNATE)

POSITION TITLE: Family Readiness Group Treasurer (*or Alternate*)

RESPONSIBLE TO: FRG leader and commander

OBJECTIVE: Serve as the custodian of the FRG fund.

DESCRIPTION OF DUTIES:

- Obtain appointment letter from the commander.
- Complete Internal Revenue Service (IRS) Form SS-4 and apply to the IRS for an employee ID number for a bank account.
- Set up a fund account at a local bank.
- Maintain FRG fund records and ledger, and ensure the ledger is kept up-to-date at all times.
- Receive and count all funds obtained from fundraisers, prepare deposit slips, and deposit funds in the FRG fund account.
- Disburse checks in accordance with guidance from the FRG leader and the commander.
- Review monthly bank-account statements, reconcile statements with the ledger, and audit and resolve discrepancies.
- Prepare monthly reports and present them to the FRG leader and commander, and provide a summary of the funds at FRG meetings.

TIME REQUIRED: 10 to 20 hours each month; 1 year commitment.

QUALIFICATIONS AND SPECIAL SKILLS:

- Knowledge of banking procedures.
- Excellent math skills.
- Good organizational skills.
- Ability to work well with others.

RECOMMENDED TRAINING:

- Operation Resources for Educating About Deployment and You (OPREADY) courses.
 - Similar courses or training.
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SAMPLE

TELEPHONE TREE POC (KEY CALLER)

POSITION TITLE: Telephone Tree POC (Key Caller)

RESPONSIBLE TO: FRG Leader

OBJECTIVE: Gather and distribute information.

DESCRIPTION OF DUTIES:

- Call each of the families assigned on the POC's telephone tree branch.
- Pass important information to assigned families.
- Call spouses occasionally when troops are in garrison and twice each month during deployments.
- Annotate the telephone tree with any changes and inform the FRG leader of discrepancies.
- Field calls from assigned families and answer questions or direct callers to appropriate resources, and provide accurate, timely information.
- Field emergency calls and help the families involved.
- Welcome new families assigned to the POC's telephone tree branch.
- Maintain confidentiality, discourage gossip, and dispel rumors.
- Report serious matters to the FRG leader or commander.
- Keep a careful log of calls received and made, and their results.

TIME REQUIRED: 2 to 6 hours each week; 6-month commitment.

QUALIFICATIONS AND SPECIAL SKILLS:

- Good telephone and communication skills.
- Knowledge of community resources and crisis intervention.
- Concern and empathy for others and the ability to remain calm under stress.

RECOMMENDED TRAINING:

- Operation Resources for Educating About Deployment and You (OPREADY) courses.
 - Army Family Team Building (AFTB) Levels I and II training.
 - Similar courses or training.
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SAMPLE APPOINTMENT ORDERS

<i>OFFICE SYMBOL</i>	<i>Date</i>
MEMORANDUM FOR RECORD	
SUBJECT: Appointment of Family Readiness Group Leaders and Volunteers	
1. The following individuals are appointed as follows:	
<p><i>NAME, SSN</i> <i>NAME, SSN</i></p> <p>Appointed as: family readiness group leaders.</p> <p><i>NAME, SSN</i> <i>NAME, SSN</i></p> <p>Appointed as: family readiness group key callers (<i>or the title that the unit has designated for positions held by volunteers</i>).</p> <p><i>NAME, SSN</i></p> <p>Appointed as: family readiness group secretary.</p> <p><i>NAME, SSN</i></p> <p>Appointed as: family readiness group treasurer.</p>	
2. Authority: AR 608-1, Appendix J.	
3. Effective Date: <i>Enter the effective date.</i>	
4. Period: 1 year, unless relieved by proper authority. (<i>The recommended period is 1 year unless changed by the commander. This period may be extended based on favorable performance.</i>)	
5. Special Instructions: <i>List any special instructions.</i>	
<i>Commander's Signature Block</i>	
FOR OFFICIAL USE ONLY	

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