

Family Readiness Program Training

FAMILY READINESS OFFICER
CURRICULUM HANDBOOK





Family Readiness Program Training

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Introduction and UPFRP Roles and Responsibilities

Commander's Intent and Concept of Operations

Commander's Intent

The Marine Corps' most valuable resource is the individual Marines and their families. It is imperative to the success of the Marine Corps institution that Commanders advocate and promote the Unit, Personal and Family Readiness Program (UPFRP) by acknowledging the link that exists between personal and Family Readiness and operational readiness.

- Commanders use the policies and procedures contained in MCO 1754.9 to ensure an applicable and accessible UPFRP is established, maintained, and reinforced. These policies and procedures are reviewed and discussed within this training.
- The policy within MCO 1754.9 allows Commanders to capitalize on the momentum of the transformation continuum that begins with basic training to produce more combat-resilient Marines and families who ultimately go on to become more productive private citizens.
- UPFRP will educate, assist, and empower Marines and families to achieve and maintain a high state of personal and Family Readiness and resiliency in response to life, career, and mission events. This is accomplished by providing information, tools, resources, and support in conjunction with Marine Corps Community Services (MCCS) and other agencies and organizations to empower them to take care of themselves.

Concept of Operations

The Commander is responsible for **everything** his/her unit does or fails to do.

This fundamental concept is as true of the UPFRP as it is with every other aspect of Command.

The UPFRP is the Commandant's program; however, Commanders are accountable and responsible for operating the program within the established guidelines.

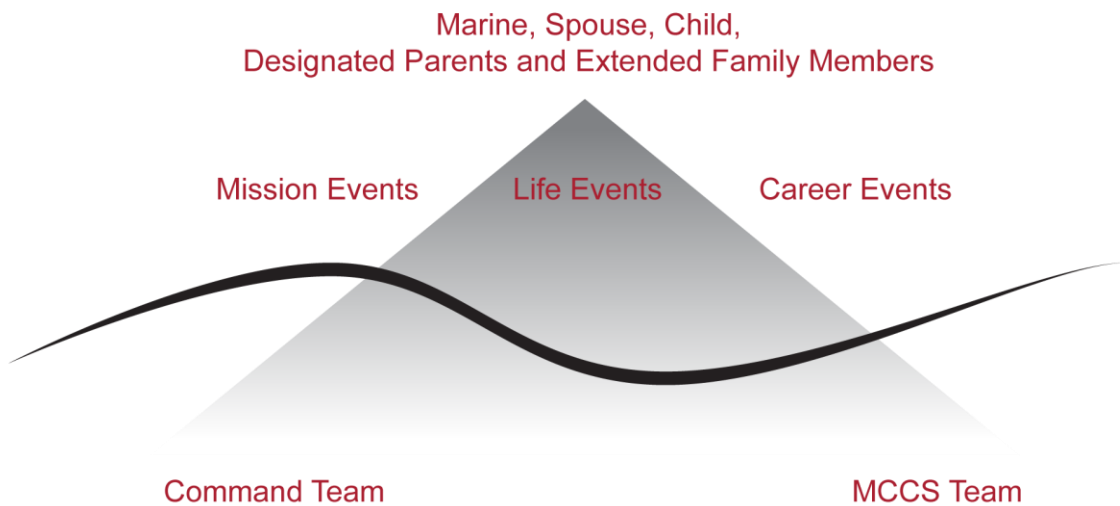
Family Readiness Program Training

Again, the Marine Corps' most valuable resources are the individual Marines and their families. The Marine Corps' success as an institution is inextricably linked to the well-being and resiliency of Marines and their families.

Operational readiness, also known as unit readiness, in addition to personal and Family Readiness directly affects the fundamental mission of the Marine Corps, which is to make Marines and win battles.

A high state of unit readiness and personal and Family Readiness increases commitment, morale, focus, and resiliency to life-cycle events. There is a direct causal relationship between military proficiency and personal and family readiness.

Personal and Family Readiness is the ability of the individual Marine and his family to successfully balance the challenges of mission, life, and career events.



Concept of Operations Cycle: Marine's life cycle

Personal and Family Readiness has been identified as a combat multiplier equally as important as individual, equipment, and combat readiness. With families in a higher state of readiness, individual Marines are better able to perform their assigned missions efficiently, effectively, and safely, thereby promoting a higher state of unit readiness.

Although the Commander is responsible for ensuring the establishment and maintenance of an UPFRP, the individual Marines are responsible and accountable for their personal and family readiness.

The foundation of the UPFRP throughout a Marine's life cycle is underpinned by the partnership between the unit's Family Readiness Command Team, the MCCS team, and other organizations on and off installation.

Family Readiness Program Training

Byproducts of a high state of personal and Family Readiness are an improved quality of life and feeling of empowerment. While no one program can completely negate the sacrifices inherent and unavoidable in a military lifestyle, UPFRP can leverage resources and significantly mitigate the negative aspects.

The tools and information necessary to achieve Family Readiness will be provided, supported, and accessible to Marines, spouses, children, wards and the designated parents and extended family members of Marines by the enduring partnership between the program's Family Readiness Command Team and the MCCS team.

Modern cultural changes for consideration regarding the use of necessary tools and information necessary to achieve Family Readiness are:

- The majority of today's Marine forces are under the age of 30 and require an updated communication network.
- Many of today's Marines and families desire the inclusion of extended family in the communication network of the unit, information, and training. These are no longer just for the spouse.
- Maintaining readiness is an ongoing process and is no longer deployment driven. Readiness includes all mission events and training, life events, and career events.

Family and Family Readiness Definitions

Gen. John F. Sattler, former I MEF CG, coined this phrase:

The Marine has three families:
The one they are born into,
the one they are sworn into, and
the one they are married into.

The focus of Family Readiness resource training and education has shifted from solely the spouse to all of the Marine's family. Family is defined as all members of a Marine's family. Therefore, Marines do have three families: the family they are born into, the family they are sworn into, and the family they are married into.

As a result, family support, including official communication, is accessible and provided to Marines (regardless of marital status), spouses Same Sex Domestic Partner, children, and the designated parents/extended family members of Marines.

Please note that this extended definition of family does not override the Marine Corps legal definitions of family and in loco-parentis regarding emergency leave, DEERS enrollment issues, etc.

Family Readiness Program Training

Marines are either training or fighting. With regard to family readiness, Marines and families are either training or they are ready. The goal of personal and Family Readiness is to provide training and institutional support services that enable a Marine's personal and family readiness.

You're **not** in this alone...

MCCS is there to help in assessing, addressing, and improving these indicators.

The Unit, Personal and Family Readiness Program does not replace small-unit leadership. The Commander and other members of the Family Readiness Command Team leadership must instill in subordinate leaders of all ranks, down to the lowest levels, a sense of the gravity and urgency involved in requiring their Marines to sustain themselves and their families in a constant state of readiness. The Marine and their family are supported in their goal of attaining and maintaining readiness by the Commander and other members of the Family Readiness Command Team, and by small-unit leadership, but the ultimate responsibility rests with the Marine.

The goal of UPFRP is to provide resource information and training in addition to support services to enhance a Marine's personal and family readiness. Marines must ensure their personal and family affairs are in order so that they will remain fully focused on the mission, whether in garrison or in combat.

A ready Marine and family:

- Are prepared for family separations and life events.
- Understand the additional responsibilities that will fall on the family when the Marine departs.
- Are knowledgeable of and able to use information about benefits, entitlements, programs, and services provided through the Department of Defense, the Marine Corps, and the community.
- Are knowledgeable of Command structure and resources available to assist and contribute to personal and Family Readiness goals.

In accordance with MCO 1754.9, Commanders must articulate in writing the vision for their Unit, Personal and Family Readiness Program, information in direct correlation with the official purpose, concept, mission, and action outlined in the order.

Communication is essential and must be clear and direct. Through the commitment of time, attention, and resources, Family Readiness Command Team members demonstrate to Marines and families the importance of personal and Family Readiness and the value the Marine Corps places on taking care of their families.

Family Readiness Command Team Functions

Family Readiness Command Teams in partnership with small-unit leadership are the resource and education body for unit Marines, spouses of unit Marines, and designated parents and extended family members of unit Marines. The Command Team executes the UPFRP as directed by the unit Commander. The Command Team works collectively within their individual roles and responsibilities to build an effective UPFRP.

The four basic functions of the UPFRP are (1) Official Communication, (2) Information and Resource Referral, (3) Readiness and Deployment Support, and (4) Volunteer Management.

The Unit, Personal and Family Readiness Program provide support through proactive outreach in the form of the following functions:

- **Official Communication:** Facilitates two-way communication between the Command, Marines, and families regarding Unit, Personal and Family Readiness information and requirements.
- **Information and Referral:** Provides Marines and their families with information regarding, and answers questions related to, the many services and resources available through DoD and MCCS, as well as the community to support Unit, Personal and Family Readiness.
- **Readiness and Deployment Support:** Provides resource information and training in addition to support services that enhance a Marine's personal and family readiness. Information and training support are classified in three areas:
 1. Skills development
 2. Prevention and intervention
 3. Self-help education
- **Volunteer Management:** Volunteers serve in a designated public service or organizational support capacity and take the obligation upon individual willingness. Although the FRO is primarily responsible for executing the Commander's vision and intent, volunteer support and participation is crucial to the success of the program. Family Readiness volunteers may be spouses or designated parents/extended family members of any member of the unit and may serve as volunteers in support of specific unit morale events and/or can serve as Command Team Advisors or Family Readiness Assistants. These volunteers, representing all constituencies of the unit, support and enhance the Commander's Family Readiness mission.

Family Readiness Command Team Roles and Responsibilities

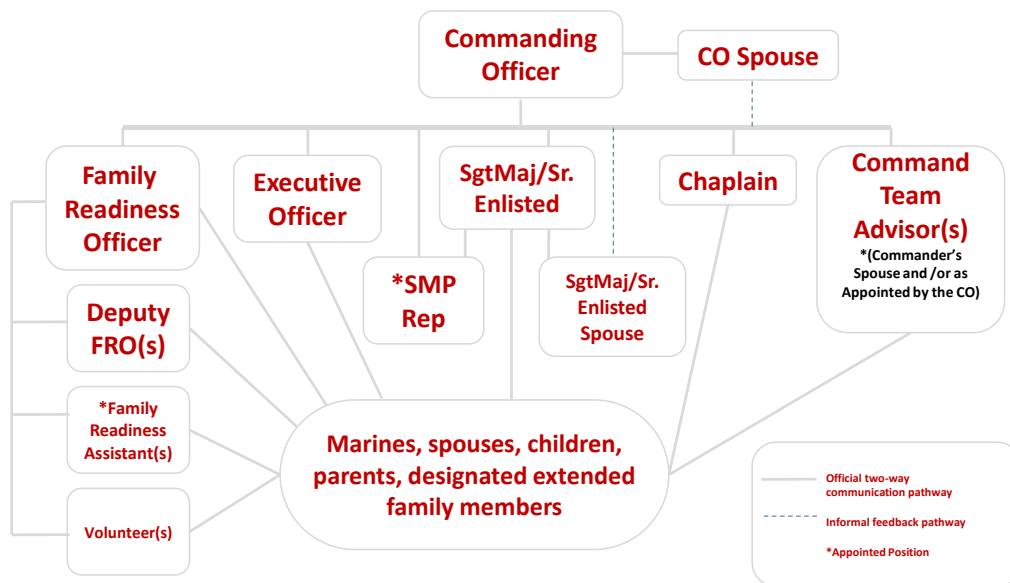
All members of the UPFRP Command Team must be vested in the program and have a clear understanding of the Commander's vision for Family Readiness within the unit. This section of the handbook will introduce and review the UPFRP Command Team members, including their roles and responsibilities, and will specifically focus on the FRO.

Active Component Structure

Specific roles and responsibilities of the Family Readiness Command Team in relation to the UPFRP have been articulated and metrics have been established to maintain accountability. This ensures the Marines and families within the unit have the support they need to attain and maintain readiness through their mission, life, and career events while serving in the unit and in the Marine Corps.

The following roles, responsibilities, and requirements are applicable to both Active Duty and Reserve Component Command Teams. All of the team members for the Reserve Component Commanding officer's specific duties will be reviewed and the training matrix will be represented in this section as well.

Family Readiness Command Team Leadership



Active Component Family Readiness Command Team

Commanding Officer

The Commander's role and responsibilities in the UPFRP are the same as the role and responsibilities of every other operational aspect of Command.

Marines look to their Commander for leadership, guidance, example, advocacy, and boundaries. Marine families look to the Commander for the exact same things.

Commanders shall establish and maintain a UPFRP in accordance with MCO 1754.9 using all resources, agencies, and organizations available. Consideration should be given to the unique challenges of the unit, e.g., geographical location. The program must be accessible to all members of the Command, their spouses, children and designated parents and extended family members.

Commanders who have been Command screened shall provide a full-time primary duty FRO.

Commanders who have not been Command screened shall implement and foster a UPFRP using all resources available. Should the Commander deem it a requirement, he or she may assign a full-time FRO from within the existing structure of the unit.

Commanders are authorized to assign primary duty FROs or collateral duty Deputy FROs in addition to the existing primary duty FRO to address unique challenges such as size, need or location of the Command. This decision is based on the Commander's judgment and intent for his/her program, and will be sourced internally.

Within 30 days of assuming Command, Commanders should:

- Conduct a Family Readiness Command Team meeting to ensure members of the Command Team are familiar with Family Readiness issues and on a monthly basis thereafter.
- Attend Command Team training.
- Request a brief from the MCCA Director

Within 60 days of assuming Command, Commanders:

- Publish a UPFRP policy statement to outline the vision and intent of the UPFRP.

Family Readiness Program Training

Additional responsibilities of Commanders include:

- Oversee the receipt, budget, and execution of all expenditures of UPFRP funding received. Commanders determine UPFRP spending priorities within DoD’s fiscal and legal guidelines, and are the final approving authorities for all expenditures of UPFRP funds.
- Appoint a Responsible Officer (RO) and an assistant RO to manage UPFRP funds. Assignment of the FRO as the RO or assistant RO is recommended, but ultimately is at the discretion of the Commander.

Training Matrix for Active Duty Component

The following chart depicts the training requirements for members of the Active Duty Component, Family Readiness Command Team. Specific timelines accompany the requirements to ensure members are adequately prepared in a timely fashion.

	Family Readiness Command Team Training	Family Readiness Officer Training	Command Team Advisor Training	Family Readiness Assistant Training	L.I.N.K.S. Training	Life Skills Training (inc. PREP, CREDD)	PII	OPSEC
CO, XO, SgtMaj/ Senior Enlisted, Chaplain, SMP	WITHIN 30 DAYS							
Family Readiness Officer	WITHIN 30 DAYS	WITHIN 30 DAYS	WITHIN 90 DAYS	WITHIN 90 DAYS	WITHIN 90 DAYS	WITHIN 90 DAYS	WITHIN 45 DAYS	WITHIN 45 DAYS
Deputy Family Readiness Officer	WITHIN 30 DAYS	WITHIN 30 DAYS	WITHIN 90 DAYS	WITHIN 90 DAYS	WITHIN 90 DAYS		WITHIN 45 DAYS	WITHIN 45 DAYS
CO/Senior Enlisted Spouses	WITHIN 45 DAYS				WITHIN 90 DAYS		WITHIN 45 DAYS	WITHIN 45 DAYS
Command Team Advisor	WITHIN 45 DAYS		WITHIN 45 DAYS	WITHIN 45 DAYS	WITHIN 90 DAYS		WITHIN 45 DAYS	WITHIN 45 DAYS
Family Readiness Assistant				WITHIN 45 DAYS	WITHIN 90 DAYS		WITHIN 45 DAYS	WITHIN 45 DAYS

■ REQUIRED ■ RECOMMENDED

Training Matrix for Active Duty Component Family Readiness Command Team

Contact the Marine Corps Family Team Building (MCFTB) Director and Marine Corps Community Services MCCA Coordinator (if applicable) regarding training, briefs and workshops available to gain additional familiarity with MCCA services and programs.

As NAF employees, civilian FROs may be required to attend additional training offered by MCCA.

Executive Officer/Sergeant Major

Executive Officer (XO) and Sergeant Major (SgtMaj)/Senior Enlisted roles and responsibilities are essentially the same; however, the XO will communicate through the officer Chain of Command, and the SgtMaj/Senior Enlisted will communicate through the enlisted Chain of Command.

The roles and responsibilities of the XO/SgtMaj/Senior Enlisted revolve around setting the example, communication, and implementation. The XO/SgtMaj/Senior Enlisted is often seen as the right hand of the Commander and is expected to set the example with regard to the vision and intent of the Commander's UPFRP.

The XO/SgtMaj/Senior Enlisted will coordinate with the FRO on all personal and Family Readiness matters relating to Marines and their families. This includes the intangible mission of cultivating an understanding and appreciation to all Marines of the importance of the UPFRP. Effective communication up and down the Chain of Command is critical to the success of the Commander's program.

Family Readiness Officer

The FRO may be in the same unique situation as many other special staff officers in that they serve in their capacity as a special staff officer to the Commander but actually work for the XO/SgtMaj/Senior Enlisted on a daily basis. Because of this relationship, the XO/SgtMaj/Senior Enlisted may be responsible for monitoring or directing the implementation of the Commander's vision and intent.

The XO/SgtMaj/Senior Enlisted will advise all Marines who decline to allow their spouse to participate in the UPFRP or whose spouse declines to participate in the UPFRP on the benefits of the program to his/her family. They will be given a personal opportunity to gain a better understanding of the tenets, goals, Commander's policy, and benefits of the program. Spouses of Marines will not be coerced to participate.

The FRO is the face of the Commander's vision, the hub of communication and the Commander's main point of contact (POC) in coordination of the Unit, Personal and Family Readiness Program. As such, this more in-depth training and review is a requirement by the FRO.

The Family Readiness Officer:

- Assures the unit conforms to applicable guidance and regulations in executing the Unit, Personal and Family Readiness Program.
- Meets with the local or supporting MCFTB Director and MCCA Coordinator (if applicable) to initiate a working relationship, and request a copy of the annual MCCA/MCFTB training calendar of events. The FRO

Family Readiness Program Training

is encouraged to meet with other local MCCS program managers to establish positive, open relationships. Partnerships are crucial for the success of the program.

- Conducts proactive outreach, rapport development, and multifaceted communication efforts to facilitate meaningful, two-way communication between the Command and its Marines and families. This requires the FRO to know the population of the unit.
- Responsible for all areas with regards to eMarine.
- Provides communication via the authorized organizational communication tool (unit eMarine), e-mail, newsletter, official mail, and toll-free numbers to support UPFRP in Readiness and Deployment Support and Information and Referral services.
- Receives, budgets, and executes all UPFRP funds allocated to the unit in accordance with the Commander's intent, unless the FRO is not assigned as the Readiness Officer (RO) or assistant RO.
- When the FRO is assigned as the RO or assistant RO, it is their responsibility to keep accurate and timely records of budget items pertaining to UPFRP, including volunteer reimbursements, contact information of the Marines and families, and additional members within the unit, and the training required of all the members of the Family Readiness Command Team.
- Fullfill all areas on Volunteer Management to include Recruiting, Retaining, and Volunteer Appreciation.
- Administrative duties also include coordination with the other entities on the installation that will provide support for the Unit, Personal and Family Readiness Program. The Commander will determine the calendar of events and the budget needs of the event calendar. The FRO will carry out the logistics of the event with support from the unit.
- Maintains the management of the Family Readiness Assistant, including administration and guidance.
- Administratively and logistically supports the Commander in the mission and is most directly responsible for the use of volunteers in the UPFRP.

Deputy Family Readiness Officer (FRO)

The Deputy FRO assists the full-time FRO in the execution of the FRO's duties and attends training as outlined in the training matrix for the Family Readiness Command Team. A Deputy FRO is sourced from within the Command in the rank of Staff Sergeant and higher. The Deputy FRO may be assigned as a full-time primary duty or a part-time collateral duty depending on the needs of the

Family Readiness Program Training

Command. The Deputy FRO and FRO will maintain communication, share resources, and assist with Family Readiness needs as needed.

Higher Headquarters Family Readiness Officer

Higher headquarters FROs serve as an assistance resource for subordinate unit FROs, providing advice, support, and guidance through continual communication and liaison. The higher headquarters FRO will be called upon to assist subordinate-level FROs in situations of heightened crisis. Additionally, in situations where subordinate FRO billets are vacant for brief periods of normal personnel rotations and turnover, the higher headquarters FRO will be used during this brief period to fulfill the responsibilities of the unit. The higher headquarters FRO also will provide additional support for subordinate units during periods of heightened deployment or training requirements.

The higher headquarters FRO:

- Assists in the development and implementation of subordinate Family Readiness programs.
- Takes responsibility for support of unit Marines and families not otherwise supported by a FRO.
 - For example, the Regimental/Group FRO is responsible for support of Marines and families assigned to the regimental/group headquarters, as these units traditionally only have a headquarters company as opposed to a headquarters battalion/squadron.

Chaplain

In addition to ministry duties, the Chaplain of the Marine Corps reports directly to, and advises, the Commandant on Family Readiness issues, most notably on the role of chaplains in support of the Commander's UPFRP.

The roles and responsibilities of the unit chaplain are inherently dynamic. In addition to ministerial duties, the chaplain is in a unique position to provide insight into the health of the Commander's UPFRP, and to offer timely and relevant advice on issues affecting the unit's personal and family readiness.

CO/Senior Enlisted Spouse

The Spouses of the Commanding Officer (CO) and Sergeant Major/Senior Enlisted of the unit provide fundamental support and insight to the Command Team and spouses of the unit.

Family Readiness Program Training

Commander and SgtMaj/Senior Enlisted Spouses are not required to volunteer; however, they do have an open invitation to volunteer and participate. When they do participate in Family Readiness activities, regardless of the level of involvement or amount of time offered, their natural, innate strengths and talents bring beneficial encouragement and inspiration to unit families and spouses.

Should the Spouse of the CO/SgtMaj/Senior Enlisted choose to accept the invitation to volunteer, their strategic role is to listen to and assist unit families or spouses in the following manner:

- Be a visible presence in the unit, listen to Marines and their families, and elevate issues concerning family well-being and community need to the Commander and Command Team.
- Foster a sense of community within the unit, support initiatives that contribute to socialization of unit members and families, and encourage family members to be good neighbors.
- Encourage an attitude of “you (Marine spouse) can do it; we (Marine Corps institution) can help”.
- Advocate use of Marine Corps Family Readiness support systems and training that support “can do” families.
- Share ideas, best practices, and successes with other spouses.

Command Team Advisor(s)

The roles and responsibilities of the Command Team Advisor focus on support, advocacy, and mentorship.

As such, the Advisor is an experienced spouse and or designated parent or extended family member of a Marine within the unit and should ideally be in geographic proximity to the unit. The Commander appoints, in writing, at least one Advisor, although it may be beneficial to appoint an Advisor from the spouse population and an Advisor from the designated parent and extended family population to ensure that all constituencies are provided a voice to the Commander.

The Command Team Advisor:

- Contributes content to Family Readiness communications and assists in the development of unit communication strategies.
- Provides family insight to the Family Readiness Command Team regarding the overall Unit, Personal and Family Readiness Program and family well-being.

Family Readiness Program Training

- Participates in Family Readiness Command Team event planning and assessments and recommends initiatives or actions necessary for family well-being.
- Makes every attempt to attend family readiness-related functions such as pre-deployment briefs, family days, and Return and Reunion briefs.
- Embodies the unit Commander's Family Readiness vision and intent and possesses a desire to support Marines and their families in order to increase Family Readiness and improve quality of life within the unit.

Family Readiness Assistant(s)

The Family Readiness Assistant complements and supports the FRO, or Deputy FRO, in the execution of the Commander's vision and intent.

The Assistant may be a spouse, same sex domestic partner, designated parent or extended family member of a member of the unit and should ideally be geographically proximate to the unit. Family Readiness Assistants must go through the application, screening, selection, interview, and appointment process.

The Family Readiness Assistant:

- Assists the FRO in welcoming unit families.
- Serves in conjunction with the FRO in execution of official communication.
- (May) assist with Information and Referral services.
- Provides feedback from unit families to the FRO concerning the quality of communication and overall effectiveness of the Unit, Personal and Family Readiness Program.
- Attends family readiness-related functions such as pre-, mid-, and post-deployment events, family days, and other functions the Commander or FRO deem appropriate.
- Possesses a desire to work with Marines and their families to increase Family Readiness and improve quality of life.

Volunteer(s)

The volunteer serves for specific, event-driven, short-term unit events. Volunteers may be a spouse and/or a designated parent/extended family member of a member of the unit.

The volunteers may assist the FRO or the Deputy FRO in the planning, coordination, and execution of unit training events, unit Family Readiness and

Family Readiness Program Training

morale support events. These events include, but are not limited to, holiday parties, unit family days, pre-, mid-, and post-deployment events or family readiness-themed unit training events.

Volunteers are under the guidance and supervision of the FRO or the Deputy FRO. Volunteers serving in a short-term capacity are not appointed in writing and may serve simultaneously as a Command Team Advisor or Family Readiness Assistant.

Marines

Marines are responsible to their Commander, unit, and family for educating and preparing themselves toward resiliency against inevitable mission, life, and career events that may serve as detractors from mission readiness.

The Marine designates up to five family members in eMarine and four in MOL to receive authorized and official communication from the FRO within 10 working days of checking in to a new unit. Further, the Marine updates changes in the contact information within five working days. Marines' family members have the option to opt out as well, refusing contact from the FRO or anyone on the Family Readiness Command Team.

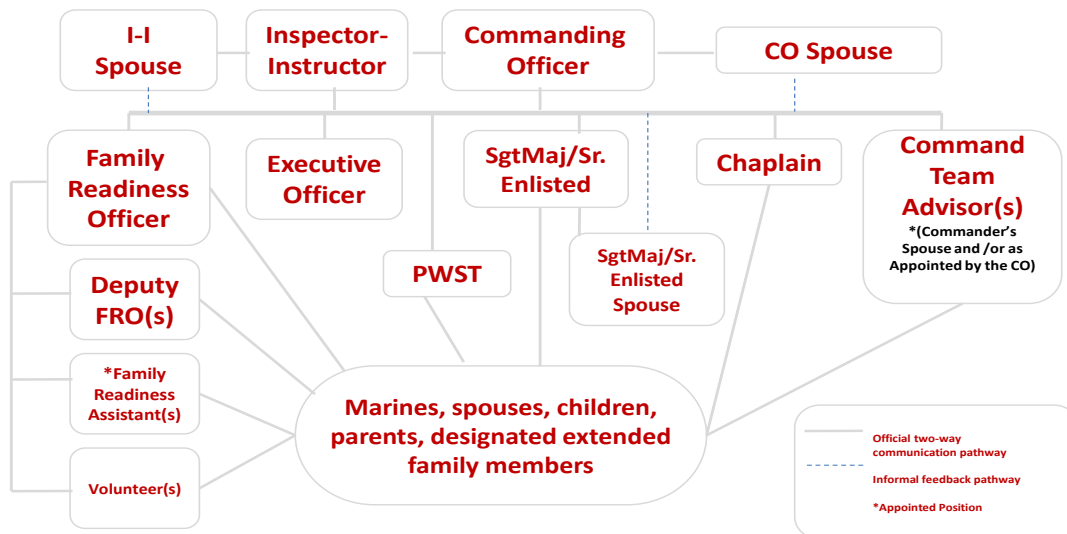
Additionally, Marines are responsible to promote similar opportunities to their families that ensure education, preparation, and resiliency against inevitable life-cycle and mission events that may serve as detractors from family readiness.

Reserve Component Family Readiness Command Team – Roles and Responsibilities

The Reserve Component Family Readiness Command Team's most apparent difference is the inclusion of the Peacetime Wartime Support Team (PWST).

The roles, responsibilities, and requirements of the Reserve Component Family Readiness Command Team's Commanding Officer have additional and varying responsibilities than the Active Duty Family Readiness Command Team.

Family Readiness Command Team Leadership



Reserve Component Family Readiness Command Team

Commanding Officer

Reserve Commanders:

- Appoint collateral duty Deputy FROs in the rank of E6 or higher for geographically separated units or detachments.
- Include Inspector and Instructor (I&I) and Peacetime/Wartime Support Team (PWST) officers in charge (OIC) in the establishment and maintenance of the UPFRP.
- Ensure compliance with the Yellow Ribbon Reintegration Program (YRRP) as outlined in MCO 1754.9.
- Submit support requests through the operational Chain of Command to the Joint Family Resource Center (JFRC) for Joint Family Support Assistance Program (JFSAP) support at least 30 days prior to the YRRP event.
- Establish a quarterly Family Readiness Command Team meeting.

Family Readiness Program Training

Training Matrix for Reserve Component

The following chart depicts the training requirements for members of the Reserve Component Family Readiness Command Team. Specific timelines accompany the requirements to ensure members are adequately prepared in a timely fashion.

	Family Readiness Command Team Training	Family Readiness Officer Training	Command Team Advisor Training	Family Readiness Assistant Training	L.I.N.K.S. Training	LifeSkills Training (incl. PREP, CREDO)	PII	OPSEC
CO, XO, SGTMAJ, Chaplain	WITHIN 120 DAYS							
Family Readiness Officer	WITHIN 120 DAYS	WITHIN 120 DAYS	WITHIN 120 DAYS	WITHIN 120 DAYS	ALL SESSIONS ASAP	Within 120 DAYS	WITHIN 45 DAYS	WITHIN 45 DAYS
Deputy Family Readiness Officer (if applicable)	WITHIN 120 DAYS	WITHIN 120 DAYS	Within 120 DAYS	Within 120 DAYS	ALL SESSIONS ASAP		WITHIN 45 DAYS	WITHIN 45 DAYS
CO/Senior Enlisted Spouses	WITHIN 120 DAYS				WITHIN L.I.N.K.S. SPOUSES 120 DAYS		WITHIN 45 DAYS	WITHIN 45 DAYS
Command Team Advisor	WITHIN 120 DAYS		WITHIN 120 DAYS	WITHIN 120 DAYS	WITHIN 120 DAYS		WITHIN 45 DAYS	WITHIN 45 DAYS
Family Readiness Assistant				WITHIN 120 DAYS	As Applicable		WITHIN 45 DAYS	WITHIN 45 DAYS

Training Matrix for Reserve Component Family Readiness Command Team

Contact the local MCFTB Director regarding training, briefs, and workshops available to gain additional familiarity with MCCS services and programs.

MCFTB Training and Education

Readiness will be supported through standardized workshops that are available to Marines and families through all stages of the cycle of a unit.

It is recommended that Family Readiness Officers attend as many MCCS workshops as possible to complement the required training per MCO 1754.9.

The workshops have been formatted to reach out to all members of the Marine's family, including children. Former workshops were mainly addressed to the Marine's spouse. Workshops have been developed for spouses, children of several age groups, and parents to acknowledge the expansion of the definition of family.

Readiness and deployment support is standardized through additional resource education opportunities. The goal is to provide families the tools to successfully navigate the unique challenges of the deployment cycle of a unit to include pre-,

Family Readiness Program Training

mid-, and post- deployment support and training. Readiness-based courses are available through the LifeSkills component of the MCFTB program.

L.I.N.K.S. was identified as a best practice and has been expanded with sessions for spouses, parents/extended family members, school-age kids, teens, and Marines to give an additional means of information concerning the different benefits, entitlements, and resources available to them.

LifeSkills workshops cover a broad spectrum of life competencies in areas such as communication, relationships, wellness, and impact. Workshops are presented through various approaches: interactive, educational workshops, online courses, and/or supplemental training sessions. Examples of LifeSkills workshops include, but are not limited to: Family Care Plan, Aging Parents and Elder Care, Interpersonal Communications, Conflict Management, and Safe and Sound at Home.

FRO Official Communication

Communication is the responsibility of leadership at all levels, with the goal being to disseminate accurate, relevant, and timely information by the most efficient means available. During this time of 24-hour media exposure covering every event across the world, it is vital that Marines and families of the unit may rely on the accuracy and timeliness of the information provided by the Command. Bad news never gets better with time, and while it is not the intent to provide incomplete or inaccurate information, having no information will often lead to gossip, which leads to stress and panic. It is the FRO's responsibility to use the system to aggressively and proactively reach out to the Command's constituencies.

Official communication enables or establishes the following:

- All-way communication
- Timely and relevant information regarding the unit and the unit's status
- Protection of operational security and confidentiality
- Reassurance to families during separation
- Information and support to families during a time of crisis within the unit
- Rumor control through timely and reliable official information from the Commander

Family Outreach

Family outreach means conducting proactive outreach, rapport development, and multifaceted communication efforts to facilitate meaningful two-way communication between the Command and its Marines and families.

Methods for conducting family outreach are as follows in accordance with the FRO responsibilities:

- Distribute marketing materials provided through Headquarters Marine Corps (HQMC), the unit and MCCS to Marines and families through multiple methods.
- Use aggressive outreach efforts to ensure awareness of Family Readiness needs of all Marines and families.
- Welcome new families to the unit, establishing a relationship and providing information regarding the many resources available. Make the information available electronically for ease of access, especially when the unit is geographically dispersed.
- Attend closing ceremonies for MCFTB trainings/sessions and volunteer appreciation events related to unit Marines and family members.
- Through the New Join interview, distribute a Unit, Personal and Family Readiness Program Welcome Packet to all Marines attaching to the unit.
- Ensure married Marines provide their spouse's primary contact information via MOL or a completed opt-out form.

OPSEC

Operational security (OPSEC) consists of measures taken to ensure that sensitive information is not compromised. Deployment areas and times, the location of families during deployment, the planned return date, and any special pre-deployment training are often considered OPSEC information. This information is not for public knowledge.

The need for OPSEC during pre-deployment briefs and throughout the deployment is especially critical. Family members often do not realize that a simple statement they make in passing may jeopardize the conduct of operations and the safety of those involved.

Measures to Maintain OPSEC

Marines and families must:

- (1) Avoid discussing operational information over the telephone, in public areas, via e-mail or Internet "chat."
- (2) Avoid discussing knowledge of military events with members of the media.

Obtain clear guidance from the Commander regarding information that should be distributed to families. **NEVER VIOLATE OPSEC REGULATIONS.**

Confidentiality and Privacy Guidelines

Understanding the protocol and confidentiality of communicating official information is crucial. When dealing with confidential information, the FRO must closely follow all of the rules to protect the privacy of the Marines and families in the unit. The Commanding Officer must articulate to all members of the Family Readiness Command Team that failing to maintain confidentiality is grounds for immediate dismissal.

Confidentiality and Personally Identifiable Information (PII) is governed by the following MARADMINS:

MARADMIN 389/07: Documents containing Privacy Act information (now characterized as PII) will be marked "For Official Use Only" when created. These documents are shredded when no longer required (when shredding, cross-cut shredding is recommended).

Further, placing documents containing PII in recycle bins is insufficient to meet this disposal requirement since recycling facilities typically bale for transport to commercial paper companies.

Individuals who handle Privacy Act data must complete Privacy Act training prior to gaining access to Privacy Act records. Web-based basic Privacy Act training packages are available on the DON Privacy Act office Web site at <http://iase.disa.mil/eta/piiv2/launchpage.htm>

In the event personal information needs to be disclosed, it should be shared only with the Commander's designated representative. The Commander will need to determine what information and what events they will need to share.

The following examples might be situations the Commander would need to know about:

- Potential embarrassment to the unit
- Expectation of media coverage regarding a family issue
- A serious crime
- Child abuse or neglect
- Spouse abuse
- Drug abuse
- Potentially dangerous situation (suicide)

The local Family Advocacy Program (FAP) office will be able to provide the FRO with the specific state laws for mandatory reporting.

The FRO has an obligation to the Marines and families to keep confidential the personal information shared by unit families. By extension, the Commander and FRO ensure the Command Team Advisors and Family Readiness Assistants maintain the same commitment to the confidentiality of the specific and personal information that might, on occasion, be shared with them by families.

Personally Identifiable Information (PII) and Privacy Guidelines

Confidentiality and privacy are protected under PII regulations as listed above and the Privacy Act of 1974, which limits the access to personal information that Marines provide to the unit. The information the unit collects must be necessary and relevant to accomplish the mission.

Because the FRO, the Command Team Advisors, and the Family Readiness Assistants may receive information that would fall under the Privacy Act, they need to understand the disclosure rules for the personal information they will be safeguarding.

Several guidelines govern the exchange of personal information:

- Personal information cannot be disclosed without permission from the Marine and the family or unless required by law or regulation to disclose the information to the Commander or the Commander's designated representative.
- Personal information will only be disclosed to those designated by the Commander. General information will not be repeated without permission. General information includes, but is not limited to:
 - Number of children
 - Housing area/work section

- Type of vehicle
- Health of family members

FROs are required to take annual PII/OPSEC training to remain in compliance in their positions.

Authorized Communication

Authorized communication consists of:

- eMarine
- Marine OnLine (MOL)
- Newsletters
- Unit Web site
- Toll-free number
- E-mail
- Social Media (per guidelines set forth with the local PAO)

eMarine

Manpower and Reserve Affairs and the Marine and Family Program Division has partnered to create eMarine, a more robust and user friendly Marine Corps enterprise solution for Commander's and their Family Readiness Officers to effectively communicate Family Readiness information and notification to assigned Marines, their families and extended families.

Newsletters

Newsletters are still widely received and read by most of the unit's population, although much of the communication focus in the organizational communication system is technological. Newsletters are more personal to many than a Web site and can be displayed as a reminder about an important event. Newsletters are also versatile, too; they can be e-mailed or sent via the U.S. Postal Service.

The Unit, Personal and Family Readiness Program newsletter provides a venue for news and updates, addressing current issues, publicizing little-known programs, and educating families on the services they may receive in their location. The newsletter will be created by the FRO with content suggestions from the members of the Family Readiness Command Team to address specific information pertinent to the unit at that time.

The newsletter should be distributed electronically, and if necessary, through the mail, at least quarterly, or monthly during deployment. Ideally, the newsletter is

posted to a eMarine, as a PDF and the link to the newsletter is distributed electronically. This saves computer memory for both the sender and the receiver. Minimizing the use of “snail mail” to only those family members without computer access also saves the government money and expedites communications.

Toll-Free Number

The toll-free phone number may be updated regularly by the Commander through a recording sent through an organizational toll-free message line from a deployed location as well as the local unit when the unit is not deployed. This message should be updated at least monthly or more frequently as determined by the Commander. The toll-free message can help avoid countless phone calls by providing current and meaningful information to families. Confidential, private, or OPSEC information is prohibited.

E-mail

E-mail is a valuable communication tool to disseminate information to large audiences or to just one person. FROs are authorized to use mass e-mail directories as a way of disseminating important information to Marines and families. Examples of acceptable e-mail information are monthly UPFRP meeting dates, times and locations, or Marine Corps Birthday Ball particulars. An example of e-mail information that is not appropriate is an invitation to a privately owned business party.

The FRO will include a signature block on all e-mails with at least the following information:

- Name, rank/grade
- Position/title (2/3 Family Readiness Officer, 7th Marine Regiment Family Readiness Officer)
- Address and phone numbers, duty and cell, if applicable
- E-mail address
- A favorite quotation or saying (optional)
- Disclaimer: Information is distributed in this e-mail as information of common interest for military members and their families/contacts. Use of this information does not advertise nor imply endorsement of any commercial activity or product by the Department of Defense, U.S. Marine Corps, or this Command.

Social Media

Networking sites, Facebook®, and Twitter®, are internet applications that connect people and information in spontaneous, interactive ways. While networking sites can be useful and fun, they can provide adversaries, such as terrorists, spies and criminals, with critical information needed to harm our Marines or disrupt their mission. Practicing Operational Security (OPSEC) will help you to recognize your critical information and protect it from an adversary. This is especially important in regards to your position as a Family Readiness Officer.

Please be cognizant of posting any information related to the unit that you are supporting through your official efforts. Remember: Any person's information could become public at any time due to hacking, configuration errors, social engineering, or the business practice of selling or sharing user data.

Safety procedures related to the Family Readiness Officer position of social networking sites:

- Keep sensitive information OFF your profile.
- Keep your plans, schedules and location data to yourself (especially deployment related information).
- Protect the names and information of Command Team members, Marines, co-workers, friends, and family members.

Before posting:

- Check all photos for indicators in the background or reflective surfaces.
- Check file names and file tags for sensitive data (your name, organization or other details).

Although Web sites such as Facebook and Twitter are effective personal communication methods, participants must always remain cognizant of OPSEC guidelines to ensure the safety of the Marines in Command Team Advisor's and Family Readiness Assistant's assigned unit as well as their own families. Contact your local PAO for specific local guidelines.

Social Media DO's:

- Re-direct to eMarine.
- Write in a professional manner.
- Use correct spelling and grammar.
- Correct misinformation in a respectful manner.

Family Readiness Program Training

- Follow standard operating procedures.
- Monitor sites regularly.
- Keep an eye out for inappropriate use and comments.

Routine Phone Calls

Family Readiness Officers may regularly make and receive calls to and from authorized family members. It is necessary for FROs and family members to stay connected, but it is especially important during training and deployment missions.

Information calls may be made to pass along information, and the Commander may request information calls be made to family members. A family member may also call seeking information. The FRO should ensure that any information provided is accurate and current, because outdated information can create problems and confusion for the caller. If the information the caller needs is not readily available, the FRO should research the requested information and return the call.

Calls involving problems or concerns of family members are much like information calls. They should be handled with care, tact, politeness, good listening skills, and professionalism. To assist the callers, the FRO should ensure that the person requesting information is authorized by the Marine, the FRO should be sure to understand and record all necessary information. By asking pertinent questions, the FRO may help callers to think of their own solutions. If the FRO is not sure about what information to give, then research the request and return the call. Often, the FRO can assist family members by simply providing a phone number for a post agency. Finally, the FRO should follow up on all calls, even if it is just to check that everything is all right.

Since Family Readiness Officers may make and receive calls to and from authorized family members on a regular basis, it is important to develop and maintain a Resource and Referral database.

SharePoint

SharePoint, developed by Microsoft, is a program used to build and maintain web pages, implement business processes and supply immediate access to essential information via document libraries and announcements. Mass email distribution is available, as well as discussion boards and surveys. SharePoint also enables the sharing of MS Office documents between users on the intranet. The Marine and Family Programs SharePoint farm is hosted by eHQMC. eHQMC falls under the Director of Marine Corps Staff in Washington, D.C.

Family Readiness Officers SharePoint Access

Headquarters Family Readiness Branch has created a SharePoint site specifically for Family Readiness Officers. All documents, announcements, will be posted on this site.

The URL to the Family Readiness FRO page is:
<https://ehqmc.usmc.mil/sites/family/mrz1/upfrp/fro/default.aspx>

Site Access

The first thing all Family Readiness Officers need to do is register for an eHQMC account.

Please note: The FRO must have a valid CAC and a valid .mil or .org address before he or she can register for an eHQMC account.

Instructions on how to register for an eHQMC account are on the following page. Follow the instructions to register. Once your account has been built you will receive an email confirmation.

Questions and problems concerning SharePoint should be directed to the Family Readiness Branch (MFZ).

Family Readiness Program Training

eHQMC Registration Procedures

For access to Family Readiness SharePoint pages, you must first obtain a Marine Corps Worldwide (MCW) account. Instructions on how to register are below:

1. Go to www.marines.mil/unit/hqmc/pages/mcwar.aspx. This is the eHQMC account creation website.
2. Click on "REQUEST eHQMC PORTAL ACCOUNT".
3. Click on "I Agree." Users must "agree" to the user agreement or an account will not be created.
4. Complete the form. Fields with a * must be completed or the form may not be submitted.

Please Note: .org users must enter their correct email first followed by a semicolon then default@usmc.mil. For example, an email address of joemarine@usmc.mil should be entered as joemarine@usmc.mil;default@usmc.mil. The electronic form is currently configured to only accept .gov or .mil email addresses but the above procedure will allow .org account creation and account submission.

If you input your EDIPI (CAC card digital signature) (per the form instructions), there is no need to submit a follow-up, digitally signed email. You must ensure your EDIPI is correct prior to submission.

- If the EDIPI is entered incorrectly, the account will be created, however you will not be able to access the account as it uses your EDIPI for authentication. Should this occur, contact the HQMC IT Center Help Desk.

To insert your EDIPI (digital signature) on the form, do the following (instructions are also listed on the electronic form):

- I. Double-Click on the "ActivClient Agent" Smart card reader on the bottom right of your desktop screen.
 - II. Double-Click "My certificate", and then Double Click on any of the certificates in the right pane.
 - III. Copy the last 10 digits inside the "Issue To" field. This is your CAC-EDIPI #.
- If you do not input your EDIPI, you must follow-up the form submission with a digitally signed email to the HQMC IT Center Help Desk at HQMCITCenterHelpDesk@usmc.mil. The HQMC IT Center will use the digitally signed email to extract your EDIPI.
5. For any questions or problems, contact the HQMC IT Center Help Desk at (703) 614-1721/1723 M-F 0500-2000 EST.

Event Coordination and Planning

Family Readiness events and morale support events bring the Marines and families together and are held regardless of deployment status.

When planning events, the FRO coordinates with the MCCA Coordinator (if applicable) for the funding and logistical requirements of the event. The MCCA Coordinator will provide direct access to the MCCA capabilities needed to support the needs of the unit. The MCCA Coordinator may also aid in obtaining unit event sponsorship by contacting the MCCA Sponsorship Coordinator. When planning events for Reserve units, the FRO should contact MARFORRES for information to support the event requirements.

When planning, units must consider the age groups that will be attending (teens, young adults, toddlers, and spouses). Activities should be geared for these age groups.

How to plan a family event – FRO responsibilities:

- Meet with the Commander to share ideas and receive Commander's intent. Set a date for the event.
- Solicit volunteers to assist in the planning, coordination, and execution of the event. Command Team Advisors and Family Readiness Assistants can also contribute to family events.
 - Provide guidance and supervision to the volunteers as they assist in the planning, coordination, and execution of the event.
- Coordinate logistical support and develop a letter of instruction if necessary.
- Coordinate a working party supplied internally by the unit or another sister unit (e.g., to help with set up and tear down).
- Consider on-site child care to encourage attendance (depends on the type of event). There are two options for on-site child care:
 - Child Care in a Unit Setting (CCUS)
 - Short-Term Alternative Child Care (STACC)
- Additional guidance is available in MARADMIN 406/06

Coordination of a Family Event

The FRO, with the assistance from Command Team Advisors, Family Readiness Assistants, and volunteers:

- Decides whether the event is theme-based.

Family Readiness Program Training

- Designs a flyer or poster with the needed information for the families. Flyers can be distributed electronically and mailed out and should be placed in visible areas throughout the Command.
- Decides on the type of food (will depend on what type of event the unit will be having).
- Decides the types of activities the unit will provide.
- Consider prize drawings, raffles, and/or door prizes. (Check with the MCCS Coordinator for local regulations and procedures.)

Collaborate with the MCCS Coordinator for assistance.

Information and Referral Services

Official Information and Referral services are available through anyone on the Family Readiness Command Team. Personnel are cautioned, however, not to take on the role of counselor. The goal is to assess the need and refer the Marine or their family member to the mitigating resource.

There are more than 80 MCCA programs, as well as local public and private agencies and organizations available to provide support to mitigate and eliminate the challenges and rigors of the military lifestyle. Family Readiness Officers are encouraged to acquire a strong knowledge base of these programs not only through the required training matrix but through outreach to MCFTB Directors and through training and briefs as applicable. Newcomers' Orientation/Welcome Aboard briefs are good introductions of MCCA programs.

FROs, in particular, are cautioned that at least a cursory investigation should be made into a public or private agency or organization prior to offering that private agency or organization as a referral. Also, caution should be exercised regarding referring Marines or families to religious organizations exclusively.

Services offered by off-installation agencies and organizations may be used as resource options, as the FROs may pursue the best information and resources available for their Marines and families.

Marine Corps Community Services (MCCA)

MCCA Team

The MCCA team supports Marines, families, and units through preventive education and intervention services. In addition to family readiness-related services, MCCA supports Marines and families needing affordable, accessible child development programs; safe, supervised youth activities; varied leisure and recreation opportunities; and convenient, high value services. The Family Readiness Command Team, specifically Family Readiness Officers, can use MCCA programs and services to support basic needs and to proactively address potential readiness risks. MCCA provides resources that directly treat these risks but can also help leaders stop problems from happening through concerted prevention efforts.

Family Readiness Program Training

MCCS programs are available at Marine Corps Installations, Reserve, and independent-duty environments. Full program support is available at every major installation of the Marine Corps.

The MCCS Coordinator works directly for MCCS but is a vital resource for the Unit, Personal and Family Readiness Program. The Coordinator has knowledge of and direct access to the full spectrum of services provided by MCCS and serves as a liaison between the Commander and the services that MCCS can provide. These services include:

- Access to the logistical support the unit might need for the execution of Family Readiness and morale support events as well as the resources for the execution of resource training and education that would be provided by the Readiness and Deployment Support Trainer and the LifeSkills Trainer.

The MCCS Coordinator is also the conduit for the execution of the budget requirements of the unit in support of Family Readiness and morale support events. The MCCS Coordinator keeps the FRO informed of all events and support offered by MCCS for the Marines and families within the unit and provide marketing materials to the FRO regarding all of the MCCS support available to the unit.

The MCCS Coordinator also may provide a direct link to the MCCS Sponsorship Coordinator. This establishes the relationship between the community and the sponsorship opportunities that might be available to the unit from the community. These sponsorship opportunities may only be utilized through the MCCS Sponsorship Coordinator.

An example of a sponsorship opportunity would be a local company that would like to donate items to be sent to troops that are currently overseas. This would need to be arranged through the MCCS Sponsorship Coordinator.

Another example would be if the unit wants to take the Marines and families in the unit to a large venue for a morale support event and it would be cost prohibitive to the families. The Sponsorship Coordinator can contact the venue and arrange for the cost to be covered all or in part by the venue as a donation to the unit.

Family Readiness Command Teams have a number of supporting agencies to help implement their Unit, Personal and Family Readiness Program to its full capacity.

Partnerships

Policy

MCO 1754.6 establishes guidance for MCFTB personnel and is the guiding policy for MCFTB programs to provide relevant and standardized readiness training to unit Commanders, Family Readiness Command Teams, Marines and their families.

MCO P1700.27B establishes guidelines for MCCA to provide organizational, operational and financial policies for (MCCA) programs and activities which include MCFTB.

Resources

MCCA programs and MCFTB.

Partnerships

To promote and develop the reciprocal supportive relationship that was intended to exist between UPFRP (FRO), MCFTB and MCCA capabilities.

- **MCCA** - The MCCA mission is to make significant lasting contributions to combat readiness through the personal and Family Readiness of our Marines and their families.
- **MCFTB** - Is a component of MCCA and facilitates the personal and Family Readiness training programs in support of UPFRP. The partnership between UPFRP, MCCA, and MCFTB ensure Commanders receive the necessary resources and support to facilitate their Unit, Personal and Family Readiness Program responsibilities.

Process

MCFTB is a function of MCCA and facilitates the training programs in support of UPFRP.

Marine Corps Family Team Building (MCFTB) Program

An integral part of the MCCA team, the MCFTB program is the Commander's and FRO's primary support arm for personal and family readiness training and support.

The MCFTB program includes the following functions:

Family Readiness Program Training

- Family Readiness Program Training
- Readiness and Deployment Support Training
- L.I.N.K.S. Training
- LifeSkills Training and Education

MCFTB Program Functions

Family Readiness Program Training

The Family Readiness Program Trainer provides the Commander:

- Family Readiness Command Team Training
- FRO Training
- Command Team Advisor/Family Readiness Assistant Training
- Commanding Officer/Senior Enlisted Spouse Training.
- Coordination with other MCFTB functions to facilitate fulfillment of unit-specific Family Readiness training needs, as required

Lifestyle Insights, Networking, Knowledge, and Skills (L.I.N.K.S.) Training

The L.I.N.K.S. Trainer provides the Commander a series of sessions for all levels of the families within the unit.

Separate sessions are provided for:

- Spouses
- Marines
- Kids
- Teens
- Parent or extended family members of Marines

The focus of the program is education regarding the resources available and methods for meeting the challenges of the military lifestyle.

Participants receive information on Marine Corps culture, available resources to enable them to help themselves, real-life tips, and the opportunity to network with others.

Benefits of coordinating a unit-specific L.I.N.K.S. session include education and unit cohesion for all family members, new or otherwise. Marines and families who are comfortable, knowledgeable, and capable of seeking self-help solutions to their own problems greatly enhance family and unit readiness.

LifeSkills Training and Education

The LifeSkills Trainer provides the Commander:

- Facilitation and delivery of Family Readiness training covering a broad spectrum of life competencies in four main areas: Communications, Relationships, Wellness, and Decision Making.
- Liaison with MCCA Marine and Family Services (MFS), referring families to the many services offered by MFS.
- Delivery of training curricula not offered by MFS.
- Liaison with private organizations offering community services and LifeSkills training.
- Coordination with other MCFTB functions to facilitate fulfillment of unit-specific Family Readiness training needs, as required.
- PREP coordination.
- CREDO coordination.

Readiness and Deployment Support (RDS) Training

The RDS Trainer provides the Commander:

- Direct liaison to the unit FRO, assisting with various Family Readiness matters, providing advice on preventive and corrective strategies for current trends and issues.
- Coordination and delivery of required pre-, mid-, and post-deployment briefs and support at the unit level.
- Coordination with other MCFTB functions to facilitate fulfillment of unit-specific Family Readiness training needs, as required.

Prevention and Relationship Enhancement Program (PREP)

PREP is a relationship-enhancement program, where couples learn to effectively communicate, work together as a team to solve problems, manage conflict without damaging closeness, and preserve and enhance commitment and friendship. It is designed for premarital and married couples, whether distressed or not. PREP is not therapy; it is an educational and practical application opportunity to learn what works in a relationship.

Family Readiness Program Training

Chaplains Religious Enrichment Development Operation (CREDO)

CREDO retreats are offered to enable Marines, their families, and other authorized personnel to develop personal and spiritual resources and grow toward increased functional ability, religious maturity, and accepting responsibility. CREDO is funded through MCFTB and is offered at no cost to the participants.

Contact your local MCFTB for information on scheduled PREP workshops and CREDO retreats.

Administrative/Logistical

In order to maintain compliance with administrative and logistical responsibilities, Family Readiness Officers:

- Assure unit conforms to personal and applicable guidance and regulations in the execution of the Unit, Personal and Family Readiness Program and remains ready to successfully undergo the scrutiny of higher-headquarters assessments.
- Maintain reports and records organized for systematic personnel, unit, and family readiness.
- Proactively monitor inbound and outbound Marines to maintain accurate family contact information. Civilians and personnel from sister services will require special attention.
- Develop and maintain all budget requirements and expenditure records, in accordance with the Commander's direction.
- Keep accurate and timely records of volunteer reimbursements, contact information of the Marines, families, and additional members within the unit, and the training required of all the members of the Family Readiness Command Team.
- Maintain records for opt-out forms declining authorized and official communication from the FRO.
- Ensure compliance with OPSEC requirements and protection of PII.
- Attend Family Readiness Command Team meetings.
- Attend Family Readiness Support Council meetings and ensure attendance of other Command Team representatives. In MARFORRES and MCRC Commands, ensure the appointed Family Readiness Command Team members attend the Family Readiness Support Council Meetings through means available to them, i.e. video teleconference, teleconference, or travel to the meetings.

Family Readiness Program Training

- Ensure turnover (from outgoing FRO to incoming FRO) includes a comprehensive out-brief with the incoming FRO. If that is not possible, the higher headquarters FRO will be prepared to brief the incoming FRO for the subordinate unit.

Under MCO 1754.9, certain forms and documentation must be kept in a file. The Family Readiness Officer maintains all reports and records, which include:

- Reports and records organized for systematic personnel, unit, and family readiness.
- Budget requirements and expenditure records.
- Volunteer reimbursements.
- Contact information of the Marines and families and additional members within the unit.
- Training required of all the members of the Family Readiness Command Team.
- Opt-out forms declining authorized and official communication from the FRO.

The Family Readiness Officer also should prepare documents (such as position descriptions and letters of appreciation) as needed. See the supplemental section for the forms, documents, and samples. Once appropriate forms are completed and submitted for Command (or appropriate designee) signature, they need to be retained.

Records Management

Family Readiness Officers are encouraged to create a turnover binder which will include processes and guidance regarding standard operating procedures to complement the Family Readiness Officer Handbook. Turnover binders should include MCO 1754.9, up-to-date lists of the unit Marines' family contacts, standard operating procedures, best practices, status of pending projects, and other information that would be of value to a Family Readiness Officer working in the position.

A comprehensive turnover binder will ensure the impact to the Marines and families within the unit is seamless and support will be uninterrupted in the event of FRO turnover of employment.

Resource and Referral Database Development

Family Readiness Program Training

It is recommended that Family Readiness Officers create and maintain a Resource and Referral database with the contact information for programs and services necessary for information and referral purposes.

When Marines and or their families are in search of critical services such as emergency financial assistance, child care, jobs, or mental health support, they may be contacting the FRO for this information. Creating and maintaining a Resource and Referral database will ease the connection between Marines and their families and the appropriate agencies and services, including the many services and resources available through DoD and MCCA, as well as the community to support unit, personal and family readiness.

Resource and Referral databases should contain a detailed description of the programs and services available through DoD and MCCA, as well as the community. These databases may be developed in Microsoft Excel or Access for ease of information placement and also should be made available to the entire Command Team for information and referral purposes via e-mail or through a shared drive. MCCA Human Resources Training and Development offers Microsoft Office application classes and interpersonal skill development workshops to assist you with this skill set.

To begin the development of a Resource and Referral database, it is advisable to review the *Information and Referral Resource* section. Another option for obtaining base service providers contact information is your local base phone directory, which is commonly found online as well as in hard copy.

Once a comprehensive site-specific Resource and Referral database is created, it must be maintained for accuracy in connecting Marines and their families with services and information.

Family Readiness requires Marines to prepare themselves and their families to successfully balance the rigors of mission, life, and career events. Personal and Family Readiness is not related solely to deployment. Readiness and deployment support will occur continuously. A non-deploying unit is not excluded from facilitating readiness and deployment support. The completion of a Family Care Plan is an example of a requirement that must be met by a specific population regardless of the deployment status of the Marine.

FRO Readiness and Deployment Support

Deployment is a major event in the lives of Marines and their family members. The deployment readiness process must be integrated into unit deployment training across all phases of deployment, from pre-deployment, mid-deployment, reconstitution, and post-deployment. This integration helps the families remain stable and prepared. Timely education and continuous communication with unit

families is the most effective means of limiting the destructive circle of the unknown, guessing, gossip, and stress. This is especially true of Marines who do not deploy with their unit or as a part of a unit. These Marines deploy Temporary Additional Duty (TAD) in Excess as individuals or as individuals in support of a smaller detachment.

Parent Command Responsibilities

A parent Command is the Command to which a Marine is permanently assigned and is usually the Command with which the dependent family of the Marine is co-located.

The parent Command, specifically the Family Readiness Officer, is still responsible for providing communication to the Marine even during periods of TAD. The parent Command also is still responsible for providing communication to the family even if, and perhaps more importantly, the family leaves the local area.

Parent Command FRO responsibilities include, but are not limited to, the following:

- Act as a ready resource of local Information and Referral support.
- Make and continue liaison with the gaining Command's FRO or Family Readiness point of contact if the Marine is attached to a sister service.
- Contact the family to provide the gaining Command's FRO information and continuing to maintain contact through consistent communication to the family to assure an appropriate level of support is being provided.
- Maintain updated family contact information. A family may choose to temporarily relocate during the deployment.
- Coordinate Family Readiness briefs for Marines and families in support of the deployment such as the pre-, mid- and post-deployment events.

Gaining Command Responsibilities

A gaining Command is the Command to which a Marine or Marines are assigned as TAD in Excess to fill specific billet requirements and might require separation from the Marine's family. This distinction does not apply to units that attach to other units in their entirety, such as the Battalion Landing Team to the Marine Expeditionary Unit.

Family Readiness Program Training

Gaining Command FRO responsibilities include, but are not limited to, the following:

- Contact the parent Command FRO to establish liaison and exchange information.
- Initiate contact with the parent Command FRO and collect contact information for the family.
- Contact the family by phone and follow-up with a Welcome Aboard letter or packet with the gaining Command's contact information.
- Coordinate Family Readiness briefs and training with MCFTB for Marines and families in support of the deployment such as pre-, mid-, and post-deployment events.
- Maintain updated family contact information.
- Develop a check-in process that captures updated family support information.
- Provide families with unclassified deployment/redeployment information as applicable.

Individual Marines' Responsibilities

The individual Marines are ultimately responsible to ensure that they and their families are afforded the opportunities to receive important Command information.

The individual Marine's tasks include, but are not limited to, the following:

- Check-in with the gaining Command FRO.
- Ensure information provided in MOL is accurate and updated as required.
- Ensure spouse, SSPD, and/or designated parents and extended family members are provided accurate parent and gaining Command FRO contact information.
- Encourage attendance by spouse and/or designated parents/extended family members at all Family Readiness briefings, programs and events.
- Completion of Family Care Plan.

Family Care Plan (FCP)

Completion of the FCP is the responsibility of the Marine. Accountability for ensuring the plan is viable and approved rests with the Commander. MCFTB offers Family Care Plan Training that can be attended on an individual basis or requested as unit training.

It is not recommended that the FRO be designated as the Commander's representative to review the Family Care Plans with the Marine for viability.

Pre-Deployment

Pre-deployment Briefs

Contact your local MCFTB Readiness and Deployment Support Trainer regarding recommended and mandatory briefing requirements and scheduling for multiple pre-deployment briefs. Pre-deployment briefs should be designed to give a synopsis of the information needed by the Marines and their families during a deployment. Follow-on briefs and workshops for the Marines and families provide more in-depth information on the topics touched on by the pre-deployment brief.

Also, be cognizant that this is the Commander's brief and there are topics the Commander will want covered in addition to the standardized brief content provided by the Readiness and Deployment Trainer. Ensure adequate logistical support is available for the brief. This includes audio/visual support, a venue large enough for the intended audience, and child care for participants. Aggressive marketing of the pre-deployment brief and the follow-on briefs and workshops will ensure all members of the unit have access to all resources training and education opportunities.

Pre-deployment Checklist

No later than 60 days prior to departure:

- Conduct a pre-deployment stress brief for leaders in accordance with MARADMIN 112/07.

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- Schedule pre-deployment briefs for both single Marines, and married and single-parent Marines, and their families by contacting your local MCFTB Readiness and Deployment Support Trainer.
- Conduct admin stand-down to update REDs, SGLIs, and family contact information. Issue Deployment Checklist from the Deployment Guide for Marines and Families.

No later than 30 days prior to departure:

- Conduct warrior preparation brief, delivered to all Marines in the unit in accordance with MARADMIN 112/07.
- Conduct pre-deployment health assessment, completed by all deploying Marines in accordance with MARADMIN 112/07.
- Conduct multiple pre-deployment briefs for all deploying Marines and their families.
- As a follow-up to the pre-deployment briefs, schedule a Professional Military Education (PME) to facilitate completion of legal documentation (e.g., wills, powers of attorney, Family Care Plans and custodial paperwork).

Unit Morale Support Events

Unit morale support events promote unit cohesion and a feeling of support within the unit's families.

During a deployment, the FRO coordinates unit morale activities as directed by the Commander or as the need arises.

In planning for these events, the schedule needs to be set in advance to fully utilize the resources of MCCA through the MCCA Coordinator (if applicable).

Volunteers are to be used to plan and execute these events, under the FRO's guidance.

Pre-deployment Brief Objectives and Discussion Topics

In addition to the services provided by the Readiness and Deployment Support trainer, pre-deployment briefs should include the following:

- Introduction of the Family Readiness Command Team leadership to unit Marines and families.
- Up-to-date information on unit activities.

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- A deployment timeline and calendar of unit events prior to and during the deployment.
- A discussion of unit policy regarding operational and personal security concerns.
- A discussion of methods the unit will use to communicate with the families during the deployment.
- An explanation of anticipated pay fluctuations and entitlements resulting from deployment by the Personnel Administration Center or Disbursing. Encourage them to visit Marine and Family Services for personal financial counseling.
- A question-and-answer period to address family concerns.

The Readiness and Deployment Support Trainer will assist the Commander and FRO in balancing mandatory and recommended briefing topics.

Deployment

Deployment Checklist

Commanders must ensure the unit toll-free recorded message is updated on a monthly basis or as needed according to the mission. For the benefit of the families, it is recommended that the Commander include the date in the message. Some suggested messages for the families:

- The unit arrived safely: A message should come from the deployed unit to the home station upon the unit's arrival at its deployment destination. The message should be disseminated quickly to family members to eliminate excess anxiety.
- Delays may occur: Commanders should caution family members that delays may occur.
- Update families on the morale of their Marines, and highlight their successes.
- Unit, Personal and Family Readiness Program newsletter: recommend monthly during deployment.
- No sooner than two weeks and no later than 30 days after departure, conduct Kids and Deployment workshop.
- Plan Unit Calendar of Events.

Mid-Deployment workshops are conducted by the RDST and LifeSkills Trainer (as applicable) at MCFTB. Mid-deployment workshops are designed to sustain

family members during a deployment. The workshops address the lower energy of family members during a deployment, the importance of taking care of themselves, and provide a little extra hand to get through the rest of the deployment. The workshops allow family members to focus on themselves and include the following workshops: Self-care, Kids and Deployment, and Deployment Success.

Mid-Deployment workshops are designed to be conducted during a deployment, ideally about three months into a six- to seven-month deployment and then again about three months after R&R leave has taken place during a 12- to 14-month deployment. MARFORRES/MCRC will schedule mid-deployment workshops as required to support deployments.

30 Days Prior to Return

- Coordinate with RDS Trainer for Kids and Reunion workshop for parents and kids and Return and Reunion workshops for spouses, SSDP and family.
- Conduct a pre-return stress brief for leaders in theater.
- Coordinate Warrior Transition and Return and Reunion brief for all Marines in theater in accordance with MARADMIN 112/07.
- Coordinate Combat Operational Stress Control (COSC) brief for families if not already incorporated into previous briefs.
- Plan a welcome home celebration.

Deployment workshops

The RDS Trainer coordinates with the FRO the delivery of workshops designed to assist the families through the stress of the deployment. The FRO should proactively reach out to families concerning the schedule of the workshops to ensure they are aware of all opportunities to attend these resources. These workshops are age-specific and designed to cover a wide range of topics and concerns for the remain-behind family. They are also designed to be delivered throughout the deployment timeline. Some of the topics included in the workshops are:

- Combat stress for both the Marine and the family, including children.
- Money management during the deployment and after the return of the deployed Marine.
- Reactions of all ages of children during and after a deployment and the parenting skills needed to address areas of concern.

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- Communication with deployed Marines and families during and after deployment, including challenges that might be experienced by the family when the deployed Marine returns.
- Casualty process.
- Understanding and recognizing the evidence of post-traumatic stress disorder in both the family and the returning Marine.
- Preparation for a realistic homecoming and reintegration of deployed Marines back into the family.
- Healthy habits during deployment for spouses, SSDP, and children.

Counseling Support

For those times of heightened stress, the Command is able to request stress management support from Marine and Family Programs (MFP). They may also be able to tailor briefs relative to the needs of the unit and families who may require help coping with suicide in the unit, a training accident, or combat casualties. MFP also provides classes on a variety of other topics such as parenting classes, new parent support, and couples counseling. Contact MFP to coordinate support.

Chaplain services are another resource available to provide counseling support to Marines and their families.

TRICARE and Military OneSource also offer counseling services. Military OneSource can provide, at no cost and without notifying the Command, six free counseling sessions per family member and per deployment issue, with an off-base counselor in the area.

If utilizing Military OneSource counseling services, children under 18 may see a counselor without the parent present after a first visit with the parent. The counselor must be certified to work with children.

Military Family Life Consultants (MFLC) are funded by the Department of Defense. The MFLC program provides licensed counseling specialists to individual units who are remotely located and unable to access local services.

It has also expanded to augment on-base counseling services through MFP to provide short-term, situational, resource and education counseling services and psycho-education to service members and their families. Services are provided to individuals, couples, families, and groups on issues such as stress, anger, relationships, parenting, conflict resolution, deployment, separation, and more.

MFLCs are also available to assist with pre-deployment briefs, deployment issues and especially return and reunion/reintegration issues. MFLCs are mandated reporters of child abuse, domestic abuse, and duty-to-warn situations; services are

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otherwise confidential and private. Stress Management and Anger Management classes are offered through MCFTB upon request.

DSTRESS Line

From the everyday stressors of life to the stressors related to combat, stress can affect even the strongest Marine. The DSTRESS Line was developed by the Marine Corps to provide professional, anonymous counseling for Marines, their families and loved ones when it's needed most. The purpose of the DSTRESS Line is to improve resilience and develop the necessary skills required to cope with the widely varying challenges of life as a Marine or Marine family member. Callers will speak with customer service representatives and licensed counselors who are veteran Marines, veteran FMF corpsmen, and civilian men and women with exposure to and specialized training in Marine Corps culture. Services are available via phone, chat, and Skype.

<http://www.dstressline.com>

American Red Cross

The American Red Cross can provide numerous services for the individual and the family. They provide health and wellness checks, first aid and safety classes, and disaster relief.

The most-used American Red Cross resource is the ability to contact the Marine when the family has an emergency or immediate request for the Marine to return from a deployment or separation.

The decision to send a Marine home from deployment lies solely with the Commander.

Call (877) 272-7337 or visit www.redcross.org.

How to Contact the Red Cross to Send an Emergency Message:

Active-duty Marines stationed in the United States and their immediate family members may call the Red Cross Armed Forces Emergency Service Centers for help seven days a week, 24 hours a day, 365 days a year. The toll-free telephone number is available through base or installation operators and from local on-base Red Cross offices.

Other family members who do not reside in the Marine's household, members of the National Guard and Reserves, retirees, and civilians may access Red Cross services through their local Red Cross chapter, which is listed in local telephone books and online.

Overseas personnel stationed on military installations should call base or installation operators or the on-base Red Cross offices.

At overseas deployment sites, contact the American Red Cross deployed staff.

When calling the Red Cross to send an emergency message to a deployed Marine, it is necessary to have the following information:

- Marine's full name
- Rank/grade
- Social Security number
- Military address
- Information about the deployed unit and the home base unit (for deployed Marines)

Casualty Assistance Calls Officer (CACO)

This section is provided for informational purposes only. It is in no way to replace the duties of the CACO and casualty notification process.

Casualty is not only killed in action (KIA) but missing in action (MIA) and wounded Marines as well. Each Marine casualty is a tragic loss to the Corps with special significance to the next of kin (NOK). The Casualty Assistance Calls Officer (CACO) support is phased and specifically adjusted to facilitate the NOK's transition through grief stages and completion of the casualty process. Survivor support is available indefinitely through a long-term care manager (LTCM).

Casualty Notification Process

- The parent Command, or closest unit to the incident, prepares a Personnel Casualty Report (PCR) and forwards to Headquarters Marine Corps (HQMC).
- Non-death casualty notifications are made telephonically.
- For deceased Marines, HQMC locates and tasks the closest unit to the primary NOK (PNOK) and secondary NOK (SNOK) to provide official notification and casualty assistance via the assigned CACO.
- The parent Command may also support the CACO by providing details on the family's situation and coordinating with community services, such as emergency medical care and police support.
- PNOK and SNOK of the deceased are notified in person, generally within eight hours after the release of the PCR.
- The CACO provides the NOK all known facts of the death. When investigations are conducted, requests for the reports must be submitted in writing to the Freedom of Information Act (FOIA) office. The majority of FOIA requests are submitted by the CACO on behalf of the family.
- The identification of the deceased Marine will not be released to the public or the media for 24 hours after PNOK and SNOK have been notified.
- The identity of an ill or injured service member will not be released without permission of the Marine.

Family Readiness Officers, Command Team Advisors, Family Readiness Assistants, and volunteers have NO role in casualty assistance notification calls or Invitational Travel Orders (ITOs).

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If a Family Readiness Officer, Command Team Advisor, Family Readiness Assistant, or Volunteer chooses to help and support the family of a deceased service member, they must separate their roles within the Unit, Personal and Family Readiness Program. They may assist as a concerned spouse or compassionate friend; however, this must not be acted upon in their official role within the UPFRP.

Post-Deployment Checklist

- Within five days of return, all Marines must complete a post-deployment health assessment in accordance with MCRP 6-11C.
- Before granting leave, conduct a Command safety brief for all Marines.
- 45-60 days after return, conduct a post-deployment stress brief for leaders.
- 90-180 days after return, conduct a Warrior Transition II brief for Marines.
- 90-180 days after return, all Marines must complete a post-deployment health reassessment.
- Offer family crisis support services as suggested in MCRP 6-11C.
- Contact the local RDS Trainer or the LifeSkills Trainer for information on workshops to assist with issues that may arise upon return of the Marine into the home.
- Schedule a Family Readiness Command Team debrief to discuss successes and challenges encountered during the deployment cycle.

Reintegration

Return and reunion at the end of a deployment is a significant challenge for Marines and their family members, regardless of experience and length of service. To ease the transition from deployment to home, returning Marines and their families require preparation, support services, and a reunion celebration.

To prepare for the Marines' return home, the Commander and Family Readiness Command Team must set into motion their reintegration process while still in theater. This includes a Warrior Transition brief, Return and Reunion brief, as well as the actual return and welcome home celebration. The FRO will facilitate the events to correspond with the reintegration process the Commander began in theater.

The workshops provided by the RDS Trainer and coordinated through the FRO will provide information for the families in their preparation for the return and reintegration of the Marine into the family. In addition to the prescribed support services, reunion planning can incorporate more social aspects of the Return and Reunion process such as a welcome home ceremony or celebration with the assistance of the M CCS coordinator. The FRO needs to maintain proactive contact with the families of the returning Marines to ensure areas of concern are identified and addressed as soon as possible through the appropriate resources.

Following a deployment, capture best practices and lessons learned to improve the Unit, Personal and Family Readiness Program.

Conduct a debrief with the Family Readiness Command Team. Include:

- Review “best practices”.
- Review any readiness trends experienced by the unit.
- Re-address frequency and methods of unit communication.
- Provide lessons learned to MCFTB to be shared with other units.

Combat and Operational Stress Control (COSC)

The Marine Corps COSC program (Doctrine MCRP 6-11c) coordinates all planning, training for, and implementation of policies and programs to prevent, identify, and manage combat and operational stress.

The goals of COSC are to maintain force readiness and preserve the mental health of Marines and their family members.

COSC programs are developed in partnership with the Marine Expeditionary Forces with three target audiences in mind: Marine leaders, Marines and Sailors, and families.

COSC tools are available, and are being developed and updated, including the COSC continuum model and the COSC decision matrix flowchart designed for all three target audiences to make routine COSC assessments on self and peers. These may be found on the Manpower & Reserve Web site.

www.manpower.usmc.mil

Families OverComing Under Stress (FOCUS)

Families OverComing Under Stress (FOCUS) is a program designed for military families and children facing the challenges of multiple deployment stress and combat operational stress injuries during wartime. It is designed for families who have had a parent deployed to wartime duties and who have at least one child age 6 or older who are at high risk of being affected by operational stress (multiple deployments, parental combat operation stress, and other mental health problems, and physical injury).

FOCUS uses family-level techniques to highlight areas of strength and resilience in the family and identify areas in need of growth and change to contend with current difficulties. FOCUS addresses family-centered problem solving, communication, and management of both primary and secondary stressful reactions to combat exposure and physical injury.

Yellow Ribbon Reintegration Program (YRRP)

The YRRP will be implemented from the pre-deployment phase through the reconstitution phase of a Reserve unit or IA by the UPFRP, ensuring services are made available to all members of the Marine's family, including designated parents and extended family members.

Pre-Deployment (30 days prior to deployment)

- Conduct a warrior preparation brief delivered to all Reserve members and their spouses and designated parents and extended family members.
- Ensure a pre-deployment health assessment is completed by all deploying Reserve members.
- Conduct pre-deployment briefs for all deploying units/members and their spouses, designated parents, and extended family members to ensure they are aware of the entitlements, personal finance, and benefits and family support systems.

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- Provide all deploying Reserve members and their spouses, designated parents, and extended family members a deployment guide that covers all phases of deployment and provides additional resource information.

Mid-Deployment

- Support will be provided as appropriate, to include but not be limited to, combat and operational stress prevention and control training available through MARFORRES.

Reconstitution (30 days prior to return)

- Conduct a pre-return stress brief for leaders in theater.
- Conduct a Warrior Transition brief for Reserve units/members in theater coinciding with the in-theater operational pause.
- Coordinate Return and Reunion briefs for spouses and designated parents and extended family members to ensure they are aware of potential challenges that may be encountered following the return of their Marine.

Post-Deployment

- Conduct reintegration briefs and Return and Reunion briefs for Reserve units/members and spouses, designated parents, and extended family members within 30 days of return.

For Reserve members, their spouses and designated parents and extended family members located less than 30 miles or 30 minutes from any USMC installation or location, the first level of education and support is USMC resources. If unable to access USMC resources, Reserve members and spouses and designated parents and extended family members may access the nearest Joint Family Support Assistance Program (JFSAP) or Family Service Center.

Ensure Compliance with guidelines as set forth in MCO 1754.9.

FRO Volunteer Management Program

Volunteers serve in a designated public service or organizational support capacity and take the obligation upon individual willingness.

Although the FRO is primarily responsible for executing the Commander's vision and intent, volunteer support and participation is crucial to the success of the program. Family Readiness Volunteers may be spouses, SSDP, or designated parents/extended family members of any member of the unit and may serve as

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volunteers in support of specific unit morale events and or Command Team Advisors or Family Readiness Assistants. These volunteers, representing all constituencies of the unit, support and enhance the Commander's Family Readiness mission.

Administration

Family Readiness volunteers are not a replacement for military personnel or paid civilian staff. Volunteers by their very nature and manner of compassionate giving will seek to serve the Family Readiness Command Team and Marine communities to the utmost capacity and beyond, if requested or allowed. At no time are volunteers assigned work or responsibilities that ultimately impose or restrict their ability to care for themselves or their own families.

Motivating Volunteers

Family Readiness volunteers sincerely want to help the unit, and it is up to the FRO to encourage them. The FRO needs to understand what motivates volunteers, and use their motivation to identify, recognize, and retain volunteers.

A few tips for motivating volunteers include:

- Assure volunteers do not perform functions not described in their Volunteer Advisor/Assistant Position Description.
- Express sincere, personal thanks for volunteer's efforts.
- Plan regular volunteer appreciation functions.

Volunteer Appreciation Week is in April.

Difficult Volunteers

Volunteers may be a challenge because they may not understand what, how, and or why things are done. Volunteer's viewpoint to include what should be done and how it should be accomplished may conflict with the program. Also, volunteers may not see an upside to include what they will personally gain, they clearly see the potential for loss, and/or they may feel no relationship to the new UPFRP.

Volunteers are sometimes stymied by obstacles beyond their control such as time, resources, personal limits, and environmental issues. It is important to review potential obstacles during the initial interview.

It is important to remember that challenging behavior is not necessarily a sign of poor motivation or low performance. It can also be a result of high motivation or achievement.

Motivating good behavior requires setting standards for behavior, building commitment, reinforcing conformity, building relationships, modeling what you want, and refusing to accept poor performance. Setting standards for behavior include the understanding of expectations, goals, rules, and procedures within the UPFRP. When building commitment be sure to include volunteers and that the Command Team shares the same long-term focus. Conformity can be reinforced through immediate and positive praise and appreciation.

Redirecting Challenging Behavior

Before acting and/or re-acting to challenging behavior analyze the real problem and not simply the symptoms. It is important to determine if the behavior is situation or volunteer specific.

Determine the root cause. Possible root causes of challenging behavior may include:

- The volunteer personality
- Co-workers
- Supervisor
- Position or work
- Work setting
- Life situation

In order to redirect challenging behavior it is imperative to get the volunteers viewpoint, and have a private discussion regarding the behavior.

External causes to look for regarding challenging behavior:

- Personal life
- Misinformation
- Work environment
- Triggering incident
- Burnout

Consider mutual problem solving by getting an agreement that a problem exists and encourage the volunteer to help with the solution by asking questions like, “what can the Command Team do, what can you do, what can they do” to solve the problem. Be sure to agree on a timeline for corrective action and follow up to include recognition and achievement if applicable. When redirecting challenging behavior common concerns exist such as not liking to reprimand or criticize, hurting the volunteer’s feelings, and/or ruining the working relationship. Redirecting challenging behaviors is just as important as recognition for achievement and team contributions to ensure a focused and successful UPFRP within the unit.

When reprimanding, professionals recommended maintaining seriousness, being specific, and expressing feelings. It is not necessary to repeat the reprimand and be sure to put the reprimand into perspective. In addition it is critical that challenges are not ignored as the sooner they are dealt with the better for everyone involved.

Additional challenges that may be present when working with volunteers may be volunteers doing things that unacceptably go out of their realm of responsibility and burn out. Possible solutions for dealing with challenges relating to volunteers that unacceptably go out of their realm of responsibility are reviewing policies and training on boundaries, providing clear rationale for rules, and strict enforcement. Be sure to focus on the team efforts and commitment to assist Marines and their families. People who volunteer their time sometimes experience burn out. To ensure that volunteers do not get burnt out term limits and rotation, encourage vacations and time off, and reduce intensity and responsibilities (if and when needed).

Emotional reactions from volunteers happen for a variety of reasons:

- They are highly motivated. The issue means a lot to them.
- They are personally involved and feel responsible or feel affronted.
- They may just express themselves in emotional ways.

Dealing with Emotional People

- Understand that they have a reason for behaving emotionally.
- Venting may help.
- Take action to resolve the situation.
- Don't expect to win them all.
- Listen and look for facts. Do nothing until you have let them express their side of the story.
- Keep your cool – try not to react emotionally even if you feel attacked.
- Bring closure to the discussion.

How you may be contributing to the problem:

- You're afraid it reflects on your own supervisory skill
- They're your friends
- You feel sorry for them
- You're too nice
- You've got enough to do
- The best way to encourage problem behavior is to ignore it.

Remember when handling and redirecting challenging behavior by volunteers FRO's should refer to the unit Commander for proper protocols for reprimand, removal actions, and completing performance reviews.

Recruiting and Application Process

Care should be taken to recruit Command Team Advisors and Family Readiness Assistants with:

- Diverse cultural and ethnic backgrounds

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- Officer and enlisted communities
- Appropriate experience
- Geographic proximity to the unit
- Ability to fulfill prescribed volunteer duties and qualifications as described in the standardized position descriptions

eMarine, Family Readiness program newsletter, unit Web sites and social media are excellent resources for announcing volunteer opportunities. More personal recruitment strategies such as word of mouth or community referrals are also recommended.

The Volunteer Application Form and Volunteer Agreement Form are available in the supplemental information section of this handbook.

Candidates deemed qualified by the Commander will be interviewed. Ideally, the Commander interviews candidates in person, asking like questions of each candidate to ensure consistency and standardization. The Commander uses the interview as an opportunity to talk about the priorities of the Unit, Personal and Family Readiness Program. The Commander may additionally desire thoughts and perspectives of other Family Readiness Command Team members on the suitability of the applicant.

Please note that volunteers who are not Command Team Advisors or Family Readiness Assistants are designated by the FRO as volunteers for the planning, coordination, and execution of a specific unit morale event and are not required to go through a formal application process. These volunteer opportunities should be announced per function to give equal opportunity for participation within the unit's designated family members.

Also please note that while ensuring geographic proximity to the unit is important to fulfill a portion of the duties, every volunteer responsibility does not require geographic proximity. Plan ahead to ensure the inclusion of designated parents/extended family members who may want to volunteer but only be available for specific duties due to their location.

Screening, Interviewing, Selecting, and Appointing

Through the official screening process, these things should be considered:

- Lacks sufficient time to devote to service hours
- Does not possess the appropriate experience and knowledge

- Unable to perform the duties assigned in the standardized position descriptions
- Does not support the objectives of the program or mission of the Marine Corps
- Seeks to advance their spouse's career
- Craves status or power
- Denotes sound judgment

After screening applicants, the FRO sets up interviews with the Commanding Officer for the selected applicants. Interviews may be completed by the Commanding Officer. It is the responsibility of the Commander to have the final say concerning appointment of volunteers.

If there is a Change of Command during the volunteer's term, the new CO may choose to reappoint the current volunteers, and the new CO must issue new appointment letters.

Management

Scheduling

The FRO may discuss scheduling with the volunteers to inform them of specific time expectations and periodic duties the volunteer may assist the FRO with. Out of respect for the volunteer, these expectations need to be very clear for them.

Formal Two-Way Communication

Each volunteer will be given an opportunity to meet with the FRO and the Commander for formal, two-way feedback regarding their duties initially, during, and at the conclusion of their tenure. This will be a forum for the volunteer to discuss how they feel they are functioning within the Unit, Personal and Family Readiness Program.

This is also an opportunity for the FRO to discuss with the volunteer whether they are able to continue to meet the requirements of the duty they have been appointed to, taking into account that the life circumstances of the volunteer may change periodically and may affect the volunteers ability to meet the requirements of the position description for their role. When setting up a time for meeting with the volunteer, the FRO will need to:

- Schedule a time to meet with the volunteer in a private place for freedom of discussion
- Begin and end in a positive way
- Focus on the volunteer's strengths

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- Ask the volunteer what he or she believes has been done well and what areas need improvement or further training

Ensure the life circumstances of the volunteer allow the volunteer to meet the needs of the unit.

Orientation

Orientation is an opportunity to introduce volunteers to the Unit, Personal and Family Readiness Program.

Example of topics to include in orientation:

- Key personnel
 - Review all members of the Family Readiness Command Team and their respective roles.
- Confidentiality and reporting requirements
 - Discuss the concept of confidentiality and what situations it might come into play while supporting Marines and families.
 - Discuss child abuse, child neglect, spouse abuse, homicide, suicide, and violations of the Uniform Code of Military Justice and reporting requirements.
 - State the procedure for reporting non-confidential information within their role as an UPFRP volunteer.
- Dress code
 - Should reflect a professional approach to the role and responsibilities of a unit representative.
 - Attire should meet the requirements of the occasion or function. For example, a Unit, Personal and Family Readiness Program meeting might require casual business attire, and an interview with the Commanding Officer might require a business suit to appropriately represent the professional approach to the role of the position being interviewed for. In addition, a casual morale event at a park or the beach might require more relaxed attire, but a swimsuit would not appropriately represent the unit.
- Conflict of interest
 - Discuss the need to refrain from such practices such as:

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- Selling items to customers or staff.
 - Taking orders for products.
 - Distributing business cards for a private business.
 - Providing information about a private business during a presentation.
 - Hanging posters or distributing flyers about a private business.
 - In any way gaining personal profit from their role as volunteer.
-
- Military structure
 - Review appropriate Chain of Command and rank structure.
 - Assure they can articulate appropriate Chain of Command.
 - Provide chart with information about uniform insignia.

 - Meetings
 - Review the UPFRP meeting schedule.

 - Emergency procedures
 - State unit-specific procedures for crisis, emergencies, natural disasters, etc.

 - Unit representation
 - Ensure they are aware they represent the unit and the readiness program but cannot commit your unit's resources without approval from the FRO.
 - Ensure awareness that they may be privy to preferential information that must remain confidential.

 - Reimbursement for volunteer expenses
 - Inform volunteers of what expenses can be reimbursed.
 - Identify forms and procedures to use to get reimbursed.
 - Explain the approximate length of time to receive reimbursement.

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- Training requirements
 - Command Team Advisors and Family Readiness Assistants are required to attend training as outlined in the training matrix, with the first required training being completed within 45 days of appointment.

- Supervision
 - The FRO assumes responsibility for supervision of volunteers when they are to provide services in support of UPFRP.

Recognition

It is essential that the Command encourages and recognizes the unit volunteers, as they are an integral part of the Unit, Personal and Family Readiness Program. April is nationally recognized as a month to recognize military voluntary service. Commanders may also choose to recognize their volunteers throughout the year with appreciation events and approved certificates of appreciation.

Comply with standard volunteer recognition as stated in MCO 1754.9.

FRO Funding Administration

Funding

The UPFRP is a Category A Morale Welfare and Recreation (MWR) program. UPFRP non-appropriated (NAF) funds incorporate the former NAF unit picnic and party funds and are intended to support unit morale, welfare, and recreation needs, including recreational, social, and Family Readiness activities.

A unit's UPFRP may be funded by both appropriated fund (APF) Operation and NAF. Commanders are responsible for proper allocation and spending of their unit's funds.

The FRO receives, budgets, and execute all UPFRP funds allocated to the unit in accordance with the Commander's intent unless the FRO is not assigned as the RO or assistant RO. Should the FRO be assigned as the RO or assistant RO, then the FRO shall be guided in the administrative process of receiving, budgeting, and executing all UPFRP funds by local MCCA policies and regulations and MCO 1754.9. However, the authorization for execution and ultimate responsibility for that execution rests with the Commander.

The FRO ensures the timely submission of authorized volunteer reimbursement claims to the local or assigned MCCA fiscal office or the unit fiscal officer/comptroller and tracks all claims for reimbursement until paid unless the FRO is not assigned as the RO or assistant RO.

The Commander's discretion in the use of UPFRP funds is limited by legal and fiscal constraints when determining requirements or the amount of UPFRP funds that may be spent on any event. Regardless of the location of the unit, the Commander apportions available UPFRP funds among the following three areas:

1. UPFRP training-related events, e.g., unit training workshops or classes offered through MCFTB or the installation COSC.
2. Recreational and morale events, e.g., unit softball or golf tournaments.
3. Social events, e.g., tea and coffee gatherings and unit family days.

Types

There are four types of funding that may be available to UPFRPs.

1. **Appropriated Funds** (APF) are appropriated by Congress. APF are to be used in the year provided rather than accumulated from year to year.

Unused APF will roll over each quarter until the end of the APF fiscal year. These funds shall not be carried over at the APF fiscal year-end.

2. **Non-Appropriated Funds** (NAF) are funds that originate from revenue-generating MCCA activities or assets received from sources other than monies appropriated by Congress. NAF are used for the collective benefit

of the authorized patrons who generate them. NAF are to be used in the year provided rather than accumulated from year to year. Unused NAF will roll over each quarter until the end of the NAF fiscal year. These funds shall not be carried over at NAF fiscal year-end unless, upon written request from the unit Commander. The installation Commander must authorize a waiver.

3. **UPFRP fundraising** events are authorized for MCCA MWR.
 - Activities must be pre-approved by the MCCA director.
 - Activities governed by MCO P1700.27B.
 - Activities cannot be conducted off Marine Corps Installations (must be limited to authorized uses of installation services).
 - Funds raised must be deposited in unit accounts managed by MCCA.
4. **Unsolicited donations**
 - Acceptance of donations is governed by MCO P1700.27B.
 - Acceptance procedures vary depending upon the monetary value of the donation or gift.
 - Solicitation for donations or support in any way is expressly forbidden for Marines and family members.

APF Authorized and Prohibited Expenditures

APF Authorized Expenditures in Support of the UPFRP

Generally, there must be a specific statute or policy authority that permits the use of APF before it may be spent for a specific purpose. APF may be used for direct and overhead expenses associated with operating the UPFRP such as equipment, supplies, travel, communications, maintenance and repair, and services. Authorized APF expenditures include the following:

- Office spaces, meeting spaces/facilities, and storage space
- Office supplies and equipment, including: computers with appropriate hardware, software, printers, Internet access, military e-mail accounts, telephones with DSN access (where available), and answering machines.
- Reimbursement of UPFRP volunteers' expenses such as mileage, parking and tolls, telephone toll calls, child care expenses, and invitational travel order (ITO) expenses is authorized. Preapproval of expenses is expected where practical.
- Commanders may authorize the use of government vehicles/transportation in support of official volunteer functions.

APF Prohibited Uses in Support of the UPFRP

APF must be spent for the purposes and programs for which they were originally appropriated. Diversion of funds for other unauthorized programs is prohibited. Spending APF from one appropriation account on something for which funds have been appropriated from another appropriation account is also prohibited.

The use of APF is generally prohibited for the following:

- Food or beverages
- Mementos given to individuals for transfer or permanent change of station gifts (this includes items such as flowers and farewell keepsakes)
- Items intended for distribution for individuals to keep for personal use
- Any expense directly related to resale for a MWR activity
- Utilitarian items given as awards, such as clothing, uniform items, jewelry, functional weapons, etc.
- In case of any doubt, the final arbiter of whether or not an expense is authorized is the comptroller
- FRO salaries where the FRO is a NAF employee
- Facilities construction in support of the UPFRP
- The APF Purchase Card may not be used to purchase gift certificates from restaurants or retail outlets that would be provided as awards/gifts in recognition of volunteer service. Authorization for the expenditure of APF for awards is limited to expenditures that recognize and announce, to all, the accomplishment of the individual being awarded. Gift certificates from restaurants or retail outlets do not further that purpose and are not authorized.

NAF Authorized and Prohibited Expenditures

NAF Authorized Expenditures

Generally, NAF may be used on any expense directly related to supporting the NAFI (or the programs supported by the NAFI) that originally generated the money. Authorized NAF expenditures include the following:

- Direct and overhead expenses associated with operating the UPFRP functions, such as equipment, supplies, travel, communications, maintenance and repair, and services for which APF are not available
- Light refreshments for events such as: Family Readiness program meetings; unit L.I.N.K.S. workshops; pre-, mid-, and post-deployment events; and volunteer recognition events
- Reimbursement of UPFRP function volunteers, Advisor or assistants' expenses such as mileage, parking and tolls, telephone toll calls, child care expenses, and ITO expenses

NAF Prohibited Expenditures

NAF may not be used for expenditures that are not related to MCCS MWR programs. UPFRP is an MWR program. The use of NAF is generally prohibited for the following:

- Purchasing military proficiency prizes and awards for individuals for the performance of regularly assigned duties.
- Paying meal charges for government personnel on APF per diem or enlisted members in APF dining facilities.
- Donating to any relief, charitable, or commercial organization, or to an individual.
- Supporting projects involving the improvement, rehabilitation, or construction of religious facilities.
- Purchasing, printing, or engraving of Christmas cards, or other personal greeting cards.
- Constructing, altering, renovating, or furnishing any facility not used primarily as a part of one of the MCCS MWR activities.
- Supporting private organizations (skydiving clubs, spouses clubs, Boy or Girl Scouts, etc.).
- Supporting functions held primarily to accomplish public affairs objectives.

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- Purchasing incentive awards not related to operating MCCS MWR activities.
- Protocol or Command representation activities where official representation funds (ORF) are authorized, or Commander's personal entertainment obligations and retirement receptions. MCCS NAF and ORF may not be used interchangeably.
- Social affairs in honor of a particular individual or for the purchase of anything for a specific individual. This includes purchasing memento-type items for guests of the Command, including entertainers, civilian dignitaries, and military personnel, both foreign and U.S.
- Leasing grounds, facilities or relocatable buildings, unless prior approval is granted by the Personal and Family Readiness Division, Family Readiness Branch, HQMC.
- Purchasing food, supplies, or equipment for APF dining facilities, except for holidays and special occasions when all members of the Command may purchase food and consumable supplies for consumption.

Methods

Advance and Reconciliation for NAF

The FRO may request advance funds from the current fiscal year's funds from MCCS NAF Finance using an expenditure request.

MCCS NAF Finance processes a disbursement as requested. Disbursements may be made by electronic internal transfer, check, or petty cash. The FRO will then make expenditures from funds advanced.

The FRO reconciles expenditures with the Unit, Personal and Family Readiness funds administrator in the MCCS NAF Finance office with receipts to document the expenditure and returns any unused funds.

Reimbursement for NAF or APF

The FRO may present receipts and a completed copy of Claim for Reimbursement for Expenditures on Official Business to be reimbursed after the fact for APF-authorized expenditures totaling less than \$100.

The Commander must acknowledge approval through signature or e-mail, etc., for reimbursement requests totaling more than \$100.

Electronic Internal Transfer for NAF

The FRO may negotiate a party contract with an MCCS activity on the installation and request MCCS to cover the expense with an internal fund transfer. The FRO forwards the completed contract to MCCS NAF Finance along with a completed Expenditure Request/Reimbursement for Unit, Personal and Family Readiness Funds.

Debit Card Option

HQMC authorized use of debit cards to access Unit and Family Readiness Funds (UFRF). This is a locally managed program via local banking facility. The unit Commander will retain and be responsible for the debit card(s). The unit Commander may delegate the use of the debit card to:

- FRO
- other unit designee
- a deployed designee

Per Location

The type and amount of UPFRP funding available may be different depending on whether the Marine Corps unit is located on a Marine Corps Installation, a sister service installation, or off a DoD installation.

Funds available to units stationed aboard Marine Corps Installations

- Units provided a single NAF allocation of \$25/Marine/year
- Funds allocated quarterly (\$6.25) based on unit strength
- Unit Commanders are the sole authority for the funds and must observe MCCS policies (refer to these policies to include MARADMINS/MCCS Policy)
- Funds roll over each quarter until the end of the NAF fiscal year. (Unspent funds will then be withdrawn unless waived by the installation Commander)

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- Installation MCCS finance offices will establish appropriate unit allocation and accounting procedures in accordance with the established Finance and Accounting Standardization Guides issued by CMC (MRF)
- Subject to audit by MCNAFAS

Funds available to units not stationed aboard Marine Corps Installations

Independent Duty

Independent duty is defined as active-duty Marines who are permanently assigned to units detached from Command elements, are not tenant activities located aboard military installations, or other DoD owned property, and are not supported by separate DoD regulation or inter-service agreement. Funds available to these units are as follows:

- Provided \$130 or \$40/Marine/year of NAF via CMC (MRF)
- Allocation is dependent on distance from DoD installation
- Funding allocations provided quarterly
- Funds are subject to the same restrictions as other UPFRP funds
- Units shall establish and maintain a record of expense and receipts locally
- Funds roll over each quarter until the end of the NAF fiscal year, when they revert to CMC (MR)
- Procedures and responsibilities for administering independent duty funds (IDF) is contained in a CMC (MR) letter dated April 23, 2008
- Subject to audit by MCNAFAS

Joint Commands

Joint Commands are those Marine Corps units residing on sister service installations.

- Provided \$10/Marine/year in APF via appropriate USMC Chain of Command
- NAF provided by the host service or executive agent at joint Commands (Marine Corps units stationed on other services installations — Army, Navy, Air Force)

Reserves

Funds allocated to these units must be used to support Marines and families attached to these units.

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The Reserve Commander and/or his/her designated representative must approve the execution of these funds. Funds available to these units are as follows and include funding in support of Yellow Ribbon Reintegration Program (YRRP):

- NAF: Reserve units are provided \$17.50 per service member per year by HQMC (MR) via CMC (MRF).
- Funds are subject to the same restrictions as other UPFRP funds.
- Units shall establish and maintain a record of expense and receipts locally.
- Funds roll over each quarter until the end of the NAF fiscal year, when they revert to CMC (MR).
- Procedures and responsibilities for administering IDF is contained in a CMC (MR) letter dated May 9, 2008.
- Subject to audit by MCNAFAS.

Purchasing and Contracting

Non-Appropriated Funds and Contracts

Since NAF revenue supports Marines and their families, FROs are encouraged to purchase goods and services from MCCS activities and exchanges aboard Marine Corps Installations (or MWR and Exchange activities aboard other DoD installations). FROs are authorized to sign patron service agreements with MCCS, MWR, and Exchange activities (including catering agreements) within specific dollar limits.

FROs are authorized to purchase goods and services from private-sector suppliers as well and rotate purchases among available suppliers for same or similar items. **FROs do not sign contracts or agreements with private-sector suppliers on behalf of the unit or government.** If a contract or agreement is required, the FRO prepares and submit a purchase request to the local or assigned APF or MCCS procurement office.

The FRO may be authorized to use the Government Purchase Card (APF) or MCCS NAF Purchase Card (NAF) within delegated limits.

All Commanders are expected to plan, program, and budget for UPFRP expenditures.

Appropriated Funds

APF may be used for direct and overhead expenses associated with operating the UPFRP such as equipment, supplies, travel, communications, maintenance and repair, and services. Diversion of funds for other unauthorized programs is prohibited. Spending APF from one appropriation account on something for

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which funds have been appropriated from another appropriation account is also prohibited.

A complete list of APF authorized and prohibited expenditures can be found in MCO 1754.9.

Generally, NAF may be used on any expense directly related to supporting the NAFI (or the programs supported by the NAFI) that originally generated the money.

NAF may not be used for expenditures that are not related to MCCS MWR programs. UPFRP is an MWR program.

A complete list of NAF authorized and prohibited expenditures can be found in MCO 1754.9.

Solicitation

During any official UPFRP function, solicitations by individual units (including donation requests) and commercial advertisements or displays are prohibited.

UPFRP personnel, including volunteers, are prohibited from endorsing or giving the appearance of an endorsement of non-federal entity or commercial products and/or services. Examples include, but are not limited to: makeup, kitchen utensils, jewelry, candles, vitamin supplements, or home-based businesses.

Reimbursement of Volunteer Expenses

Reimbursement payments to UPFRP volunteers who support UPFRP functions will be handled as expeditiously as Command members. APF reimbursements will be submitted through the local unit Responsible Officer who may or may not be the FRO as designated by the CO. NAF reimbursements will be submitted to the local MCCS Finance Office. For UPFRP volunteers, the unit FRO will facilitate both methods of payment.

All volunteers for NAF activities must sign the Volunteer Agreement for Appropriated Activities before an individual is allowed to provide volunteer services or receive any reimbursement support. A copy of the signed agreement should be given to the volunteer prior to commencing volunteer services. With a duly executed volunteer agreement, UPFRP volunteers are authorized reimbursement for the following expenses, as funds are available:

- Mileage and parking
- Telephone toll calls not otherwise covered

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- Basic administrative expenses including, but not limited to, paper, copying expenses, postage, pens, Post-it Notes, official mail postage, binders, etc. These expenditures should be limited as it is the duty of the FRO to provide these types of supplies, when necessary.
- Child care expenses incurred as a result of performing volunteer duties

Expenses incurred while on invitational travel orders (ITOs)

Procedures for Payments Using APF and NAF for the UPFRP Team Members

1. The UPFRP volunteer completes the Claim for Reimbursement for Expenditures on Official Business and the Direct Deposit Sign-up Form (if applicable) and delivers the completed claim in addition to any applicable receipts to the FRO for processing.
2. Once approved, the FRO provides the volunteer with an initialed and dated file copy/photocopy of the claim.
3. The FRO, or person designated in writing by the Commander, files the UPFRP volunteer's claim directly with the unit's RO if it is a NAF claim within five working days of receiving a completed claim.
4. The FRO ensures the reimbursement is made to the volunteer in a timely manner, normally within 10 working days.
5. If the claim is APF, the FRO takes the claim directly to the local or assigned MCCS Finance Office for reimbursement within five working days of receiving a completed claim.

No-Cost Child Care

It is critical to the mission of the UPFRP that no-cost child care services are provided during unit-specific training to ensure the target audience attends.

Volunteer attendees at UPFRP-required trainings, such as Command Team Training and all attendees at unit L.I.N.K.S. workshops, unit pre-, mid-, and post-deployment briefs, and unit LifeSkills workshops are authorized no-cost child care. The local or assigned MCFTB reimburses or provides for no-cost child care expenses incurred by attendees and volunteers who participate in UPFRP-related training as identified in MCO 1754.9 and unit-sponsored training where the local or assigned MCFTB is a facilitator.

Funding regulations are the prevailing authority, and reimbursements are limited to the availability of on-site funding. As with all government expenditures, if the funding is not available, then child care reimbursement is not feasible.

Government Printing and Government Supply System

Use of the government printing and supply systems are authorized for official Marine Corps programs.

Staff Officer Training

Best Practices

Developing best practices within the Unit, Personal and Family Readiness Program is an integral part of the responsibility of Family Readiness Officers. It is imperative that FROs contribute to and or create turnover binders to include standard operating procedures and best practices.

Best practices are often developed internally and are encouraged to be shared among FROs.

It is recommended that FROs on military installations meet bi-annually to discuss best practices and share ideas. This meeting could be organized by the higher headquarters FRO. In accordance with Marine Corps Family Team Building, the UPFRP should be seeking new and innovative ways to improve the delivery of services.

Marine Corps Ranks

Typically, new Family Readiness Officers are concerned with proper protocol, and these concerns are usually voiced when discussing rank. Common courtesy and good manners are the proper protocol in any social setting or personal situation, regardless of rank. Specific questions regarding personal attire for social events (i.e. the Marine Corps Ball) should be addressed directly from the Commanding Officer.

Marine Corps personnel have different titles, different uniforms, and different insignias. All of these signify rank.

Rank is the actual title of a service member and indicates his/her place within the Marine Corps.

To add to the confusion, each branch of the service is different.

Rank insignia charts are located in the Supplemental Information section.

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Marine Corps Key Terms

Marine Corps key terms and acronyms can be confusing to Family Readiness Officers, depending on their professional and personal backgrounds. Although Family Readiness Officers won't necessarily use all of the phrases or acronyms in daily language, basic knowledge will assist in understanding FRO functions within the Command Team, and the Marines and their family members.



Family Readiness Officer Do's and Don'ts

DO's	DON'Ts
<ul style="list-style-type: none"> • Develop the way ahead to fulfill Family Readiness program goals and objectives. • Develop concept for cooperative inter-agency family support groups based upon area to include local community resource providers. • Continue to enhance and expand partnerships with other agencies in family readiness. • Discover creative ideas and best practices within the Family Readiness program. • Develop standard operating procedures with the Family Readiness Officer position. • Work with other FROs to capture and discuss best practices. • Leverage Family Readiness best practices. Develop a process to identify and share best practices in the UPFRP which may include a bi-annual meeting organized by higher headquarters FRO. • Develop a process to identify deployed Marines and their locations in order to inform, educate, update, and respond to families. • Work with gaining Commands regarding TAD Marines regarding official responsibilities. • Standardized Web site links/resources. • Develop a two-way feedback process to identify needs and requirements and deterrents to family readiness. 	<ul style="list-style-type: none"> • Do not violate PII and OPSEC. • Do not provide official communication to anyone other than those designated in writing by Marines authorized to receive Command information. • When attending L.I.N.K.S. workshops, assimilate into the environment. Attend in the capacity of observer vs. active participant, and don't dominate or interact in the learning activities. • Do not participate with an official role in casualty assistance notifications/ITOs. • Do not submit late submissions of authorized volunteer reimbursement claims to the local or assigned MCCA fiscal office or the unit fiscal officer/comptroller. • Do not promote activities of private, unofficial organizations separate from the Marine Corps, private fundraisers, and commercial ventures. • Do not use e-mail distribution lists to announce non-UPFRP events or solicit non-UPFRP related materials or donations. • Do not hold additional positions within the unit (e.g. Single Marine Program (SMP) representative). • Do not use information contained within databases and/or online resources other than MCT (MOL) to update or add to that contained in the MCT (MOL) without express written authorization from the Marine. Further, under no circumstances is the FRO authorized to discuss a Marine's personal information with anyone other than the Marine or personnel in the Marine's direct Chain of Command. • Do not act as a counselor in response to Information and Referral service requests.

The Role of a Staff Officer

The role of a Staff Officer is to support the Commander. Those designated persons assigned to a Commander to assist him or her in the administration and operation of his or her Command (*Navy Regulations 1990 w/Ch1*) When assigned a project, provide guidance to the unit through letters of instruction, including logistics, invitations, orders, and a timeline.

When assigned a project, provide updates to the Commander but do not forget the XO. The key to success is detailed guidance. Put yourself in the shoes of the people executing your plan or orders. Have you told them what they need to know?

Staff officers exist to help, assist, support, and facilitate. A sense of urgency is critical to make things happen. If staff officers are asked to help, that is the priority. Try to anticipate and solve problems before they become a problem. Maintain professional relations. Never let personal issues interfere with professional requirements.

Professionalism in the workplace

Professionalism in the workplace refers to a person performing their work with sincerity, and maintaining professional etiquette and professional ethics in the workplace. Professionalism is created and maintained by those who do their work with quality and quantity driven intentions.

Professionalism in the workplace is important to ensure good performance by all. If everyone is professional, everyone will do the best they can within their positions.

Professionalism in the workplace is required to:

- Ensure a good team spirit.
- Keep all volunteers, family members, or Command Team members motivated.
- Ensure integrity in everyone's efforts.

Professionalism in the workplace helps at maintaining the right amount of communication at the workplace. This is especially true within Command Teams. In following the roles and responsibilities guidance provided by MCO 1754.9, there is a clear indication of professionalism guidelines that are to be adhered to. Professionalism is ingrained in the Marine Corps organization and should be maintained through the Unit, Personal and Family Readiness Program.

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Family Readiness Officers should remain approachable and create a family oriented tone when corresponding with family members to keep the lines of communication open while maintaining their professionalism.

Tips to maintain professionalism in the workplace:

- Refer to personnel formally, and include ranks unless directed otherwise
- Keep personal issues out of the office (unless it directly is affecting job performance and needs to be addressed for leave, etc.)
- Be punctual
- Dress professionally

Professionalism in the workplace is important. As such, it should be maintained at all times in accordance with Marine Corps and MCCA standards.

MCCA Board of Directors

The Marine Corps Community Service (MCCA) Board of Directors was created in 1996 to involve senior leaders in the oversight and long range planning of quality of life (QOL) issues. The board serves as the decision-making forum for MCCA-related issues that have an impact on the Marine Corps above the individual Command or base level.

The board is made up of 17 members from every Command and base Corps-wide.

- Board members from HQMC include:
 - Deputy Commandants for programs and resources (chair)
 - Manpower and Reserve Affairs (Vice Chair)
 - Installations and Logistics
 - Director, Fiscal Division
- Marine Force Commanders include:
 - U.S. Marine Corps Forces Command
 - U.S. Marine Corps Forces Pacific
 - Marine Corps Forces Reserve
 - Marine Corps Combat Development Command
 - Marine Expeditionary Force (I or II MEF)
 - Marine Corps Installations – East
 - Marine Corps Installations – West
 - Commanding General , Marine Corps Base Hawaii
 - Commanding General , Marine Corps Base Camp Butler

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- Sergeant Major of the Marine Corps
- Nonvoting and ex officio members of the board include:
 - Counsel for the Commandant
 - Director of the Personal and Family Readiness Division
 - Manpower and Reserve Affairs
 - Board recorder

Board Responsibilities

The MCCA board advises the Commandant on QOL matters and makes decisions on the development and distribution of funding for MCCA appropriated (APF) and non-appropriated fund (NAF) programs, and monitors military and NAF construction program development and execution.

The board is responsible for development and execution of a five-year strategic plan, establishment of program standards and measures of effectiveness, and execution, tracking, and reporting of resources.

Based on recommendations from the five standing committees, the board develops and implements major policies affecting MCCA programs and markets the MCCA strategic vision to DoN, DoD, and Congress.

Supplemental Information

The Supplemental Section of the Family Readiness Officer Handbook is designed to provide additional information on support available to the Commander so the Commander can execute the Unit, Personal and Family Readiness Program.

Detailed position descriptions (PD) are provided for FROs of all levels, Lieutenant Colonel Command level FRO, Colonel Command level FRO, and General Command level FRO. These PDs are specific to the duties of the FRO and will enable the Commander to hire the best FRO for the job. In addition, there are specific position descriptions for all of the Family Readiness volunteer positions. The FRO and the Commander need to know the roles and responsibilities of the Family Readiness volunteers to execute the Volunteer Management Program effectively.

Numerous references are provided for the Family Readiness Command Team to be familiar with. The references provide the HQMC UPFRP Web/SharePoint site address, the HQMC MCFTB Web site, the HQMC family support Web site, Military OneSource, the MCO for MCFTB and the UPFRP, the MCO for Family Care Plans, and the Doctrine MCRP 6-11c for COSC requirements.

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The Supplemental Section also provides copies of all forms referenced for use during the Family Readiness Officer Training.

This section also provides samples of forms to be reproduced to meet requirements in the execution of the Unit, Personal and Family Readiness Program, such as a Web site template, appointment letters, welcome letter, volunteer application, new join screening interview template, volunteer reimbursement forms, and family contact forms.

A comprehensive list of available supporting agencies that can be used to meet a number of needs in the unit is included as well. This list covers installation resources, community resources, national resources, and web-based resources.

Position Descriptions

Family Readiness Officer — General Description for All Levels

Serves as the primary representative to provide Command Family Readiness outreach, support, and assistance to the unit's military personnel and their families. Exercises sound judgment and initiative in carrying out responsibilities.

Represents the Marine Corps at internal and external meetings or forums to address and resolve Family Readiness issues and functions.

Provides Command outreach, support, and assistance to the unit's military personnel and their families and assists Marines in their responsibility to attain and maintain personal and family readiness. Serves as part of the unit Commander's Family Readiness Command Team, which guides the unit's efforts in assisting Marines in attaining personal and family readiness. The unit Commander establishes the priorities and direction of the Unit, Personal and Family Readiness Program, and the FRO is the primary staff member responsible for carrying out the Commander's vision and intent.

Implements the UPFRP in its mission to support individual Marines in attaining family readiness. Support to families encompasses Marines, spouses, SSDP children, and designated parents/extended family members of Marines. Conducts proactive outreach, rapport development, and multifaceted communication efforts to facilitate meaningful two-way communication between the Command and its Marines and families.

Assures the Unit, Personal and Family Readiness Program conforms to applicable guidance and regulations in the execution of the program and remains ready to successfully undergo the scrutiny of higher-headquarters assessments.

Supervises deputy FROs and Family Readiness volunteers to include:

- Assigning and distributing work

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- Providing guidance to get work started
- Setting work pace
- Demonstrating work methods
- Ensuring worksite materials and tools are available to complete work
- Reporting workplace injuries immediately to the immediate or higher level supervisor and to the human resources office
- Following up and inspecting completed work
- Meeting productivity goals
- Ensuring employees follow security, safety, and housekeeping rules
- Conducting on-the-job training, coaching, counseling, tutoring, and mentoring employees
- Recommending and completing volunteer hire and removal actions
- Completing performance reviews, recommending volunteer awards, verifying timekeeping logs
- Keeping abreast of and actively supporting the principles of the EEO program, and prevention of sexual harassment

Prepares and distributes official information via the mass communication system, Unit, Personal and Family Readiness Program Newsletter, official unit Web site, unit toll-free phone numbers, and other media. Monitors and analyzes usage patterns for communications methods, to include eMarine and Marine OnLine.

Partners with Public Affairs Officer (PAO) as appropriate. Distributes marketing materials developed and provided by HQMC and/or MCCA. Develops and implements Unit, Personal and Family Readiness Program communication plan of action and milestones, to include awareness marketing.

Drafts speeches and strategic communications messages as required. Delivers briefs and presentations as needed (from General Officer to family member level).

Provides Marines and designated family members with official Command communication and Information and Referral (I&R) services for emerging challenges.

In providing I&R services, establishes and maintains contact with other organizations including, but not limited to, MCCA, Marine and Family Services, Marine Corps Family Team Building, MCCA coordinator, and other on-base and off-base resources. Communicates purpose and extent of the family support programs to Marines and extended family members. Actively encourages family member use of available resources and programs.

Plans, coordinates, and executes administrative and logistical requirements, in partnership with the MCCA coordinator, MCFTB, or other applicable entities for

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Unit, Personal and Family Readiness Program events such as family days, pre-, mid- and post-deployment events, and others as required.

Coordinates and attends Family Readiness Command Team meetings. Attends closing ceremonies for MCFTB training/sessions and volunteer appreciation events related to unit Marines and family members.

Assesses family readiness training and education needs of unit Marines and families, and coordinates MCCA support to meet those needs. Establishes training schedules and coordinates delivery of training.

Welcomes new families to the unit, establishing a relationship and providing information regarding the many resources available. Supports activities that build unit cohesion and a sense of community among the unit families. Assures that Marines who are required to establish a Family Care Plan (FCP) have completed one that is executable. Explains the purpose and intent of the requirement and assists them in the completion of the FCP.

Establishes and maintains liaison with, and serves as a mentor to, subordinate unit FROs. Assists in the development, implementation, and evaluation of subordinate Unit, Personal and Family Readiness programs. Conducts periodic assessments of subordinate units' personal and Family Readiness programs and provides appropriate recommendations for improvements.

Oversees and directs the efforts of Family Readiness Assistants. Validates and tracks volunteer service hours in coordination with the installation volunteer coordinator. Coordinates appropriate volunteer recognition.

Monitors and maintains fund allocations. Develops long-range and short-range cost estimates for program funding requirements. Monitors overall budget execution. Acts as the approving official for reimbursement of volunteer expenses.

Maintains contact and coordination with MCCA (e.g., Directors of MCFTB and Marine and Family Services) and others regarding the effectiveness of MCCA programs and services.

Marines and their family members, through use of an established assessment tool, provide feedback to the Commander for consideration for performance appraisal regarding program effectiveness and effective use of resources.

Ensures OPSEC and Privacy Act compliance.

Adheres to principles and concepts of the EEO program.

Performs other related duties as assigned.

MINIMUM QUALIFICATIONS: Bachelor's degree preferred or four years related experience, demonstrating a high degree of interpersonal communication and analytical skills to adapt and respond to diverse situations unique to the military lifestyle.

Demonstrated skill to serve as a primary representative to provide Command Family Readiness outreach, support and assistance to a unit's military personnel

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and their families at the respective Command, exercise sound judgment and initiative in carrying out responsibilities, interpret and adapt guidance and material to resolve complex situations as they arise, work with wide latitude for independent action to ensure overall program effectiveness, soundness of recommendations and effective use of resources. Skill to assign tasks to others and supervise them in the accomplishment of those tasks.

Skill to maintain personal contacts and collaborate with key personnel in the Marine Corps, principal assistants to the unit Commander.

Skill to represent the Marine Corps at internal and external meetings or forums to address and resolve Family Readiness issues and functions.

Knowledge of philosophies, policies, and procedures governing the Unit, Personal and Family Readiness Program. Knowledge of military lifestyle and organizational structure with a clear understanding of the role of the Unit, Personal and Family Readiness Program. Operating knowledge of Microsoft Office software suites.

Must possess and demonstrate sound communication skills (oral and written), presentation skills, interpersonal skills, and social poise. Must possess coalition-building skills and sufficient experience to effectively deal with families in crisis. Must be detail-oriented, organized, and adaptable. Eager learner and “can-do” attitude essential.

Ability to establish realistic long- and short-term goals and objectives, set achievable deadlines and react quickly to changing priorities. Must possess strong customer service skills and be able to tactfully communicate with all levels of the military and civilian community. Must have ability to work independently. Must have ability to gather, assemble, and analyze complex organizational information, draw conclusions and devise solutions to problem areas.

Must be able to accommodate a flexible work schedule to include weekend and nighttime family briefs/programs. Must be able to travel to support the Unit, Personal and Family Readiness Program.

This is a white-collar position where occasional lifting up to 20 pounds may be required.

Family Readiness Officer — Lieutenant Colonel Command Level

FRO responsibilities are executed at the Lieutenant Colonel Command level.

In addition to the general description, at the Lieutenant Colonel Command level the FRO:

- Interprets and adapts guidance and material to resolve complex situations as they arise.
- Works with wide latitude for independent action and ensures overall program effectiveness, soundness of recommendations and effective use of resources.

Family Readiness Officer — Colonel Command Level

FRO responsibilities are executed at the Regiment/Group Command level.

In addition to the general description, at the Colonel Command level the FRO:

- Works with latitude for independent action to ensure overall program effectiveness and effective use of resources.
- Maintains personal contacts and collaborates with key personnel in the Marine Corps, principal assistants to the unit Commander, and representatives of comparable private-sector organizations to coordinate work efforts and promote integration of the Marine Corps Family Readiness outreach program.

Family Readiness Officer — Commanding General Command Level

FRO responsibilities are executed at the Division/Wing Command level.

In addition to the general description, at the Commanding General Command level the FRO:

- Works independently with guidance on goals and objectives, to ensure program effectiveness and effective use of resources.
- Maintains personal contacts and collaborates with key personnel in the Marine Corps, principal assistants to the unit Commander, and representatives of comparable private-sector organizations to coordinate work efforts for the Marine Corps Family Readiness outreach program.
- In addition to the unit, also assures subordinate units conform to applicable guidance and regulations in the execution of the Unit, Personal and Family Readiness Program and remains ready to successfully undergo the scrutiny of higher-headquarters assessments.

Command Team Advisor Volunteer Position Description

Each unit is required to have at minimum, one Command Team Advisor.

The Command Team Advisor must be an experienced spouse, SSDP and/or designated parent or extended family member of a Marine/Sailor within the unit and should ideally be geographically proximate to the unit.

Advisors help assure a Commander that all constituencies are provided a voice, providing meaningful feedback to the Family Readiness Command Team. Spouses provide direct experience with the military lifestyle and successfully navigating the maze of resources, dealing with separations, moving from base to base, etc. Parents and extended family members represent a largely untapped

Family Readiness Program Training

resource. Many have time to devote to the program, and all of them have also dealt with separations and deployments and have assisted their Marine in navigating the resources necessary to cope with mission, life, and career events. With the expanded definition of family, this constituency must be provided sufficient opportunity to participate, voice their concerns, and provide the Unit, Personal and Family Readiness Program the opportunity to benefit from their experiences.

The role of the Command Team Advisor is to:

- Serve laterally with the Family Readiness Command Team leadership to support the Family Readiness program.
- Act in concert laterally with the Family Readiness Officer, Executive Officer, Sergeant Major, unit Chaplain, and other Command Team members in support of the Commander.
- Serve as an additional feedback mechanism from the families to the Command Team and attend all Unit, Personal and Family Readiness Program meetings.
- Contribute content to Family Readiness communications and assist in development of unit communication strategies.
- Provide family insight to the Family Readiness Command Team regarding the overall Unit, Personal and Family Readiness Program and family well-being.
- Participate in Family Readiness Command Team planning and assessment activities as determined by the Commander
- Make every attempt to attend family readiness-related functions such as pre-deployment briefs, family days, and Return and Reunion briefs.
- Embody the unit Commander's Family Readiness goals and possess a desire to support Marines and their families in order to increase Family Readiness and improve quality of life within the unit.

The Command Team Advisor must:

- Receive formal training from the Family Readiness Program Trainer at MCFTB within 30 days of appointment.
- Attend a L.I.N.K.S. session within 90 days. A large part of promoting Family Readiness is encouraging the education that prepares Marines and families.
- Be a strong supporter for all MCFTB functions and MCCS programs. L.I.N.K.S. Training is not a prerequisite for appointment, but L.I.N.K.S. Training must be attended no more than three months after appointment.
- Complete all required training per the training matrix.

Family Readiness Program Training

Official Command communication is distributed by the FRO through multiple organizational communication methods, including eMarine, and the Mass Communication Tool. The FRO is also responsible for the oversight of Family Readiness Assistants and Volunteers. The FRO oversees the planning, coordination, and execution of morale support events with the assistance of the morale support volunteers.

MINIMUM QUALIFICATIONS: The Command Team Advisor will:

- Be the experienced spouse or designated parent or extended family member of a member of the unit and should ideally be in geographic proximity to the unit.
- Possess knowledge of Family Readiness programs, unit structure, and unit procedures.
- Demonstrate communication skills; have experience in meeting the challenges of the military lifestyle; and have a working knowledge of the current resources available to military families.
- Be interviewed and selected by the unit Commander and FRO, appointed in writing by the unit Commander, and trained by the installation Family Readiness Program trainer within 30 days of appointment.

Family Readiness Assistant Position Description

Reports to the Family Readiness Officer (FRO).

Family Readiness Assistants assist the FRO in the execution of the Unit, Personal and Family Readiness Program. The Family Readiness Assistant embodies the unit Commander's Family Readiness goals and possesses a desire to work with Marines and their families to increase Family Readiness and improve quality of life within the unit.

Under the guidance of the FRO, Family Readiness Assistants support the Family Readiness mission by:

- Welcoming unit families (following Command contact).
- Providing feedback from unit families.
- Assisting with information and referral services.
- Assisting the FRO with Family Readiness communications, as needed.
- Keeping the FRO apprised of issues or contacts made with unit families.
- Initiating individual contact with families as necessary and directed by the FRO.

Family Readiness Program Training

- Publicizing morale support events.
- Assisting the FRO in evaluating and assessing communication quality and overall effectiveness.
- Conducting unit outreach as determined appropriate by the Commander or the FRO.

In support of the Unit, Personal and Family Readiness Program, and to promote visibility and accessibility among unit members and families, Family Readiness Assistants should make every attempt to attend all Family Readiness related functions.

The Family Readiness Assistant:

- Completes Family Readiness Assistant training within 30 days of appointment.
- Attends an appropriate L.I.N.K.S. session prior to or within three months after appointment.
- Complete all required training per the training matrix.

Family Readiness Assistants perform other related duties as assigned by the FRO or unit Commander. The Family Readiness Assistant holds a position of trust within the Command and with the Marines and their families and as such must understand and adhere to all confidentiality regulations, operational security requirements, and must protect Personally Identifiable Information.

Family Readiness Assistants support the official Unit, Personal and Family Readiness Program and do not participate in the planning and coordination of unit morale support events during their term of appointment.

MINIMUM QUALIFICATIONS: The Family Readiness Assistant will:

- Be the experienced spouse or designated parents or extended family member of a member of the unit and should ideally be geographically proximate to the unit.
- Possess knowledge of Family Readiness programs, unit structure, and unit procedures.
- Demonstrate communication skills; have experience in meeting the challenges of the military lifestyle; and have a working knowledge of the current resources available to military families.
- Be interviewed and selected by the unit Commander and FRO, appointed in writing by the unit Commander, and trained by the installation Family Readiness Program trainer within 45 days of appointment.

Family Readiness Key Terms

- **Appropriated Funds (APF)** are funds that the Congress grants the DoD statutory authority to incur obligations and make payments out of the U.S. Treasury for specified purposes.
- **Command Team** is the resource and education body for unit Marines, spouses of unit Marines, and designated parents and extended family members of unit Marines in regard to the Unit, Personal and Family Readiness Program.
- **eMarine** is a more robust and user friendly method of communicating with Marines and their families. eMarine offers a more secure location for Marines and families to find accurate and timely information.
- **Equal Employment Opportunity (EEO)** ensures every manager, supervisor, and employee knows that EEO is an essential element of readiness that is vital to the Department of Defense's national security mission. The EEO office provides leadership and assistance on the effective execution of EEO laws, regulations, and policies to managers and employees. They serve as the focal point of information on all EEO issues.
- **Family Readiness Officer (FRO)** is the face of the Commander's vision and the hub of communication for the Family Readiness program. The FRO provides direct coordination for the UPFRP between the Commander, the Marines, the families and all of the available resources and organizations, both on and off DoD installations, that support the program goals and the Commander's intent. The primary duty of the FRO is to communicate and serve as a communication portal.
- **Joint Family Support Assistance Program (JFSAP)**, implemented as a result of the fiscal 2007 Defense Authorization Act, Sec. 675, augments existing family programs to provide a continuum of support and services based on member and family strengths and needs and available resources. The primary focus of support is families who are geographically dispersed from a military installation. Services are delivered in local communities through collaborative partnerships with federal, state, and local resources.
- **Lifestyle Insights, Networking, Knowledge, and Skills (L.I.N.K.S)** is a volunteer-based, team-mentoring program. The curriculum focus is for family members new to the Marine Corps community, but any family member is welcome to attend. The program offers an orientation to the Marine Corps lifestyle, helping families adapt to the unique challenges military life often presents. Participants receive real-life tips, information on Marine Corps culture, and available resources to enable them to help themselves and also give new family members the opportunity to network with others who will share their Marine Corps journey.

Family Readiness Program Training

- **Marine OnLine:** Marines are responsible for the integrity of the data by entering the appropriate contact information within the Family Readiness module of MOL. All training and support is handled by the Manpower Information System Support Office (MISSO).
- **Marine Corps Community Services (MCCS)** enhances unit and Family Readiness by delivering programs such as Marine Corps Family Team Building (MCFTB), MCCS One Source/Military One Source Information and Referral Service, Counseling Services, and New Parent Support. The programs are designed specifically for Marines and families to increase their awareness of relevant readiness issues, while offering creative ideas to build a healthy family. Through proactive education, training, coordination of support services, materials and tools, MCCS promotes personal and Family Readiness that can be applied in everyday situations.
- **Marine Corps Family Team Building (MCFTB)** provides training and educational resources and services to foster personal growth and enhance the readiness of Marine Corps families. MCFTB is comprised of the following:
 - Family Readiness Program Training FRPT
 - Readiness and Deployment Support Training RDST
 - Lifestyle Insights, Networking, Knowledge and Skills (L.I.N.K.S.)
 - LifeSkills Training and Education
 - Prevention and Relationship Enhancement Program (PREP)
 - Chaplains Religious Enrichment and Development Operation (CREDO)
 - These programs are supported at all major installations by Marine Corps Community Services (MCCS) through a MCFTB office staffed with a MCFTB Director and MCFTB Trainers.
- **Non-Appropriated Funds (NAF)** are funds that are not appropriated by Congress to incur obligations and make payments out of the U.S. Treasury. NAFs come primarily from the sale of goods and services to DoD military and civilian personnel and their family members. These funds are used to support Morale, Welfare, and Recreation (MWR); lodging; civilian welfare; post restaurant; and certain religious and educational programs. NAFs are entitled to the same protection as funds appropriated by Congress and are used for the collective benefit of military personnel, their family members, and authorized civilians.
- **Operational Security (OPSEC)** is keeping potential adversaries from discovering critical Department of Defense information. As the name suggests, it protects U.S. operations — planned, in progress, and those completed. Success depends on secrecy and surprise, so the military can accomplish the mission more quickly and with less risk. Enemies of

freedom want this information, and they are not just after the military member to get it. They want family members, too.

- **Privacy Act (PA)** establishes a code of fair information practices that governs the collection, maintenance, use, and dissemination of personally identifiable information about individuals that is maintained in systems of records by federal agencies. A system of records is a group of records under the control of an agency from which information is retrieved by the individual's name or by some identifier assigned to the individual.
- **Personally Identifiable Information (PII)** is information which can be used to identify a person uniquely and reliably, including but not limited to name, Social Security number, address, telephone number, e-mail address, mother's maiden name, etc.
- **Public Affairs (PA)** serves as a link between Marines and the public and must facilitate the instantaneous flow of information that is generated through the 24-hour news cycle, the Internet, and cellular communications. Public Affairs Marines are trained, equipped, and postured to serve force Commanders, as they execute their duties in keeping Marines and the American people informed of what is happening on the battlefield as well as aboard Marine Corps bases.
- **Unit, Personal and Family Readiness Program (UPFRP)** promotes personal and Family Readiness as this contributes to an improved quality of life and feeling of empowerment. While no one program can completely negate the sacrifices inherent and unavoidable in a military lifestyle, UPFRP can leverage resources and significantly mitigate the negative aspects through the regulated program components: Official Communication, Readiness and Deployment Support, Information and Referral, and Volunteer Management and Recognition and required and supplemental training.

Marine Corps Acronyms and Jargon

Allotment	specific amount deducted from a Marine's pay and sent to another entity
BAH	Basic Allowance for Housing
BN	Battalion
Boot	a new recruit or junior Marine
Bulkhead	wall
Brig	military jail
CG	Commanding General
CMC	Commandant of the Marine Corps
CO	Commanding officer
COLA	Cost of living allowance
CONUS	Continental United States
Cover	hat; also to find shelter or protection in combat
DIV	Division
DET	detachment; group of Marines from one unit assigned to another
Deck	floor
Deuce gear	standard issue web gear, combat gear, or field equipment. named after standard Marine Corps Form 782, which Marines formerly signed when they took custody of and responsibility for their equipment.
Field day	day set aside for cleaning the office and barracks
Float	to be deployed at sea
Galley	Shipboard kitchen; kitchen of a mess hall; mobile field mess
Gungy	enthusiastic, motivated
Hash mark	stripes worn on forearm of enlisted dress and service uniforms, each denotes four years of service
Hatch	door
Head	bathroom
JOB	"junk on the bunk"; field gear and uniforms displayed on bed for inspection
Leave	vacation time

Family Readiness Program Training

LES	Leave and Earnings Statement
MCAS	Marine Corps Air Station
MCX	Marine Corps Exchange (store on base)
MP	Military police
NCO	Non-commissioned officer
Ninety-six	four-day weekend pass (96 hours — usually given for holidays)
O-Dark Thirty	after midnight and before working hours
Ooh-Rah	Marine Corps motivational term
OPTEMPO	Operations Tempo; how frequently a unit deploys or goes to the field
PCS	Permanent Change of Station (moving to another base)
PFT	Physical fitness test
PX	Post exchange (same as MCX)
Rack	bed
S-1	Administrative Section of a unit
S-2	Intelligence Section of a unit
S-3	Operations and Training Section of a unit
S-4	Logistics and Supply Section of a unit
SGLI	Servicemembers' Group Life Insurance
SOP	Standard Operating Procedure
Scuttlebutt	rumor, gossip
Secure	lock up, close, take care of, finish for the day
Semper Fi	short for Semper Fidelis which is Latin for "Always Faithful"
Seventy-Two	three-day pass (72 hours)
Sick Bay	hospital, clinic, or office of medical personnel
Squared away	prepared, taken care of, sharp looking
TAD	Temporary Additional Duty
TLA	Temporary Living Allowance
TMO	Traffic Management Office
TRICARE	Managed health care program for military families (replaced CHAMPUS)
UA	Unauthorized absence

Family Readiness Program Training



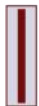

WM	Woman Marine, some female Marines find this phrase an insult
WO	Warrant Officer
XO	Executive Officer (second in Command of a unit)

Marine Corps Rank Insignia

Enlisted Ranks

Private E-1		Sergeant E-5		First Sergeant E-8	
Private First Class E-2		Staff Sergeant E-6		Master Gunnery Sergeant E-9	
Lance Corporal E-3		Gunnery Sergeant E-7		Sergeant Major E-9	
Corporal E-4		Master Sergeant E-8		Sergeant Major of the Marine Corps E-9	

Warrant Officer and Commissioned Officer Ranks

Warrant Officer WO1		2nd Lieutenant O-1		Colonel O-6	
Chief Warrant Officer CWO2		1st Lieutenant O-2		Brigadier General O-7	
Chief Warrant Officer CWO3		Captain O-3		Major General O-8	
Chief Warrant Officer CWO4		Major O-4		Lieutenant General O-9	
Chief Warrant Officer CWO5		Lieutenant Colonel O-5		General O-10	

Unit Web site

Reference: SECNAVINST 5720.47B

The unit Web site is the easiest way to distribute information to the widest audience possible. The information needs to remain pertinent to the families and timely to the events of the unit. Because of the open nature of a unit Web site, special considerations need to be made to protect the Marines and the families of the unit. Each Commander, from the Battalion/Squadron level and up, may appoint, in writing, a webmaster to manage changes and updates to that unit's Web site. The webmaster may be anyone the Commander wishes to appoint. The webmaster will collect the information that will need to be changed or added and enter that information into the server/template. After the changes have been submitted, they must be approved by the public affairs officer (PAO) responsible for that unit's Web site management before the changes can be reflected on the open Web site. The appointed webmaster must proactively track the submitted changes and updates to ensure they are entered in an accurate and timely manner for the unit.

Keep the following things in mind when creating a Web site:

- The webmaster is aware of the following:
 - Applicable instructions regulating content of publicly accessible Web sites.
 - Principal points of contact on all matters pertaining to the administration of the Web site.
 - Compliance with current directives. This would include consistent oversight of the Web site.
 - Registration of the Web site with the Government Locator Service (Navy), or the Marine Corps Site Registration database. This registration should be reviewed by the Command annually.
- Ensure all information currently residing on the Web site is reviewed by the Command public affairs representative.
- Develop local procedures for the approval of information posted on the Command Web site.
- Additional guidance can be obtained from the S-6 and/or G-6.

All Web sites will include only unclassified information that is approved for public release and are considered official sites of the Marine Corps and Navy. All Department of the Navy (DoN) Web sites will reside in a “**navy.mil**” or “**marines.mil**” domain except as follows:

- Institutions of higher education, specifically the United States Naval Academy, the Naval War College, and the Naval Post Graduate School,

Family Readiness Program Training

and the Marine Corps Command and Staff College may reside in an “.edu” domain.

- Web sites for Marine Corps recruiting may reside on a “.com” domain.

Publicly accessible Web sites are limited to the Command level. Separate departmental, divisional, and office pages will reside within the Command Web site. All Web sites need to have a clearly stated purpose and approval of the Commander.

Information posted **may** include:

- The full organizational name and official postal mailing address.
- A statement that the site is an official U.S. Navy or U.S. Marine Corps Web site.
- The link to a tailored privacy statement on the home page. The privacy policy will be based on ref. (a), Part V, paragraph 4 of SECNAVINST 5720.47B.
- The link to the Marine Corps Web site, www.marines.mil or the official Navy Web site, www.navy.mil.
- The link to the parent Command or immediate superior in Command home page, where applicable.
- The link to the Marine Corps or Navy recruiting sites.
- The Marine Corps or Navy official Freedom of Information sites, as appropriate.
- General telephone numbers and non-personalized e-mail addresses for commonly requested resources, services, and contacts without individual’s names.
- The names, telephone numbers, and personalized official e-mail addresses of Command and activity public affairs personnel and or those designated by the Commander as Command spokespersons.
- The Navy Personnel or the Marine Corps Manpower and Reserve Affairs may post names and official e-mail addresses of detailers and monitors if deemed by the Commander as a best business practice.
- The biographies of Flag Officers, Commanding Officers, Commanding Generals, Executive Officers or deputies, the civilian equivalents of those officers, Master Gunnery Sergeants/Sergeants Major may be posted to the Command/activity Web site. The biographies will not include date of birth, current residential location, or any family information.
- Links to federally chartered, military-related organizations may be included only through the official Marine Corps and Navy Web sites.
- General information concerning MCCS/MWR activities may be included in the form of services offered, hours of operation, telephone numbers, and

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office locations. Commercial sponsorships or advertisements may not be included.

The following information **will not** be included in the content of the Web site:

- Classified information, proprietary information, information marked “For Official Use Only,” or information that would enable the recipient to infer this type of information. This includes, but is not limited to, the following: maps and locations of troops, ship or battle orders, threat condition profiles, or activities relating to ongoing criminal investigations.
- Information that will identify family members of the Department of Navy personnel in any way, including photos, or photo captions. Family information will not be included in online biographies.
- Written information or logos indicating the Web site is best viewed with a specific Web browser, or that the Web site has been selected as a recommended site by any organization, or recommends any particular software. If the Web site is developed or maintained by a contractor, it may not include the contractor’s name or a link to the contractor’s Web site.
- Links to commercial software except that software which is unique and required to view documents provided within the Web site, i.e. Adobe Acrobat for viewing Portable Document Files (PDF). There will be no use of corporate logos.
- Logos or graphics for events that are not approved by the Secretary of the Navy or are not national in scope or not Command sponsored.
- Page counters.
- Information that is copyrighted or under trademark with the written permission of the copyright holder. The material must directly relate to the primary mission of the Command.
- Personnel lists, rosters, organizational charts, or Command staff directories that show individual phone numbers, individual e-mail addresses, or individual’s names.
- Links to restricted sites so as to reveal the internal structure.
- Links to private-sector news media, magazines, publishers, and radio or television stations.
- Advertisements of any materials or services for sale. This includes Command memorabilia.

Unit Web sites should be updated monthly or more frequently as required by the Commander and OPSEC. This format is not appropriate for confidential, private, or OPSEC information.

Information and Referral Resources

Military Community Service Providers

- Career Resource Management
- Chaplain's Office
- Child Development Center (CDC)
- Commissary
- Consumer Information and Financial Management
- Defense Eligibility Enrollment Reporting Service (DEERS)
- Dental clinic
- Disbursing Office
- DOD schools
- Education Center
- Exceptional Family Member Program (EFMP)
- Exchange
- Family Advocacy
- Family Employment Assistance Program
- FOCUS Project
- FRO
- Housing Office – Emergency Repair
- Human Resources Office
- ID Center
- Information and Referral
- Individual, marriage and/or family counseling
- Legal assistance office
- Library
- Marine and Family Services
- MCCA
- MCFTB
- MetLife Dental
- American Red Cross local chapter
- Armed Forces Emergency Services
- Military police
- Morale, Welfare, and Recreation
- Naval Medical Clinic
- NMCRS
- New Parent Support Program
- Personal and Professional Development
- Point of contact (POC), when unit is deployed
- Post office
- Provost Marshal's Office
- Public Affairs Office
- Relocation Assistance
- Reserve Support Unit
- Semper Fit
- Thrift shop
- Transition Assistance
- TRICARE
- United Concordia
- Youth Activities
- Youth Center
- Women, Infants and Children (WIC)

DSTRESS

The DSTRESS Line was developed by the Corps to provide professional, anonymous counseling for Marines, their families and loved ones during times of stress to include everyday stressors of life to the stressors relates to combat. Callers will speak with customer service representatives and licensed counselors who are veteran Marines, veteran FMF corpsmen, and civilian men and women with exposure to and specialized training in Marine Corps culture.

www.dstressline.com

(877) 476-7734

TRICARE

TRICARE provides general information and frequently asked questions about health care benefits.

www.tricare.osd.mil

Marine Corps Community Services (MCCS)

Provides programs and services for basic life needs, such as food and clothing; social and recreational needs; and prevention and intervention programs. Includes Marine and Family Services, Semper Fit, Marine Corps Family Team Building, and other support services.

www.usmc-mccs.org

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Forms and Checklists

The following pages contain copies of available forms and checklists.

Note: Official Electronic forms are located at the HQMC Family Readiness Branch SharePoint Site.

Family Readiness Opt-Out Form

NAVMC 11657 (Rev. 12-11) (EF)
FOUO - Privacy sensitive when filled in.

Unit, Personal and Family Readiness Program Opt-Out Form

PRIVACY ACT STATEMENT

AUTHORITY: 10 USC 5013; EO 9397; 10 USC 5041 **PRINCIPAL PURPOSE(S):**

To obtain signatures to verify that Marine and spouse have exercised their option to choose not to have the spouse receive official communication from the unit commander via mechanisms within the Unit, Personal and Family Readiness Program.

ROUTINE USES(S): None.

DISCLOSURE: Per MCO 1754.9A, it is mandatory for the Marine to provide requested information or a completed Opt-Out Form (NAVMC 11657) on behalf of the spouse if the spouse does not wish to be contacted by an authorized representative and the Unit, Personal and Family Readiness Program. For military personnel, generally MCO 1754.9A, Chapter 4, paragraph 2(c) and (d) and paragraph 5(d) are lawful orders and is punitive in nature. Violations may result in disciplinary action under Article 92 of reference (ii), and/or other adverse administrative action.

Spouse Acknowledgment

I do not wish to benefit from the official communication sent from my Marine's unit commander to unit families as part of the Unit, Personal and Family Readiness Program. I understand the importance of these communications and the consequences of not receiving them. I have fully discussed this decision with my Marine. By signing this Opt-Out Form, I have chosen not to be contacted by the Family Readiness Officer who would normally provide official communication regarding information on readiness and deployment, referral services and volunteer opportunities. I also understand that it is now my responsibility to contact the Family Readiness Officer or my Marine for information relevant to official communication on readiness and deployment, referral services and volunteer opportunities. I further understand that this Form may be cancelled by me or my Marine at any time. If I wish to benefit from the services provided by the Unit, Personal and Family Readiness Program, either I or my Marine may contact the Family Readiness Officer and provide required information. This Opt-Out Form will be cancelled effective the date I or my Marine provide a completed Unit, Personal and Readiness Authorization Form to the unit Family Readiness Officer. I have been given an Information Sheet with instructions on how to contact my Marine's Family Readiness Officer.

Signature of Spouse

Date

Name of Spouse

Volunteer Application for USMC Readiness Volunteers

NAVMC 11653 (02-10) (EF)

Volunteer Application for USMC Family Readiness Volunteers

<p style="text-align: center;">PRIVACY ACT STATEMENT</p> <p>AUTHORITY: Section 1588 of Title 10, U.S. Code, and E.O. 9397.</p> <p>PRINCIPAL PURPOSE(S): To enable eligible individuals to submit their application to provide volunteer service and support to applicable Unit, Personal and Family Readiness Program.</p> <p>ROUTINE USES: This information will be used to assess eligibility, qualifications and overall suitability.</p> <p>DISCLOSURE: Voluntary. However, failure to provide all requested information will eliminate candidate from consideration for a volunteer position with the applicable USMC family readiness entity.</p>
--

Position Applying For :

- Command Team Advisor Family Readiness Assistant

Unit Applying For :

Personal Information :

Last Name : First Name :

Home Telephone :

Cell Telephone :

E-Mail Address :

Mailing Address :

Sponsor's Name :

Sponsor's Section / