

Family Readiness Support Assistant Guide



Family-Focused

Team-Based

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Personnel - General

Family Readiness Support Assistant Guide

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Summary. This pamphlet provides guidance for family readiness support assistants and other personnel involved with the Family Readiness System in the Army in Europe.

Applicability. This pamphlet applies to personnel involved with the Family Readiness System in the Army in Europe.

Forms. AE and higher-level forms are available through the Army in Europe Publishing System (AEPUBS) at https://aepubs.army.mil/ae/public/aepubs_main.asp.

Records Management. Records created as a result of processes prescribed by this pamphlet must be identified, maintained, and disposed of according to AR 25-400-2. Record titles and descriptions are available on the Army Records Information Management System Web site at <https://www.arims.army.mil>.

Suggested Improvements. The proponent of this pamphlet is the USAREUR G1 (AEAGA-M, DSN 370-7550). Users may suggest improvements to this pamphlet by sending DA Form 2028 to the USAREUR G1 (AEAGA-M), Unit 29351, APO AE 09014-9351.

Distribution. B (AEPUBS).

This pamphlet is available at <https://www.aeaim.hqusareur.army.mil/library/>.

CONTENTS

Role of the Family Readiness Support Assistant	3
Family Readiness Support Assistant Position Description	4
Frequently Asked Questions	4
Actual Position Description	8
Roles in the Family Readiness System	11
Family Readiness Group.....	12
Sample Family Readiness Group Standing Operating Procedure.....	16
Sample Position Descriptions	
Company Family Readiness Group Leader	21
Family Readiness Group Secretary	22
Family Readiness Group Treasurer (or Alternate).....	23
Telephone Tree POC (Key Caller).....	24
Sample Appointment Orders.....	25
Predeployment Family Readiness Processing.....	26
Family Readiness During Deployment	27
Family Readiness During Reintegration	28
Community Resources	30
Useful Web Sites	32
Publications.....	34
Resources Available Through Military One Source	35
Appendix	
A. References.....	36
Glossary	38

ROLE OF THE FAMILY READINESS SUPPORT ASSISTANT

The family readiness support assistant (FRSA) is a recently established position in the family readiness support structure. This position represents a new concept for the Army in Europe that is being met with high regard and appreciation.

Today's soldier is part of a more deployable expeditionary force, and families must have extensive knowledge to deal with the demands of the operational environment. Family programs must strive to meet the demands and ever-changing needs of today's Army family. The guidance in this pamphlet is provided to give commanders, rear detachment commanders (RDCs), and family readiness group (FRG) leaders a better understanding of the FRSA's roles, responsibilities, and relationship to the RDC and the FRG.

Army leaders understand the importance of FRGs and how "taking care of families" affects mission readiness. When FRG leaders were asked what would make their job easier, the overwhelming response was *more help*. Because so many military spouses are working, recruiting volunteers to help FRG leaders is difficult. With the idea of "changing dynamics" in mind, the concept of a paid assistant position was created. Except for a few changes based on the needs of the Army in Europe, the duties of FRSAs are nearly identical to those of Reserve mobilization deployment assistants. The idea of providing a paid assistant to help RDC and FRG leaders quickly caught on and was adapted for use by active-duty Army units.

FRSAs work directly for the commander during peacetime and for the RDC during deployments. 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.

While the primary responsibility of FRSAs is to provide assistance to the commander or RDC and FRG leader, they are also available to help families and soldiers within the scope of their position description. The FRSA should be thought of as an extension of the FRL and FRG leader. This position was not established to take over FRL or FRG leader responsibilities, but to provide assistance, information, referrals, and follow-up on all areas of family programs.

FRSAs are to help develop and distribute unit newsletters, announcements, and flyers. FRSAs will also ensure telephone trees, e-mail trees, or both are established, kept up-to-date, and used so that family members can be contacted in a timely manner. The FRSA can help with completing volunteer forms and with family readiness planning and training, and serves as a POC for referrals to community agencies. The FRSA position, when used properly, will strengthen

the FRG. A strong commitment provided by the family readiness structure to soldiers and their families can be seen in the success of the unit's mission and serves to provide a smooth transition during the full deployment cycle, with emphasis on deployment and reintegration.

FAMILY READINESS SUPPORT ASSISTANT POSITION DESCRIPTION

The FRSA position description is based on an overall general description of the GS-0303 series positions (Clerical and Administrative Support). Some specific duties are not listed, as each component of the Army unit from platoon to brigade level is different, even in the same organization.

The *Frequently Asked Questions* (FAQs) shown below provide guidance and clarify "gray areas" in the FRSA position description. Questions and comments concerning the position description should be referred to the USAREUR Program Manager. Commanders and RDCs should consider the FAQs as additional command guidance and must maintain the integrity of the FRSA position description as it pertains to family readiness.

It is strongly recommended that the commander, RDC, FRSA, and FRG leader develop an FRG standing operating procedure (SOP) for the unit. The SOP should clearly define the expectations, roles, and responsibilities of each component of the FRG structure. The FRSA position description and the FAQs provide insight for developing the SOP. This SOP will alleviate confusion and prevent duplication of work between the FRSA and the FRG leader. A sample SOP is on page 16.

