

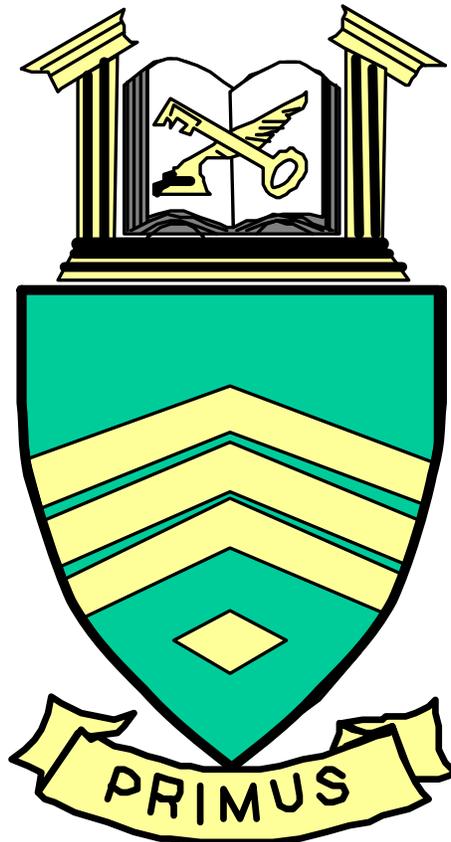
U.S. ARMY SERGEANTS MAJOR ACADEMY (FSC-TATS)

L668

OCT 03

ARMY FAMILY TEAM BUILDING

STUDENT HANDOUT



THIS PAGE LEFT BLANK INTENTIONALLY

HANDOUTS FOR LESSON 1: L668 version 1

Terminal Learning Objective

Handout-1, Advance Sheet

This Appendix Contains This appendix contains the items listed in this table--

Title/Synopsis	Pages
SH1, ADVANCE SHEET	SH-1-1
SH-2, SOLDIER SUPPORT CENTER SCHOOL STUDENT HANDOUT AND JOB AID, WHEN FAMILY CARE PLANS OF DEPLOYED SOLDIERS FALL APART	SH-2-1 thru SH-2-21
SH-3, MEMORANDUM FROM COMMUNITY AND FAMILY SUPPORT CENTER	SH-3-1 thru SH-3-3
SH-4, STUDENT NOTES	SH-4-1 thru SH-4-7

THIS PAGE LEFT BLANK INTENTIONALLY

Student Handout 1

Advance Sheet

Lesson Hours This lesson consists of four hours of small group instruction.

Overview The objective of this lesson is to familiarize you with the purpose and goal of Army Family Team Building Program. This lesson will help you understand the way the Total Army Family takes care of the family members during their sponsors' deployment.

Learning Objective Terminal Learning Objective (TLO).

Action:	Determine the elements of Army Family Team Building.
Conditions:	As a first sergeant, in a classroom, given AR 600-20 and DA Pam 608-47, and students handouts.
Standards:	Interpret the importance of the elements of Army Family Team Building and pass a written examination with a 70 percent score or better, IAW AR 600-20, DA PAM 608-47, and SH-2.

- ELO A** Recognize the Army's responsibilities for the Total Army Family (TAF).
 - ELO B** Recognize the purpose of the Army Family Team Building Program.
 - ELO C** Recognize the factors that adversely influence the welfare and well-being of soldiers and their family members.
 - ELO D** Recognize the responsibilities Army leaders have for preparing Army families for deployment and separation from their sponsors.
 - ELO E** Recognize the background, purpose, and function of Family Readiness Groups.
-

Assignment The student assignments for this lesson are:

- Study AR 600-20, para 5-5 and para 5-10; DA Pam 608-47, Chapters 1 thru 4; and SH-2, before class.

Additional Subject Area Resources None

- Bring to Class**
- Pen or pencil and writing paper.
 - All reference material received for this lesson.
-

THIS PAGE LEFT BLANK INTENTIONALLY

Student Handout 2

Extract

This Student Handout contains 20 pages developed by the Soldier Support Center and a one page job aid SH-2-21.

ARMY FAMILY TEAM BUILDING

Responsibilities

1. First sergeants in today's Army have a responsibility to establish a partnership with all members of the Total Army Family (TAF). Many studies show that soldier performance, readiness, and retention relates directly to family satisfaction with Army life. You, as a 1SG in today's Army, must fully support the Army Family Team Building (AFTB) program.

Goal

2. The goal of the AFTB program is to enhance Army readiness through training the TAF. This program incorporates existing training with newly developed training. The training focuses on the Total Army Family (active and reserve component soldiers, DA civilians, retirees, and family members).

AFTB Plan Approval

- a. The Chief of Staff of the Army approved the AFTB plan on 11 February 1993. AFTB training began in TRADOC service schools in the fall of 1993. The spring of 1994 is the implementation date of the initial pilot program for family members (active, reserve component, and DA civilian).

Purpose

- b. The purpose of AFTB is to enhance Army readiness through increased personal readiness. AFTB, designed to enhance Total Army Family readiness, provides training to both service and family members. The U.S. Army Soldier Support Center (SSC) developed AFTB training for TRADOC schools and family members, simultaneously providing the same message to all. AFTB training is mandatory for service members. Additionally, the SSC highly encourages AFTB training for family members.

Family Member Training

- c. Family member training consists of three levels. This training corresponds to the family member's interest and experience rather than the sponsor's rank. Volunteers will implement this training. Initially, units will use volunteers for both the active duty and reserve component (RC) training. After a trial period, reserve component volunteers will supplement hired personnel dedicated to providing family member training at the RC detachment level.
 - (1) Level I training: For family members new to the Army.
 - (2) Level II training: For family members interested in becoming leaders in activities such as: the Red Cross, housing area mayors, Family Readiness Groups, Parent-Teacher Associations, and chapel groups.
 - (3) Level III training: For family members interested in enhancing their leadership capabilities in their personal or professional roles.