Frequently Asked Questions

May I hire my FRG leader to be the FRSA? He or she has been doing all the work up to this point; can't we pay him or her for that work?

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

The FRSA's workweek is generally established as 40 hours a week. FRSAs may not work more than 6 days in a row without taking a day off. Any absence from this workweek to perform volunteer duties requires appropriate characterization of duty status (for example, properly approved leave). 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 include updating the FRG activity calendar; scheduling and coordinating monthly FRG meetings (including guest speakers and special activities); publishing the 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 another 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 him or her to the proper agency for assistance. The FRSA, however, is not a counselor and should not try to counsel any family member.

NOTE: Life-threatening situations are not to be considered as “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. The only exception to this policy is training provided under the Army Family Team Building (AFTB) program, since the information provided by this program is an asset to soldiers and family members. AFTB instructors and master trainers are allowed to do volunteer work in support of the AFTB program at communities in the Army in Europe. To avoid conflict of interest, however, FRSAs should not provide AFTB classes or briefings to soldiers or family members in units in which they are employed.

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. Sensitive information must be assessed by the commander or RDC before the FRSA gives this information to soldiers or family members. 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. The responsibility of providing information to family members is delegated by the commander or RDC to the FRSA and FRG leader.

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 an 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, USAREUR Global War on Terrorism funds are limited due to budget constraints. The FRSA should keep accurate records of any time worked past the normal 40-hour duty week and use these overtime hours as “comp time.” FRSAs should record overtime and comp time in a ledger and have the commander or RDC initial the entries. Comp time may be used during training holidays, for duty-day appointments when sick or annual leave would normally be charged, or during normal duty hours when approved by the commander or RDC. To avoid overtime and comp time, a flexible duty-day schedule may also be developed between the FRSA and the commander or RDC. For example, if an event is scheduled in the evening for 2 hours, the FRSA could work a 6-hour duty day and 2 hours at the evening event. Comp time and flexible schedules are the responsibility of the FRSA and the supervisor.

What is meant by *performs other duties as assigned*?

Other duty requirements for the FRSA include remaining within the scope and support of the family readiness structure. The commander or RDC should contact the USAREUR Program Manager if they have questions about this.

Actual Position Description

The figure below is an actual FRSA position description.

Position Description

PD#: HME9960

Replaces PD#: NEW

Sequence#: VARIES

FAMILY READINESS SUPPORT ASSISTANT (OA)

GS-303-05 and GS-303-06

Installation: HEIDELBERG AREA, GERMANY

Agency: VARIES

MACOM: VARIES

Command Code: VARIES

Region: EUROPE

Citation 1: OPM PCS MISC CLERK & ASST SERIES, GS-303, NOV 79

Citation 2: OPM GLG / CLERICAL & ASST WORK, JUN 89

Citation 3: OPM OFFICE AUTOMATION GEG, NOV 90

PD Library PD: NO

COREDOC PD: NO

Classified By: DIRK W. RICHTER/USAREUR CPD

Classified Date: 01/20/2004

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: 05

Competitive Level: VARIES

Emergency Essential: VARIES

Career Ladder PD: NO

Bus Code: VARIES

PD Status: VERIFIED

Duties:

THIS IS A USAREUR STANDARDIZED POSITION DESCRIPTION

SUPERVISORY CONTROLS

The incumbent works under general supervision of the Rear Detachment Commander (RDC) who coordinates work assignments with Family Readiness Group (FRG) Leaders. Assignments are accompanied by general instructions concerning priorities, assignments, and deadlines. Routine assignments are performed independently in accordance with general office practices. Specific instructions are provided on non-routine assignments. The employee works independently in carrying out familiar assignments in accordance with previous instructions and established software package uses. Unusual situations may require the assistance of the RDC and/or FRG Leaders. Completed work is usually checked for compliance with office procedures or instructions, technical accuracy, appearance, and appropriate interpretation of regulatory criteria.

MAJOR DUTIES

Performs a variety of clerical and administrative duties in support of the RDC and FRG Leaders. Assists with implementing and maintaining family support services for family members separated

from the military sponsor due to mobilization/deployment and training efforts, or other duty requirements. As such contributes to combat readiness by promoting efficient and effective communication between the command and family members.

1. (30%) In coordination with community agencies, i.e. ACS, chaplains, assists in the preparation of briefings, orientations, and workshops, informing soldiers and family members regarding the functions of Family Readiness Groups and a variety of deployment and reunion issues. Ensures timely and accurate information is relayed to soldiers and their family members by the FRG volunteer staff sensitive to the needs of family members during training or deployment periods. Assists the RDC Commander and the FRG Leaders in recruiting volunteers for family readiness groups and in instructing/training units, soldiers, and their families on Family Readiness Issues. Maintains effective communication with the FRG volunteer staff.

2. (20%) In coordination with RDC and FRG Leader, maintains day-to-day awareness regarding public, military, and/or administrative issues impacting the families of deployed military personnel. Assists Family Readiness Groups with publishing newsletters, developing telephone trees, coordinating FRG meetings. Updates unit specific Family Readiness Group Web Page and provides input/products as incorporated into the Web Design as approved by the Rear Detachment Commander. Maintains regular telephonic/electronic contact with the USAREUR Family Readiness Support Specialist to receive technical support of family readiness activities and issues.

3. (20%) Receives calls and provides customer service. Accurately and tactfully determines nature of request and refers only those contacts needing staff attention. Routes calls and visitors based upon knowledge of programs and operations. Personally answers routine and non-technical requests for information such as status of reports, suspense dates for matters requiring compliance, and similar information readily available from files in a timely and accurate manner. Keeps supervisor's and FRG Leader's calendar and schedules appointments and meetings in accordance with instructions, coordinating with the FRG Leader and RDC as necessary. Reschedules appointments if necessary. Courteously reminds all participants of scheduled events to ensure prompt and timely attendance. Makes calendar available to FRG Leader and RDC Commander to minimize conflicts in scheduling. Promptly refers conflicts in schedules to supervisor for resolution.

4. (30%) Performs general office clerical duties in accordance with applicable regulations. Performs word processing functions, type's 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 suspense's and processes correspondence through appropriate channels.

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 in operating an electronic typewriter, word processor, microcomputer, or computer terminal, using a standard typewriter style keyboard with additional function keys, to produce work accurately and efficiently. Also, skill in operating related equipment, such as printers and modems, as required.

- Knowledge of processing and function keys required to execute at least several basic office automation functions such as storing and retrieving electronic documents of files, activating a printer, inserting and deleting text, printing standardized paragraphs from a glossary, producing letters and memoranda in much the same way as they would be typed on a standard typewriter, entering data into a predefined spreadsheet or database.

- 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 assignments 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 discrepancies and correct or question originators in such matters as improper formatting, errors in spelling, grammar, punctuation, missing information, or discrepancies between the nature of the materials and the processing instructions cited.

Factor 5. Scope and Effect - Level 5-1 25 Points

The purpose of the work is to perform specific recurring tasks such as selecting and adhering to the proper format, determining the spacing and arrange of materials, making entries to and retrieving data from electronic records, and checking references, distribution requirements, grammar, punctuation, and spelling. The services performed facilitate the work of the originators of the documents and the users of the data maintained.

Factor 6. Personal Contacts, Level 6-1 and

Factor 7. Purpose of Contacts - Level 7a, 30 Points

Contacts are with employee within the immediate work unit for the purpose of exchanging information about the assignment.

Factor 8. Physical Demands - Level 8-1 5 Points

The work is sedentary and requires no special physical demands.

Factor 9. Work Environment - Level 9-1 5 Points

The work involves minimal risks and observance of safety precautions typical of office settings.

Total Points for Office Automation Duties: 590

Grade Conversion: 455 - 650 points = GS-03

Evaluation: Not Listed

ROLES IN THE FAMILY READINESS SYSTEM

Commander

The commander is responsible for planning and implementing programs to support soldiers and military family members (for example, FRGs). Commanders must develop appropriate procedures for providing family-assistance services while soldiers are in garrison or deployed.

Rear Detachment Commander

The RDC is responsible for ensuring the families of deployed soldiers are appropriately cared for and receive needed services through family assistance programs (AE Reg 600-8-108).

Family Readiness Liaison

The FRL is the link between the command and the FRG. FRLs are responsible for referring family members, soldiers, FRG leaders, and the FRSA to community agencies. The FRL and FRSA coordinate with community organizations to provide resources, assistance, and training to soldiers and family members. FRLs may be appointed at any level of command and work with the RDC, the family assistance center (FAC), FRG, and FRSA. FRLs can identify appropriate resources and provide accurate, up-to-date information to help solve family-related problems.

Family Readiness Support Assistant

The FRSA works directly for the commander or RDC (during deployment). The FRSA's main objective is to provide the commander or RDC, the FRL, and the FRG leader with administrative assistance in support of family readiness programs and activities.

Family Readiness Group Leader

The FRG leader works closely with the commander or RDC, the FRL, and the FRSA to identify the needs of family members. The FRL leader also identifies and resolves minor issues and solves problems when possible using FRG resources, and ensures appropriate referrals are made to community organizations. The FRG leader distributes unit and installation information to family members and other FRG volunteers.

Family Readiness Group Volunteers

FRG volunteers provide assistance to the FRG leader and family members by serving in supporting roles (for example, as the telephone tree POC, treasurer, or secretary). FRG volunteers in POC roles provide a link to families and are a key means of providing outreach to family members with special needs. Various volunteer position descriptions are provided on pages 21 through 24.

Army Community Service

ACS is the principal source of resources and services for families, soldiers, the commander or RDC, and FRGs. ACS helps unit and installation personnel with predeployment and reintegration briefings and offers a variety of training programs for soldiers and family members. The ACS staff also coordinates with Army Emergency Relief (AER) and the Red Cross to ensure rapid response to emergency situations and financial assistance.

Family Assistance Center

The FAC provides information, assistance, guidance, and referrals to units and families of soldiers in the event of deployment or mobilization. When activated, the FAC serves as a liaison with all resource agencies, including the ACS staff, legal assistance officers, chaplains, health benefits advisers, mental health professionals, Red Cross personnel, provost marshals, housing officials, transportation officials, and finance specialists.

FAMILY READINESS GROUP

The FRG is a unit or organization consisting of enlisted soldiers, officers, and family-member volunteers who provide social and emotional support, outreach, and information to family members before, during, and after deployments, extended tours of duty, and field-training exercises. The purpose of the FRG is to ease the pressure and emotional stress associated with military separation for the soldier and family member. The FRG's main objective is to enable a unit's family members to establish and operate a system through which they can effectively share information, solve problems, and provide mutual support.

FRG Structure

There is no "one best way" to structure an FRG. The FRG should be adapted to the unit mission and the demographics of its family members. The commander is ultimately responsible for the FRG and for approving the FRG leader and FRG volunteers. The FRG leader and volunteers are appointed representatives and should be acknowledged in writing and provided a written copy of their position descriptions. (Sample position descriptions are provided on pages 21 through 24. A sample appointment order is provided on page 25.) A volunteer may be a family member or an active-duty soldier. FRG leaders and volunteers are responsible for planning and executing program activities and for serving as a conduit of information between the command and family members. FRG participants are the recipients of FRG services (for example, soldiers and family members who attend meetings, classes, seminars, or social events sponsored by appointed volunteers).

Value of the FRG

A successful FRG enhances unit togetherness and increases mission readiness by teaching self-reliance and encouraging family members to identify with the unit mission. The unit FRG is an effective way for family members to obtain information and support during separations. FRGs provide family members information on military and community resources, refer family members to these resources when necessary, and help families develop independence by sharing coping skills. Many spouses develop a more positive attitude toward themselves, the deployment, and the Army when they are actively involved in the FRG. Unit readiness is improved because soldiers are reassured by knowing that their family members are receiving reliable and friendly support while they are deployed. FRGs help prevent problems in families that adversely affect soldier performance and reduce unit strength and readiness. Family readiness means less stress for both soldiers and family members during a separation and a better chance that the soldier will return in good health to a supportive and more relaxed environment at home.

FRG Administration

Although the unit commander is responsible for establishing and operating the FRG, it is counterproductive for the commander to serve as the FRG leader. Family-member leadership is essential to the FRG's success. The FRG should be organized and operated by family members, but the commander should show active support for and approval of FRG activities. FRG representatives and the unit commander must develop appropriate working relationships to establish an efficient information-exchange system. The FRG functions with the express support of the commander and its success is measured by the commander's willingness to support the FRG's volunteers.

Participation in the FRG

Participation in the FRG should be strongly encouraged, but cannot be required. When family members understand the role of the FRG, they are more willing to be involved. Units that are not facing a deployment or extended field exercise may not have many family members who want to participate in the FRG; however, the FRG is a vital part of unit readiness and should still be maintained during "downtime." The FRG can contribute to other Army family programs to encourage participation. Sponsorship of newly arrived families, childcare resources, and outreach programs combined with ACS resources and classes will make spouses and soldiers feel that they are truly part of the Army family. Encouraging participation and reducing social isolation enhances the family member's feelings of belonging, control, and self-reliance, and establishes a real sense of community. Ongoing reevaluation of programs and activities is key to the FRG's success.

FRG Activities

The type and level of activities in which the FRG becomes involved depend on the identified needs of unit soldiers and their families. Some FRG activities are essential and common to all groups, since the goal of an FRG is to support the military mission by providing outreach and information to family members before and during separations. Common activities include holding regularly scheduled meetings, publishing FRG newsletters, maintaining family rosters, and organizing a telephone chain.

The following activities directly foster family readiness goals:

- Sponsoring new families.
- Providing newcomer orientations.
- Organizing holiday or unit parties and outings.
- Providing spouse employment or relocation briefings.
- Providing lists of available childcare services, or providing short-term care.
- Arranging transportation to and from FRG meetings, activities, and programs.
- Raising funds for specific activities.
- Providing workshops or seminars on coping with separation and managing stress, and on military benefits, pay entitlements, and medical care.
- Working closely with community resources to provide referral information to family members who need special assistance.
- Sponsoring AFTB classes in the unit or at the community level.

FRGs often form committees to handle various activities and events. This maximizes participation and reduces volunteer burnout among FRG leaders and representatives.

Many FRG programs can be planned to increase group participation and develop cohesion. During deployment, family-oriented activities can be organized for families and soldiers who have stayed behind. This allows spouses and family members to meet and develop relationships in the group and establish an association with the rear detachment staff.

Family-oriented programs include the following:

- Holding picnics or barbecues.
- Holding potluck dinners, sharing recipes, and preparing international foods.
- Conducting a house-to-house potluck (for example, having salads at one house, the main dish at another, and so on).
- Having family bowling or movie nights. (Morale, welfare, and recreation (MWR) activities and the Army and Air Force Exchange Service sometimes offer group discounts or promotions.)
- Videotaping special activities or outings and sending the tape to soldiers who are deployed.
- Making family trips (for example, camping, trips to a park or zoo).

- Adopting single soldiers and sending care packages to them while they are deployed.

Fundraising Activities

Fundraising is not the main focus of the FRG; it is only a small aspect of the FRG function and is necessary only to support FRG activities.

Bake sales, auctions, recycling drives, unit yard sales with donated items, and carwashes are common fundraising activities. All fundraising activities (both on and off post) require unit commander or RDC approval before they may be conducted. If conducted on post, approval must also be obtained from the appropriate approving authorities and according to regulations governing fundraising (for example, AE Reg 210-22). If conducted off post, any required permits or licenses are the responsibility of the FRG.

NOTE: If fundraising activities are conducted off post, an appropriate disclaimer must be included in all advance publicity and on signs or posters at the site. For example:

This activity is not an official function of the U.S. Army.

The unit commander, in consultation with the local staff judge advocate's office, can provide the words for the disclaimer as appropriate to the particular fundraising activity.

**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. AE Regulation 608-2, Family Readiness System, 1 March 2005.

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 FRG need not apply for private organization status as long as the fund does not exceed \$1,000 at any given time, unless the fund is designated for a specific purpose or function. 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. AE Regulation 608-2 provides more examples of position descriptions.

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 (READY) courses.
- Army Family Team Building (AFTB) Levels I through III training.
- Volunteer training as an FRG leader or representative.

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 (READY) courses.
 - Army Family Team Building (AFTB) Levels I through III training.
 - Similar courses or training.
-

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 (READY) courses.
 - Similar courses or training.
-

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 (READY) courses.
 - Army Family Team Building (AFTB) Levels I through III training.
 - Similar courses or training.
-

PREDEPLOYMENT FAMILY READINESS PROCESSING

Proper preparation and use of family readiness resources will reduce stress and family problems during deployments. This section provides basic guidelines and resources that the commander, RDC, FRSA, and FRG leader can use to help soldiers and family members prepare for and cope with separation.

Predeployment Briefing

Mission readiness and effectiveness are high priorities for commanders. Leaders recognize that well-constructed family readiness programs that are sensitive to family needs are vital to mission success. Because they prepare and train families to manage separation, predeployment briefings are a critical part of mission readiness. Family-member briefings should be an integral part of the commander's family readiness plan. Assistance from the FRG, RDC, FRL, FRSA, and ACS should also be part of the plan. Taking care of family business before deployment helps relieve the concerns of family members and prevents soldiers from becoming distracted from their mission while deployed. Soldiers and family members should understand that family readiness is a mutual responsibility.

A successful briefing requires a great deal of time and planning. Although the briefing is the commander's responsibility, the unit S1, FRSA, and FRL should provide support and assistance during the planning and briefing process.

Briefers should be subject-matter experts in their fields. The following areas of concern may be included in predeployment briefings:

- Bank accounts.
- Chaplain assistance.
- Crime prevention and safety.
- Emergency assistance (Red Cross and AER).
- Family recordkeeping.
- Finance.
- Household and automobile maintenance.
- Insurance.
- Nutritional health.
- Powers of attorney.
- TRICARE.
- Wills.

The following useful resources may be provided to family members during predeployment briefings:

- ACS brochures that list classes offered to family members.
- Allotment forms (provided by the servicing finance office).
- Army Family Readiness Handbook (available from ACS).
- Brochures and pamphlets that provide ways to deal with stress and separation.
- FRG information (available training and calendar of events).
- Information on childcare and medical services (where and when they are available).
- A list of local activities for children and other family members.
- Power-of-attorney forms (provided by the servicing legal assistance office).
- Printed programs or agendas of the briefing.
- Release forms for disclosing information under the Privacy Act.
- Will forms (provided by the servicing legal assistance office).

Family Care Plans (FCPs)

FCPs are prepared by single and dual-military parents to make provisions for their children during deployment. FCPs are part of soldier inprocessing, but should be reviewed and updated as needed during the predeployment process.

FAMILY READINESS DURING DEPLOYMENT

FRGs are especially important during deployment, particularly to support the special needs of family members. This section reinforces the importance of family readiness and provides a sample SOP to be followed during deployment. SOPs should be in place to provide procedures for notifying soldiers' families and solving family-member problems when they arise. The special roles of the RDC and FRL during deployment are also outlined.

Deployment family-readiness information sheets must be filed in the unit orderly room to help each soldier's family during deployments. These information sheets should include the following:

- Names, addresses, and telephone numbers of the next-of-kin.
- Dependent children's names, addresses, and telephone numbers.
- Special medical requirements of family members.
- The language spoken by the family.
- Potential problems that family members may have with transportation while the soldier is deployed.

Tips for FRG Volunteers

- Offer support, sympathy, and a shoulder to lean on.
- Offer to arrange one-time, short-term assistance, such as childcare or transportation to the commissary.
- Establish a link among neighbors, friends, and unit spouses to provide assistance and support to family members.
- Distribute important information in a timely manner.
- Encourage networking and support among FRG members to provide a mutual support structure in the FRG.
- Stay in contact with the RDC, FRSA, FRL, and FAC (if activated).

Role of the RDC During Deployment

The RDC, in cooperation with the FRG program, ensures that families are cared for and helped during deployment. The RDC also manages the unit's day-to-day operations. RDC family readiness responsibilities include implementing the unit family assistance plan; providing unit-information systems, facilities, and resources to the FRG; monitoring FCPs; and training and supporting the FRL. The RDC must maintain constant communication with the deployed unit. He or she is the unit's primary liaison to installation support agencies and helps with issues that require official action. The RDC helps with notifications during emergencies, helps arrange emergency leave for soldiers, and helps family members who require financial assistance for emergency travel. The RDC mission continues throughout the deployment. The RDC is also responsible for providing reintegration and reunion classes for family members and soldiers. (AE Regulation 600-8-108 provides more information on the RDC's role and responsibilities.)

Role of the FRL During Deployment

The main function of the FRL during deployments is to coordinate family-assistance information. Ideally, the FRL is on call 24 hours a day and should always be available to soldiers, family members, and FRG volunteers.

FAMILY READINESS DURING REINTEGRATION

Reintegration is one of the most important processes that soldiers must go through when they return from deployment. Several publications have been developed to help RDCs, FRGs, soldiers, and families with reintegration and post-reintegration. FRSA's may be asked to help schedule, plan, and coordinate reintegration activities. They will also serve as the POC for referrals to community agencies and organizational activities. To be able to provide assistance, FRSA's must understand the value of the reintegration process.

The Army Deployment Cycle Support Program was developed to help the Army conduct personnel operations after 30-day or longer deployments. This program facilitates the reintegration of soldiers, civilians, and families back into a typical

military way of life. The reintegration process concentrates on the safety and well-being of redeploying soldiers, civilians, and their families. Commanders are to ensure that all redeploying soldiers and civilians are provided a process that allows for personnel reintegration, family reunion, and the reestablishment of personnel readiness.

AE Regulation 600-8-109 and the USAREUR homepage (<http://www.hqusareur.army.mil>) provide guidance on reintegration and post reintegration. The following information is provided specifically to help support the RDC, FRL, FRG, soldiers, and family members.

Single-Soldier Activities

Better Opportunities for Single Soldiers (BOSS) is a program that supports the overall quality of life of single and unaccompanied soldiers. BOSS identifies well-being issues and concerns and proposes improvements through the chain of command. BOSS encourages and helps single and unaccompanied soldiers discover and organize recreational and leisure activities. It gives soldiers the chance to participate and contribute to their community. Through involvement in BOSS, soldiers have a more positive and direct effect in the community and on the well-being of soldiers throughout the Army in Europe. Local MWR and recreation activities can provide POCs for local BOSS programs.

The IMA-E MWR Office and base support battalions (BSBs) may offer the following programs and events for single and unaccompanied soldiers during the half-day reintegration process:

- Single soldier welcome-home appreciation nights.
- “Revitalize Your Car”—free carwashes, safety inspections, brake tests, and battery changes; and free reserved bay time.
- Tournaments in billiards, three-person basketball, darts, table tennis, bowling, and football.
- Reduced tickets for community theater presentations.
- Free bowling at specified times.
- Discounts for and special access to community establishments.

NOTE: These special activities are suggestions and ideas. Each BSB must identify and approve its own events. A complete schedule of events in the local area may be obtained by contacting IMA-E, the BSB, or the servicing MWR office.

Family Readiness Group

The FRG can play a major role in reintegration. FRGs can plan and schedule events and provide support that will allow soldiers (including those who are single and unaccompanied) to relax and ease back into a family setting. These events and support include the following:

- Organizing childcare for certain events and briefings that spouses may want to attend.
- Holding potluck luncheons during the half-day reintegration process.
- Providing snacks and drinks for soldiers during reintegration briefings.
- Making banners and welcome-home signs, and decorating the local community with yellow ribbons and other signs of a “job well done.”
- Providing a welcome-home arrival party (if appropriate).
- Providing special treats or meals for single and unaccompanied soldiers.

The FRG must continue to operate during reintegration and post-reintegration. The FRG serves as a fundamental link between the command and families. The service and support provided by the FRG are vital to the unit’s mission before, during, and after deployment. For this reason, the FRG should continue to function during all phases of the deployment cycle.

COMMUNITY RESOURCES

Army Community Service (ACS)

ACS centers provide valuable information, resources, and services to soldiers, civilians, and family members. AR 608-1 provides more information on the role and responsibilities of ACS. The following is a brief description of these services:

- **Deployment or Mobilization and Stability and Support Operations Readiness.** Family assistance and support services will be provided to families of active, Reserve, and emergency-essential civilians in support of military operations during deployment or mobilization. ACS will ensure that a comprehensive, realistic, effective, and coordinated assistance-delivery system is in place before military operations or deployment begins. This system includes the triad of family assistance centers, unit FRGs, and the unit rear detachment. As a minimum, services will include emergency financial assistance, emergency food and shelter, crisis intervention, legal information, Defense Enrollment Eligibility Reporting System (DEERS) support, military medical benefits briefings, information, and referrals to appropriate resources for other assistance if needed.
- **Employment Readiness.** Employment assistance is provided to help spouses acquire skills, make networks, and obtain resources that will allow them to participate in the workforce and develop a career or work plan. Employment-readiness services should provide a list of local resources that are available, and information on employment and volunteer opportunities.
- **Family Advocacy Program.** The Family Advocacy Program addresses child and spousal abuse and neglect, including prevention, identification, reporting, investigation, and treatment (AR 608-18). The local ACS Family Advocacy

Program office may be contacted for a complete list of available preventive and treatment programs.

- **Financial Readiness.** Financial services are available to counsel and train soldiers and families on financial self-sufficiency. Classes and individual counseling are provided on personal financial management and consumer-affair awareness. Emergency financial assistance may also be provided with consideration of AER loans and grants for eligible individuals according to AR 930-4.
- **Relocation Readiness.** Relocation assistance is provided to reduce or eliminate problems caused by frequent moves. Relocation assistance is available to both inbound and outbound personnel with primary emphasis on predeparture counseling and relocation planning. The ACS lending closet is also administered by the relocation staff. The lending closet provides basic housekeeping items to incoming and outbound families (and to other individuals as appropriate) for temporary use.
- **Volunteer Coordinator.** The ACS volunteer coordinator manages the installation volunteer program and serves as a liaison between agency officials and individual volunteers. The coordinator is responsible for policy, procedures, and specific guidelines that regulate the management of volunteers.

Department of Defense Dependents Schools (DODDS)

DODDS-Europe is continuously updating policy to meet the needs of soldiers and civilians with school-age children. While striving to provide an excellent education is its number-one priority, the DODDS administration also strives to understand the complexity of issues and demands faced by the military family. Most DODDS schools have Web sites where updated policy, school-year calendars and events, and information pertaining to local guidelines and procedures are posted.

Red Cross

The local Red Cross office can be a vital resource for the RDC, FRSA, and FRG leader. The Red Cross provides many different types of training and serves as an emergency-notification liaison between family members and the soldier's unit. The local Red Cross office may be contacted for a list of programs and classes it offers. The FRSA and RDC should become familiar with Red Cross emergency-notification procedures and policy to better help FRG members if an emergency occurs.

USEFUL WEB SITES

Military Links

<http://companycommand.army.mil>

The Company Command Web site provides information to company commanders to help them with the responsibilities and challenges of command. The most useful aspect of this site for the FRSA is the *<http://frg.army.mil>* link, which is co-based with the Company Command Web site.

<http://www.deploymentconnections.org>

The Deployment Connections Web site provides information for the joint readiness of soldiers, families, parents, spouses, and children.

<http://frg.army.mil>

This Web site is designed to help FRG leaders by providing ideas and support through the use of bulletin-board notices and open-discussion forums. FRG leaders may post comments, suggestions, ideas, and other information to provide assistance to one another.

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

The USAREUR homepage provides extensive information about USAREUR. The *Electronic Publications* button provides a link to Army in Europe (AE) publications.

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

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

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

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

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.

http://www.armycommunityservice.org/vacs_deployment/data/modules/pbm/rendered/operation_ready.asp

The Operation READY Web site is a training and information resource that was developed after Desert Storm from lessons learned during deployment. Family readiness handbooks and training material can be downloaded from this Web site.

<http://www.armyfamilyteambuilding.org/skins/aftb/homelogin.aspx>

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, including Operation READY material and the FRG Handbook.

<http://www.chrma.hqusareur.army.mil/>

The United States Army Civilian Human Resources Agency, Europe Region, Web site provides answers to questions about employment as well as information on available appropriated fund and nonappropriated fund positions in Europe, job training, evaluations, and other topics.

<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.

<http://www.gordon.army.mil/acs/rdct/lesson1.html>

This Web site provides the online RDC course, which provides an overview of RDC roles and responsibilities. This course is not required, but is provided for information.

Family Program Internet Web Sites

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

American Red Cross

<http://www.wblo.org/skins/wblo/home.aspx>

Army Families Online (provided by the Well-Being Liaison Office)

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

Army One Source

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

DeploymentLINK (deployment health support)

<http://www.per.hqusareur.army.mil/familyfocus/>

Family-focused deployment information

<http://www.hooah4health.com/>

Hooah 4 Health

<http://www.mfrc-dodqol.org/>

Military Family Resource Center

<http://www.militaryonesource.com/>
Military One Source

<http://www.myarmylifetoo.com>
MyArmyLifeToo (gateway to assistance, support, and community services)

<http://www.per.hqusareur.army.mil/postreintegration/>
Post-reintegration information by community

<http://www.per.hqusareur.army.mil/reintegration/>
Roadmap to reintegration

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

NOTE: This list of Web sites does not constitute endorsement by the U.S. Army or USAREUR of the Web sites or the information, products, or services they provide. Except for authorized activities such as military exchanges and MWR Web sites, neither the U.S. Army nor USAREUR exercises any editorial control over the information that may be found on external Web sites. These links are provided to support the purpose of this pamphlet.

PUBLICATIONS

Appendix A lists publications that provide information on the agencies and services to which the RDC, FRG leader, family members, and soldiers may be referred for help.

The following pamphlets, which may be ordered by unit publications clerks, provide helpful information for families before, during, and after deployments.

- AE Pamphlet 600-8-109-1, Family-Focused Deployment Guide
- AE Pamphlet 600-8-109-2, Soldiers, Civilians & Family Members Reintegration Guide
- AE Pamphlet 600-8-109-3, USAREUR Deployment & Reunion Guide for Children (3 to 6 Years Old)
- AE Pamphlet 600-8-109-4, USAREUR Deployment & Reunion Guide for Children (for Children Ages 7 to 12)
- AE Pamphlet 600-8-109-5, Army Brat Pack (for Teens)
- AE Pamphlet 600-8-109-6, Leaders Post-Reintegration Guide
- AE Pamphlet 600-8-109-7, Rest and Recuperation (R&R) Leave Program

RESOURCES AVAILABLE THROUGH MILITARY ONE SOURCE

The following resources may be ordered by calling Military One Source in the United States at 877-765-1309 (hours of operation: 0700 to 1900 central standard time). Many resources may be downloaded from the Military One Source Web site at <http://www.militaryonesource.com/>.

CD-ROM

- Achieving Balance—Overcoming Overload in Your Work and Personal Life
- Breathe—Managing Stress
- Care Giving—Caring for Yourself When You Care for Another Adult
- Finding Strength—In Family and Community
- Handling Stress with Humor
- Personal Finance for Everyone
- Positive Discipline—Parenting that Works

Booklets

Financial:

- Buying a Home
- Getting Out of Debt—A Step-by-Step Guide
- Personal Budget Management

Parenting and Childhood:

- Applying to College—A Guide for Students
- Becoming a Parent
- Child Care Handbook—A Parent's Guide
- How to Help Your Child Succeed in School
- Internet Safety—A Guide for Families With Children and Teenagers
- Keeping Your Teenager Safe
- Parenting and Childhood:
- Questions Parents of Infants Ask
- Questions Parents of Preschoolers Ask
- Stepfamilies—Understanding the Adjustments, Challenges, and Rewards
- Ten Everyday Math Activities for Parents and Kids
- The Single Parent Handbook—Strategies and Support for Parenting on Your Own

Stress Management:

- Bouncing Back—Staying Resilient Through the Challenges of life
- Home Care for Adults—Finding and Choosing the Services You Need
- Moving—A Step-by-Step Guide

Helpful Information Packets and Resources

- Army One Source flyer and information brochure
- Refrigerator magnet
- Wallet- or purse-size information cards

**APPENDIX A
REFERENCES**

**SECTION I
PUBLICATIONS**

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

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

AR 608-18, The Army Family Advocacy Program

AR 608-47, Army Family Action Plan (AFAP) Program

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

AR 930-4, Army Emergency Relief

AE Regulation 190-1, Registering and Operating Privately Owned Motor Vehicles in Germany

AE Regulation 210-22, Private Organization and Fundraising Policy

AE Regulation 600-8-8, Military and Civilian Sponsorship

AE Regulation 600-8-101, USAREUR Soldier Readiness Program

AE Regulation 600-8-108, Rear Detachment Command

AE Regulation 600-8-109, Reintegration Operations

AE Regulation 608-2, Family Readiness System

AE Regulation 690-47, Deployment and Redeployment

AE Pamphlet 40-7, Medical Phrases in Seven Languages

AE Pamphlet 600-8-109-1, Family-Focused Deployment Guide

AE Pamphlet 600-8-109-2, Soldiers, Civilians & Family Members Reintegration Guide

AE Pamphlet 600-8-109-3, USAREUR Deployment & Reunion Guide for Children (3 to 6 Years Old)

AE Pamphlet 600-8-109-4, USAREUR Deployment & Reunion Guide for Children (for Children Ages 7 to 12)

AE Pamphlet 600-8-109-5, Army Brat Pack (for Teens)

AE Pamphlet 600-8-109-6, Leaders Post-Reintegration Guide

AE Pamphlet 600-8-109-7, Rest and Recuperation (R&R) Leave Program

AE Pamphlet 608-75, What You Need to Know About the Exceptional Family Member Program

USAREUR Regulation 525-27, Noncombatant Evacuation Operations (NEO)

USAREUR Regulation 600-290, Passports and Visas

USAREUR Regulation 608-3, Birth Registration

USAREUR Regulation 612-1, Community Central In- and Outprocessing

USAREUR Regulation 630-5, Leave and Passes

USAREUR Pamphlet 600-8-8, How To Be a Good Sponsor

Army Family Readiness Handbook

Chapter 1, Command Leadership and Family Readiness

Chapter 2, Predeployment: Family Readiness Processing

Chapter 4, Starting a Family Readiness Group

Chapter 5, Resources for Successful Family Readiness Groups

SECTION II FORMS

DD Form 1610, Request and Authorization for TDY Travel of DOD Personnel

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 Number

GLOSSARY

ACS	Army Community Service
AE	Army in Europe
AER	Army Emergency Relief
AFTB	Army Family Team Building
BOSS	Better Opportunities for Single Soldiers
BSB	base support battalion
CD-ROM	compact disk, read-only memory
DA	Department of the Army
DD	Department of Defense
DOD	Department of Defense
DODDS	Department of Defense Dependents Schools
FAC	family assistance center
FAQ	frequently asked question
FCP	family care plan
FRG	family readiness group
FRL	family readiness liaison
FRSA	family readiness support assistant
ID	identification
IMA-E	United States Army Installation Management Agency, Europe Region Office
MWR	morale, welfare, and recreation
POC	point of contact
READY	Resources for Educating About Deployment and You
RDC	rear detachment commander
S1	adjutant
SOP	standing operating procedure
SSN	social security number
USAREUR	United States Army, Europe