Service Member/DA Civilian Training

- d. Service member and DA civilian training consists of five levels. TRADOC training of soldiers and DA civilians focuses on the importance of personal and family readiness. It also focuses on the impact of personal and family readiness on unit readiness and mission accomplishment.
- (1) Level I: Pre-entry (recruiting, precommission - USMA, (ROTC).
 - (2) Level II: Entry (Basic, AIT, PLDC, BNCOC, DSS, *ILDC [Initial Leader Development Course]).
 - (3) Level III: Platoon Level (ANCOC, OBC, WOBC).
 - (4) Level IV: Company Level (FSC, WOAC, OAC, *Supervisor Crs).
 - (5) Level V: Battalion and higher (SMC, CSMC, WOSC, CGSOC, *PCC [Primary Counselor Course], AWC, *Manager Crs).

Note: Courses preceded by an asterisk (*) are DA Civilian or Nonappropriated Fund Personnel courses.

Program Results

- e. The results of this program will be:
- (1) Soldiers and DA civilians who understand the importance of family readiness and its impact on unit readiness and mission accomplishment.
 - (2) Family members who know how to get help during spouse deployment.
 - (3) Families able to manage their personal affairs.
 - (4) Trained volunteers able to help community organizations.
 - (5) Trained volunteers able to step into leadership roles to help Army units and organizations.

Feedback

- f. AFTB is a dynamic program that will include Total Army Family feedback. For this program to be successful, now and in the future, feedback is critical. Additionally, its success will require the strong support of not only leaders at all levels, but each soldier, DA civilian, and family member.
- g. In summary, today's Army is different from the Army of just a year ago. A smaller, CONUS-based, contingency-force Army (able to deploy anywhere, anytime, on short or no notice,) requires increased family readiness. AFTB provides the necessary training to carry the TAF into the twenty-first century.

Army of the Future

3. The Army of the future is to be family-friendly. In a real sense, families go to war and family readiness plays a key role. This future Army will be significantly smaller. It will consist of predominantly married soldiers. The active component will fully integrate with the reserve and National Guard forces and civilian work force. It will deploy in task force packages to meet crises both foreign and domestic. Research and experience prove the critical relationship between unit readiness and family readiness.

1SG Knowledge

- a. Things first sergeants need to know to prepare Army families for deployment and separation from their sponsor appear below.
 - (1) Know how to use the pre-deployment checklist. This will help you in helping families focus on issues that prepare them for deployment and separation from their sponsor.
 - (2) Know the responsibilities for family care planning. AR 600-20, para 5-5, Family Care Plans, describes the responsibilities leaders have to ensure proper execution of Family Care Plans. Although policy mandates that only specific soldiers must have Family Care Plans, commanders should encourage all soldiers and civilians to have current plans.
 - (3) Know Family Care Plan procedures for pregnant soldiers, single parents and dual-military couples with dependent family members.
 - (4) Know options/alternatives for commanders to consider when Family Care Plans fail during soldier deployment.
 - (5) Understand the use of the following forms:
 - (a) DA Form 5304-R, Mar 92, Family Care Plan Counseling Checklist.
 - (b) DA Form 5305-R, Mar 92, Family Care Plan.
 - (c) DA Form 5840-R, Mar 92, Certificate of Acceptance as Guardian or Escort.
 - (d) DA Form 5840-R, Mar 92, Special Instructions Related to Execution of Powers of Attorney.
 - (e) DA Form 5841-R, Mar 92, Power of Attorney.
 - (6) Know the effects of separation on Army families.
 - (a) Military and civilian families often face separations due to training exercises, remote assignments, educational requirements, or combat duties. This prohibits normal family life. These assignments may be brief periods, several weeks, or extended periods (12 to 18 months).
 - (b) The type of separation has a great impact on how the family will react. A brief peacetime separation will be different from a tour in a war zone.
 - (c) You may view forced separation in four stages as explained below.
 - The first stage is the receipt of orders. During this stage the family may experience anger. Unless the family deals with this anger, they will experience unnecessary tension.
 - The second stage is the pre-departure stage. We characterize this stage by preparation for the separation. Sometimes there is very little reaction time. Families need to set up support networks before the separation. Often there is emotional distancing between family members. Distancing is a normal way for family members to protect themselves against the pain of separation.

- The third stage is the period of separation. We characterize this by increased responsibility for the family members who remain behind. The family may feel socially abandoned and reluctant to establish new friendships. It may become socially isolated. The most effective help during this period is the support of extended families, community support, and Family Readiness Groups. The following is a study done by the U.S. Army Research Institute (Nov 91), The Impact of Operation Desert Storm/Shield on Army Families: A Summary of Findings to-Date, the study perceives Family Readiness Groups were very successful. DACs in mobility or mission-essential positions may feel left out of these groups. Leaders at all level need to ensure inclusion of DAC personnel in their family care plans.
 - The final stage is reunion and reintegration. This stage does not always go smoothly. Family members must be aware that everyone changes during separation, and that they must invest time and energy in reestablishing their relationship.
- (7) Know if your unit has any DA civilians directly or indirectly involved and ensure inclusion of their families in preparations for deployment and separation.
 - (8) Sustain knowledge of leaders' responsibilities for preparing families for deployment and separation of their soldier.
 - (9) Know the activities and responsibilities of the casualty notification and assistance system.
 - (a) Casualty Area Commands (CACs) normally locate at all major CONUS Army installations and OCONUS theaters. They are responsible for reporting casualties; providing casualty notification and assistance to next of kin (NOK) of soldiers and DA civilians; coordinating disposition of remains; and operating the burial honors program. All casualty information is "FOR OFFICIAL USE ONLY" until NOK notification and must flow only through officially established casualty channels. Warn all soldiers and civilians that discussing casualty information with anyone outside established casualty channels is a punishable offense.
 - (b) Army leaders at all levels must understand the importance of soldiers reviewing and updating casualty documents, Servicemen's Group Life Insurance (SGLI), and the DD Form 93 (Record of Emergency Data). The SGLI program allows soldiers to elect insurance coverage from \$10,000 to the maximum of \$200,000. Now the cost of \$200,000 of insurance is \$16. Soldiers must appoint a principal beneficiary by name and provide a current address. Soldiers also may name additional principal beneficiaries or contingent beneficiaries.

Note: A married soldier's spouse or children will not receive any proceeds unless named as beneficiaries.

- (c) The DD Form 93 is extremely important because it provides notification names and addresses of person(s) in case of illness, emergency, or death. It also appoints the beneficiaries of certain benefits if a soldier is missing or has deceased. Leaders should strongly encourage soldiers to discuss life insurance and the DD Form 93 with their spouses and ensure they keep it up to date. Family members may decide to move away from their current address during deployment of their spouse. They must ensure the rear detachment commander knows the location of the family in case of an emergency.

- (d) Authorized personnel make personal notification to the following: primary next of kin PNOK and secondary NOK (SNOK) of deceased and missing military personnel, DA and DOD civilians, and DA sponsored contract personnel. The Army uses officers (except 2LT/ILT), warrant officers, senior NCOs (SFC-CSM), and civilians to notify the next of kin (NOK). The grade of the notifier will be at least equal to that of the casualty. When the PNOK is also a soldier, the rank of the notifier will be at least equal to the PNOK's.
- (e) Casualty notification officers make notification with urgency, but they must always check and confirm information before notifying the NOK. Casualty notification officers must not make notification based on rumors or unsubstantiated information. Casualty notification officers will make personal notification during the local periods from 0600-2200. The exception is when the NOK is physically present at the place of death. Casualty notification officers also may make exceptions if circumstances dictate that notification take place outside this period.
- (f) The casualty notification officer will personally notify PNOK, children, parents, and beneficiaries listed on the DD Form 93. The casualty notification officer will always notify PNOK first unless all efforts to contact or locate him or her have been unsuccessful. Then the casualty notification officer will notify SNOK and ask the whereabouts of the PNOK.
- (g) After notification completion, CAC's will assign a Casualty Assistance Officer (CAO) to assist the PNOK. The policy of assigning CAOs is the same as assigning notification officers. DA/DOD personnel receive casualty assistance from the civilian personnel office. DA Pam 608-33, Casualty Assistance Handbook, guides CAOs on their duties. Assistance ranges from assisting with funeral arrangements to applying for all benefits and entitlements.

Deployment 1SG Skills

- b. Skills needed for 1SGs to prepare Army families for deployment and separation of their service members.
 - (1) Create a climate that fosters participation in AFTB. This is a leader's responsibility. Leaders must actively support AFTB.
 - (2) Coordinate leadership training for volunteers. With just a few enabling skills, motivated volunteers are great assets to help further family readiness in your unit.
 - (3) Identify needs of subordinates' families. Experience gives leaders the typical problems that families face during deployments. However, every unit will face unique problems given the mix of unit personnel.
 - (4) Develop feedback methods. Experience is always the best teacher. Ensure you listen to your volunteer leaders because they're on the front line of care to family members.
 - (5) Implement positive changes, gathered from feedback methods, to further enhance your AFTB program. There is no "typical" AFTB program that will fit all units or any unit. Every unit's family readiness needs will differ. Therefore, view your AFTB program as an enhancement program that will constantly change as personnel come and go.
 - (6) In summary, the Army is changing its view on the responsibilities leaders have for preparing family members for coping with the rigors of Army life. 1SGs today must take the training of family members as seriously as the training of troops for combat. Family readiness is a critical element of unit readiness.

Factors That Influence Welfare and Well-Being

4. Many factors influence the welfare and well-being of soldiers and their families. There is a difficult balance here for a leader. How much help is enough or too much? The leader should be willing to help soldiers or family members with anything that impacts positively or negatively on mission accomplishment. This includes the full range of personal problems, marital problems, family problems, financial problems, etc. People are still the greatest asset the military has. Taking care of people should be a primary goal of every leader.

a. One of the leading problems among soldiers is the inability to handle the family budget. Balancing a budget takes time. However, doing it right saves a soldier money and time. The following are common sense recommendations for all soldiers:

(1) Check to bank. Own a joint checking account if you do not already have one. Go to your orderly room or PAC and fill out paperwork that will send your paycheck directly to the bank. This is the easiest, fastest, and safest way to get your money. Strongly recommend all soldiers and deployable civilians have a joint checking account with their spouse.

(2) Credit cards. Keep plastic money to a minimum. It gives you a false sense of wealth where there really isn't any money. Always try to pay off your balance monthly to avoid finance charges. The interest rates on most credit cards run more than 15 percent. Never let credit cards and short-term loan payments exceed 10 to 15 percent of your take-home pay.

(3) Organize your finances. Establishing a budget will keep you from over-spending the money you are earning.

(4) Balance your checkbook. The best way to pay your bills is using a checkbook. Handling a checkbook is not difficult, but keeping your entries current is absolutely mandatory.

b. Two other acts/behaviors that can lead to family problems are: Alcohol abuse and lack of anger control. Many agencies and programs exist to assist soldiers with these problems. The military developed the Army Drug and Alcohol (ADCO) programs to assist soldiers with alcohol problems. Army Community Service (ACS), Family Life Chaplains, Mental Health, and Social Services have programs to assist in anger control problems.

c. Another serious problem throughout our society is family abuse. AR 608-18, The Family Advocacy Program, establishes the Department of the Army policy on the prevention, identification, reporting, investigation, and treatment of child and spouse abuse. The Family Advocacy Program (FAP) is a commander's program supported by ACS. Whenever you witness an act of child or spouse abuse, you must inform your chain of command immediately.

(1) Program intent. The intent of the FAP is to prevent child and spouse abuse; encourage the reporting of all instances of such abuse; ensure the prompt investigation of all abuse cases; protect victims of abuse; and restore all family members affected or involved in abuse to a healthy state.

(2) Types of child abuse. To identify child abuse, we must know the types of abuse. These include:

Note: Don't attempt to go beyond your level of expertise. Address any questions dealing with sensitive issues (i.e., difference between physical abuse and a physical reprimand of your child) to the local FAP representative.

(a) Physical.

(b) Emotional.

(c) Sexual.

(d) Child neglect.

(3) Common signs of child abuse often include:

(a) Repeated injuries.

(b) Neglected appearance.

(c) Disruptive behavior.

(d) Passive/withdrawn behavior.

(4) Spouse abuse is the act of physically, emotionally, or sexually controlling or injuring the spouse against his/her will.

(5) Types of spouse abuse include:

(a) Physical abuse.

(b) Emotional abuse.

(c) Sexual abuse.

(6) The options or alternatives for an abused spouse are:

(a) Take no action (abuse will usually become more frequent and severe).

(b) Report the abuse. Seek relief through your local military police or chain of command.

(c) Attempt to improve the marriage. Seek help from a social worker, chaplain, or marriage counselor.

(d) Leave the marriage and start a new life. Seek help through the hospital, ACS, or chaplain. Help is also available from community social service agencies.

(7) You must take some action if you witness abuse. The only way to eliminate abuse is to identify, treat, and stop it.

d. Every military family experiences crisis at one time or another. The crisis can be minor such as failing to make a promotion list, or major such as relief from a position. Any crisis impacts on your ability to perform your assigned duties. Crisis on the battlefield may include the death of a close friend or a member of your company.

(1) There may be individuals in your work environment, either now or later, who are in this state of crisis. At first glance, they may appear fine. You may need to look closer to pick up on subtle cues that the person is in a crisis. If not resolved positively, these crises may result in suicide, homicide, or both. At best, one in a state of crisis will become less productive and will disrupt the efficiency of the work group. Thus, intervention is imperative for humanitarian reasons, mission accomplishment, and morale enhancement.

(2) Whenever we identify a person experiencing crisis, there are techniques we can use to diminish the impact of stress so the person may better cope. These are some important techniques to remember:

- (a) Take victims seriously. If they mention suicide don't assume they're joking.
 - (b) Talk to the victim. Often he or she just needs to talk through the situation.
- (3) If the crisis is overwhelming the victim, make a referral to mental health or another appropriate agency.
- (4) When you have time, inclination, and empathy, there are some techniques you may use.
- (5) It is extremely important for you as military leaders to be alert to possible crisis indicators. Indicators may include significant changes in mood, behavior, appearance, or work habits of those in your work group. The recognition and confrontation of such changes are integral parts of effective leadership. You may not have enough time or expertise to conduct the crisis intervention counseling. However, you are a vital link in discovering that a crisis exists and referring the individual to the proper agency.
- e. The military environment creates unique stressors. Stress is the body's response to any demand placed on it. It is not necessarily bad. Stress only becomes a problem when you do not resolve the cause of stress satisfactorily.
- (1) There are five common categories of "stresses of life."
- (a) Anticipated life events. These are events that can and usually do happen to everyone during their lifetime. These events usually generate moderate stress unless clustered in a way to leave little or no time to recover. Clustered events fragment attention and dilute energy.

Note: Since we expect these, we have gathered a good bit of experience and learned how to handle the situations before the events occur. Most people have some idea about having a baby, graduations, getting married, changing jobs, or moving. Rarely does anticipated stress cause anything more than moderate degrees of anxiety, worry, and sadness. There is usually time to recover before the next anticipated stress comes along.

- (b) Unexpected life events. We know they are a part of life, but life does not always prepare us for them. These include: significant personal injury or illness, death of a loved one, accident, natural disaster, loss of job, and many others.

Note: We never seriously expect many of these events to happen to us; however, we are all vulnerable to them. These are things that happen to other people. The level of the stress involved depends upon the duration and intensity of what happened.

- (c) Progressive accumulating stimulation stresses. These are common stresses of everyday life. The most common of these stresses involve love, family, sex, school, and work. These situations involve interacting with other people. The cumulative effects of these mini-stresses are exactly the same as the effects of a major crisis.

Note: Generally it is the everyday stress that really gets us. We seem to do well at organizing our defenses for major crises, and therefore, get over them with relative ease. However, the little everyday things often accumulate until one of them sets us off. Petty annoyances, each in itself seeming unworthy of mention, cumulatively erode health or relationships.

- (d) Personality glitches. No one does everything well. Our individual perceptions of truth may have a limiting effect on our potentials in both personal accomplishments and relationships.

Note: These are individual traits within us that compel us toward vague goals to perform, to win, and to achieve happiness and success. Stress comes when some special deficiency or perception meets the situation requiring that special talent.

- (e) Value-dependent events. Some circumstances and decisions confront each of us by impacting on our private world of inner values and thought-feeling conflicts.

Note: The stress of value-dependent events ranges from the nibbling away of self-esteem by destructive life scripts. It also ranges from trivial moral dilemmas to very soul-searching stress such as the justified killing in war.

- (2) The three best strategies for channeling stress are:

- (a) Physical activity. Daily Physical activity that challenges the body systems decreases stress and strengthens the body, thus leading to less stress.
- (b) Intellectual activity. Daily mental activity directed toward learning about body functioning or psychological developments aids in relieving stress.
- (c) Influencing your state of consciousness. The daily practice of specific relaxation techniques pays off in increased energy, creativity, enhanced rest, and enhanced resistance to stress.

- (3) Remember, each individual experiences stress differently and no single stress management technique works for everyone. You must continue striving to find a stress reduction program that fits you. Your chances of increased life span depend on this.

- f. Whenever counseling subordinates or aiding peers to resolve family problems, we must be sensitive to their needs and be compassionate. For the helping relationship to be effective, you must be sensitive to the person you are helping in all ways. Empathy or walking in their shoes is necessary. Compassion and understanding for misery and suffering with an overwhelming desire for its alleviation normally helps reduce mental anguish.
- g. With your desire to help the person in stress, you must have a willingness to risk reaching out for the proper assistance. The earlier listed agencies can help if the individual has an honest desire for help. Otherwise, the proper agency can't assist anybody. Asking for assistance is always a sign of strength.

Family Readiness Groups

5. Family Readiness Groups (FRGs).

- a. An FRG is an organization of family members, volunteers, and Total Army personnel belonging to a unit. The FRG is a command-sponsored activity for people within the unit to help one another. FRGs provides a communication network to pass information to families. This network is also a link to identifying issues or needs to the command. FRGs creates a unique atmosphere of mutual concern and care among unit families. This is in addition to promoting communication and family activities. The FRG also forms a vital link with the unit rear detachment commander and family assistance centers during unit deployments. This link answers questions of family member and helps in meeting their needs. People think that we are talking about something new when we talk about FRGs. FRGs are not new. They are simply a formalization of activities in which family members involved themselves since the beginning of military service.

- b. FRGs normally consist of the family members of a unit, but can include extended family members (grandparents, aunts, etc.) and others interested in the welfare of the unit (fiancées, retirees, etc.). Leaders at all levels should strongly encourage participation in an FRG. Leaders cannot mandate participation. When family members understand the need and benefits of an FRG, they are more willing to involve themselves in one.
 - (1) FRG leaders. The commander is ultimately responsible for the unit FRG. The leaders of the FRG can be the commander's spouse, a volunteer elected by FRG members, or a volunteer who emerges from the group as a leader. In all cases, the commander must approve the FRG leader.
 - (2) FRG volunteers. These are members of the FRG who donate their time and services to FRG functions and activities.
 - (3) FRG participants. FRG participants can be those who attend FRG activities, such as classes, seminars, and social events. However, participants do not actively involve themselves in the planning, managing, or execution of the activity.
- c. FRG roles, functions, and authorized support. Commanders and 1SGs should establish FRGs during peacetime in preparation for deployment. The FRG organizational structure depends on the type of unit, its mission, its location, and the needs of family members. Despite these differences, the common goals and functions of FRGs include:
 - (1) Provide an opportunity for family members to support and help one another.
 - (2) Provide information and involve families in unit activities.
 - (3) Interact with family members, unit, rear detachment, and post or community resources.
 - (4) Referral of unresolved family needs to the proper Army or community resource.
 - (5) Serve as an official communication link to keep family members informed of the activities of a deployed unit. Additionally, to keep the rear detachment aware of family member concerns and needs.
 - (6) Sponsor, coordinate, or participate in activities that encourage and foster family support:
 - (a) Soldier/family sponsorship.
 - (b) Unit newcomers' orientation.
 - (c) Unit parties, organization days, and holiday activities.
 - (d) Deployment/mobilization briefings.
 - (e) Relocation briefings.
 - (f) Workshops.
 - (g) Fund raisers.
 - (7) FRG involvement in the type and scope of activities depends largely on:
 - (a) The identified needs of unit members and their families.

- (b) The number of FRG volunteers available.
- (c) The time, energy, and creativity of those volunteers.
- (8) The emphasis on activities also will vary depending on whether it is a deployment or non-deployment period for the unit. The goal of an FRG is to support the military mission through provision of support, outreach, and information to family members. This should occur before and during periods of family separations. Therefore, certain FRG activities are essential and common to all groups. These include meetings of FRG volunteers, publication of FRG newsletters, maintenance of updated family rosters, and a member telephone tree.
- (9) Authorized support. There are three sources from which various FRG activities may receive funds. These include appropriated funds (APFs), nonappropriated funds (NAFs), and FRG-generated funds.
- (a) There are numerous activities which APFs can support. These activities should receive command approval in advance. Commanders may authorize support to official volunteers in support of official unit functions. These activities include:
- Official mail. Commanders may authorize volunteers to use official mail. The requirements are that it must be for an official, mission-related purpose and receive commander's approval.
 - FRG newsletters. FRGs may print newsletters with APFs provided the information is official with commander's approval. Commanders should apply the following guidelines when determining whether the contents of these newsletters are official:
 - Does the information relate to unit mission and readiness, including family readiness?
 - Does the information educate? Does it promote informed self-reliant soldiers and families that promote unit cohesion and help strengthen the esprit among family members within the unit?
 - Does it provide personal and social information, information about private organizations, fund-raisers, and commercial ventures? (You cannot use this type of information in an official document.)
 - Use of government facilities. FRG volunteers may use government facilities to accomplish their assigned duties. This may include dedicated office space, desks, equipment, supplies, copiers, computers, file space, meeting areas, and telephones.
 - Use of military vehicles. FRGs may use military vehicles in accordance with regulations.

Note: These regulations include AR 58-1 and AR 600-55.

- (b) Commands may use appropriated funds (APF)/nonappropriated funds to support FRG volunteers and activities, consistent with command approval and funding availability in the following areas:
- Training and travel. Commanders may authorize either APF/NAF funds for volunteers to improve their effectiveness in assigned roles. Also, the commander may use funds to enable volunteers to accept increasing challenges. (See DA Pamphlet 608-47).
 - Incidental expenses. Commands may reimburse.

- Awards, banquets and/or mementos. FRGs may use NAF funds for volunteer recognition programs. (See DA Pamphlet 608-47.)
- (c) FRG-generated funds. These are informal funds and do not have to apply for private organization status as long as they do not exceed a net worth of \$1000 at any given time. (See AR 210-1, para 23).
- d. Organization: As stated, there is no best way to organize an FRG. The type of unit, its mission, its location, and the needs of family members all contribute to the organization of the FRG. For example, a Special Forces unit at Fort Bragg would have an FRG with needs different from a unit stationed at a training installation, a National Guard or reserve unit, or an army depot. To form a communication and support network, a common FRG organization includes a contact component, company component, and a battalion component. The design of each component in the structure facilitates communication, ensures contact with all family members, and encourages mutual support. Army research shows that the company component in the unit is the primary focus of FRG activity. It is the place where FRG volunteers most directly interact with family members. The quality of FRG activity within a company will most directly determine its effectiveness. A sense of ownership by FRG members and strong unit support also encourage volunteerism and participation by all members of the Total Army Family.
- (1) The company's contact component is the most essential network of an FRG organization. In this network, the unit's family member population divides into groups, each centered around a contact person. A contact person is a family member volunteer who assumes communication and support responsibilities for the group. Contact people initiate and maintain communication with the group's family members, usually through periodic telephone calls. They also:
- (a) Distribute timely and accurate information.
 - (b) Identify family member concerns arising within their group.
 - (c) Act to have concerns or needs resolved quickly.
 - (d) Are familiar with resource agencies (i.e., ACS, chaplain's office, community mental health, and FAC).
- (2) The company component is one of the first volunteer leadership roles within an FRG. It is the communication and support link between the company's contact persons and the battalion component. Contact persons call the company FRG volunteer leaders as the first step in handling family member issues that they, the contact persons, cannot immediately resolve. The responsibilities of the company FRG leader include:
- (a) Communicating regularly with the company's contact persons, as needed. The purpose of this is to support the contact persons to:
 - Ensure maintenance of group contact.
 - Present frequent opportunities for the transmission and identification of concerns.
 - Assist contact people in addressing and resolving family member issues. (See DA Pamphlet 608-47.)

- (b) Establish and maintain a link to the company chain of command for exchanging pertinent information.
- (3) The battalion component is usually the facilitator of the FRG organization. Participants include the battalion FRG leader, volunteers, and the company FRG volunteer leaders. They access resources from the unit and community agencies and manage and coordinate the activities of the FRG. During deployments, commands usually give official information first to FRG leaders for further distribution to family members. The functions of the battalion component include:
 - (a) Plan, activate, and coordinate battalion-wide FRG support and activities.
 - (b) Support company FRG volunteer leadership.
 - (c) Address family member concerns that company contact people or volunteer leaders cannot solve.
 - (d) Form linkages with the battalion chain of command.
 - (e) Transfer accurate information rapidly to company FRG volunteer leaders.
 - (f) Form volunteer committees as needed.

Family Support Structure

6. Family Support Structure.

- a. The family support structure consists of the FAC, FRG, and rear detachment. It provides communication and assistance links that are vital to unit families and helps reduce stress, uncertainty, and isolation.
 - (1) The rear detachment provides FRG personnel with information on the deployed units and families, to include problems and successes. The FAC can then provide meaningful services and mobilize resources in support of problem areas.
 - (2) The rear detachment provides access for the FRG to unit resources, facilities, and equipment. The rear detachment is the primary and most reliable source of information about the deployed unit for the FRG (rumor control). Also, it's the most reliable source of information from the FRG for deployed training or state active duty for National Guard.
 - (3) FAC personnel can use FRGs as a way of information dissemination. The FAC can provide services and access to post facilities for the FRG. If there is no rear detachment in a reserve component unit, the FAC assumes the role in coordinating with the FRG.
 - (4) Findings show that a well-prepared family support system promotes positive coping responses, minimizes stress, and sustains soldier cohesion during unit deployments. This includes both training exercises and combat zones. A key element for ensuring a well-prepared support system is the appropriate Army Family Team Building (AFTB) training for both FRG leaders and the rear detachment before and during deployments.

- (5) The rear detachment may center itself on the FRG for reserve component units. This may be during annual facilities and services may not be available to the soldier or his family. In this circumstance, the soldier or family must use civilian service and relief agencies, such as the Red Cross. The unit family support coordinator or FRG volunteer leader will have information on these agencies. The FRG leader or support coordinator will sometimes coordinate with the FAC to resolve family member problems. Regular newsletters, before and during deployments, are one good way of ensuring that family members are aware of services available at or near their location.
- b. There is no best way to structure a rear detachment. The command tailors the structure to the unit, its mission, its location, and the make-up and needs of soldiers, family members, and DA civilians.
- (1) First Sergeants must select the rear detachment NCOIC and stay behind soldiers from their best individuals. NCOICs are an important and vital link through the FRG leadership to the family members. This is in addition to performing their official military duties, which include administration, accountability of rear detachment personnel, property accountability, and security of facilities. They need to be knowledgeable of resources available, proactive in obtaining services for families, can be sensitive to the needs of individuals and families, and can pursue issues to closure. AR 600-20, Command Policy is a useful tool in helping 1SGs in the selection of their rear detachment NCOIC.
 - (2) The rear detachment should consist of sufficient personnel to carry out the unit's official military functions. These personnel must have the ability to provide administrative support to soldiers and family members, security of facilities, property accountability, and other functions as necessary.
 - (3) The remainder of the active component rear detachment may consist of soldiers unable to deploy with the unit. Examples include soldiers with permanent physical profiles, soldiers with medical conditions prohibiting deployment, pregnant soldiers, and soldiers facing adverse administrative or disciplinary actions. The leadership of the rear detachment should not assign soldiers facing adverse action to duties that would bring them in contact with family members.
- c. The major duties of the rear detachment, in addition to official military functions, include:
- (1) Assisting family members in the resolution of problems. Families experience a wide range of problems associated with unit deployments. The rear detachment must recognize these problems. Moreover, they must know which they can resolve and which to refer to appropriate help agencies.
 - (2) Becoming the focal point for mutual information dissemination and problem solving. The rear detachment must maintain regular and routine contact with the FRG leaders. The FRG leadership can provide the downward flow of information to family members as well as communicate problems and request assistance from the rear detachment.
 - (3) Interfacing with proper Army and community support agencies able to help and provide for family welfare through services or programs.
 - (4) Serving as the communication link between deployed unit personnel and families. The rear detachment should hold regular meetings with the FRGs to disseminate information about the unit. Maintaining a routine flow of information between the soldier and his family is the best method for reducing stress associated with the separation. It is also the best method for controlling rumors.

- (5) Maintaining a roster of all family members to ensure a continuous ability to keep in contact. Keep current addresses, number of children, extended family members, phone numbers, and include special needs on the roster. An example may include language difficulties or abilities, Exceptional Family Member Program members, or transportation needs.
 - (6) Performing assistance in official functions for family members. Areas may include ID cards, overseas ration cards, vehicle registration, emergency travel, and others. The rear detachment also should prepare to resolve the special needs of single soldiers and DA civilians.
 - (7) Monitoring the execution of Family Care Plans for family members of single and dual-military parents.
 - (8) Developing a map that depicts the residences of all family members to facilitate swift responses to possible emergencies.
- d. The commander must adequately resource the rear detachment to perform its mission. The commander must give careful thought to personnel, equipment, and supplies. Each unit will have different needs. Regulations sometimes restrict the use of certain resources by the FRG and family members. These resources can include facilities, non-tactical vehicles, military personnel, and official mailings. Check with the local JAG office when not certain of specific regulatory guidance.

Note: AR 608-1, 600-20, 251-1, and DA Pam 608-47 are useful in providing specific guidance on rear detachments.

- e. Mission success requires the right people, resources, and command emphasis for each phase of an operation. History shows that while the rear detachment is just one aspect of an operation, it is both vital and essential to mission accomplishment.

7. Summary. The Army is changing its view on the responsibilities leaders have for preparing family members for coping with the rigors of Army life. 1SGs today must take the training of family members as seriously as training troops for combat. Family readiness is a critical element of unit readiness.

PREDEPLOYMENT CHECKLIST

(Provided by Army Community Service)

	YES	NO
MEDICAL:		
• Are all immunizations for my children and myself up to date?		
• Do I know where my health and dental records are?		
• Do I know where my children's health and dental records are?		
• Have all eligible family members enrolled in DEERS?		
• Do all family members have valid medical and ID cards? When do ID cards expire?		
FINANCIAL:		
• Will I have money immediately available to me on a continuing basis during my sponsor's absence?		
• Do I know when payday is?		
• Do I know where they will send the check?		
• Do I know how much it will be?		
• Will I be able to access the pay?		
• Do I know how to obtain an LES?		
• Do I know bank account numbers and the name and address of all banks where we have accounts?		
• Do I know the types of accounts we have?		
• Do I know the location of the bank notes?		
• Do we have a safety deposit box and can I access it?		

	YES	NO
<ul style="list-style-type: none"> Have we accounted for all our credit cards? Have we recorded credit card numbers? Do I know how to notify the company concerning stolen credit cards? 		
<ul style="list-style-type: none"> Have I prepared to take complete control of our checking account, know the balance of our checking account, know the balance at all times, and never write a check unless I am certain of sufficient funds in the bank. 		
<ul style="list-style-type: none"> Do I know all payments that I must make, to whom, (account number, address, phone number), and when do I pay them? 		
<ul style="list-style-type: none"> Do I know whom to contact if there are problems with pay? 		

HOUSING:		
<ul style="list-style-type: none"> Do I know the location and use of: Electrical control box? Water control valve in event of emergency? Gas control valve in event of a leak? Name and address of repairman or work order desk, if in quarters? 		
<ul style="list-style-type: none"> Do I have a duplicate set of house keys? 		

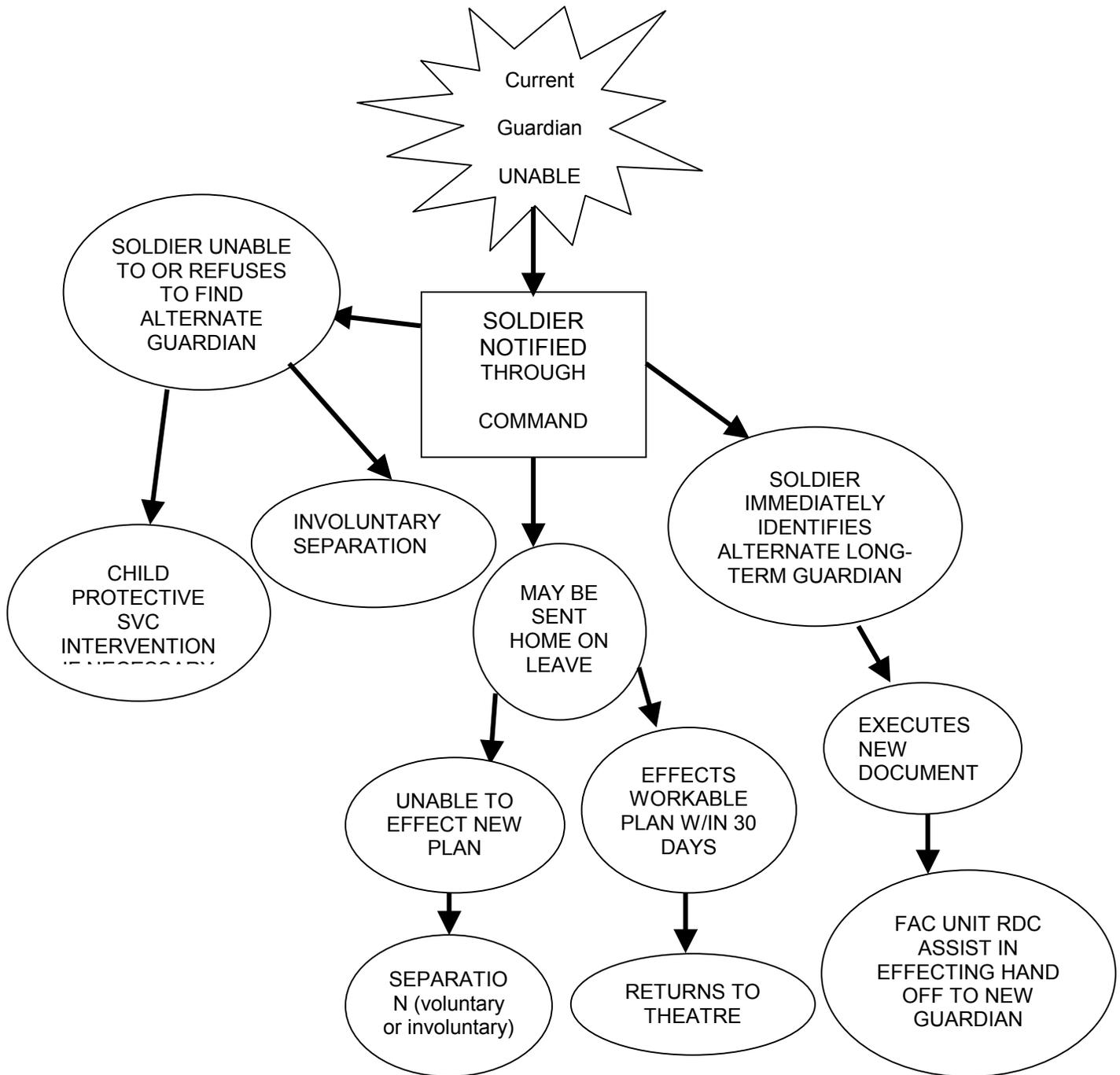
LEGAL/ADMINISTRATIVE		
<ul style="list-style-type: none"> Are all ID cards up-to-date and valid until my sponsor returns? 		
<ul style="list-style-type: none"> Do I know where and how to get replacement cards in event of loss? 		
<ul style="list-style-type: none"> Do I have a General Power of Attorney? 		

	YES	NO
• Do I have a special power of attorney for special situation I expect to arise?		
• Do I know where we keep the powers of attorney?		
• Do I have birth certificates for all family members?		
• Do I have a copy of our marriage certificate?		
• Do I have copies of any adoption papers, divorce decrees, or court orders awarding custody of children?		
• Do all family members have Social Security cards?		
• Do I have copies of Federal and State income tax records?		
• Are life insurance beneficiaries up-to-date? Do I know where we keep all policies?		
• Do I know where we keep any stocks, bond, or securities?		
• Do I know where we keep property deeds?		
• Have I safeguarded all-important papers?		
• Do spouse and sponsor have up-to-date wills? Do I know where they are?		

FAMILY AUTOMOBILE		
• Do I have a valid driver's license? When does it expire?		
• Do I have the keys and an extra set in case of accidental lockout?		
• Do I have the registration?		

	YES	NO
<ul style="list-style-type: none"> Is the insurance current? 		
When is the next payment due?		
Where do we keep the policy?		
Do I know how to report an accident?		
<ul style="list-style-type: none"> Have we checked the car for possible problems? 		
When was the last service?		
<ul style="list-style-type: none"> Do I know where to take the car if it breaks down? 		
<ul style="list-style-type: none"> Do I know how to perform general maintenance such as: 		
How to check the oil?		
What grade of oil to buy?		
Check coolant and water and where to add?		
Check tire pressure?		
Check or change air filter?		
How to change a tire?		

WHEN FAMILY CARE PLANS OF DEPLOYED SOLDIERS FALL APART



THIS PAGE LEFT BLANK INTENTIONALLY

Student Handout 3

Extract

This Student Handout contains the memorandum, dated 24 July 2000, from the Community and Family Support Center directing the changeover from Family Support Groups to Family Readiness Groups.

THIS PAGE LEFT BLANK INTENTIONALLY



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
U.S. ARMY COMMUNITY AND FAMILY SUPPORT CENTER
4700 KING STREET
ALEXANDRIA, VA 22304-4448

CFSC-SFA

JUL 24 2000

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT. Implementing Guidance for Transitioning from Family Support Groups to Family Readiness Groups

1. The purpose of this memorandum is to provide the implementing guidance for the transition of Family Support Groups (FSG) to Family Readiness Groups (FRG). This change reflects the Army leadership commitment to instilling self-reliance in our soldiers and their families. The term, Family Readiness Group is already in use at the grassroots level
2. The implementation plan is that the current stock of printed materials should be used until exhausted, while changes to electronic and oral presentations should be phased in within ninety (90) days.
3. This terminology change will be incorporated in the revisions of applicable regulations in accordance with recommendations in the Chief of Staff's Well-Being Study.
4. The Community and Family Support Center point of contact is Ms. Holly Gifford, 703-681-7407, DSN 761-7407.


 JOHN M. DAMICO
 COL, GS
 Acting Commander

DISTRIBUTION
COMMANDER

- U.S. ARMY EUROPE AND SEVENTH ARMY, ATTN: AEGA-GS-FSB
- U.S. ARMY MILITARY TRAFFIC MANAGEMENT COMMAND, ATTN: MTPAL-HR
- U.S. ARMY FORCES COMMAND, ATTN: AFPI-MWP
- U.S. ARMY MEDICAL COMMAND, ATTN: MCPE-H
- U.S. ARMY MATERIEL COMMAND, ATTN: AMCPE-M
- U.S. ARMY MILITARY DISTRICT OF WASHINGTON, ATTN: ANPE-CF

CFSC-SFA

SUBJECT: Implementing Guidance for Transitioning from Family Support Groups to Family Readiness Groups

DISTRIBUTION: (Cont'd)

COMMANDER

U.S. ARMY SOUTH, ATTN: SOPR-HR

U.S. ARMY SPECIAL OPERATIONS COMMAND, ATTN: AOHR-FP

U.S. ARMY TRAINING AND DOCTRINE COMMAND, ATTN: ATBO-FA

U.S. ARMY PACIFIC COMMAND, ATTN: APPE-CFS

EIGHTH U.S. ARMY, ATTN: EAGA-MWR-F

U.S. ARMY INTELLIGENCE AND SECURITY COMMAND, ATTN: IAPE

U.S. ARMY RECRUITING COMMAND, ATTN: RCPER-HR-SF

U.S. ARMY RESERVE COMMAND, ATTN: AFRC-PRF

U.S. ARMY TEST AND EVALUATION COMMAND, ATTN: CSTE-PR

U.S. ARMY SPACE AND MISSILE DEFENSE COMMAND, ATTN: SMDC-PT

CHIEF

NATIONAL GUARD BUREAU, ATTN: NGB-FP

SUPERINTENDENT

U.S. MILITARY ACADEMY, ATTN: MAPA

CF:

OFFICE OF THE ASSISTANT CHIEF OF STAFF FOR INSTALLATION
MANAGEMENT, ATTN: DAIM-ZAF

Student Handout 4

Extract

This handout contains duplicate lesson slides for the students to take notes.

THIS PAGE LEFT BLANK INTENTIONALLY

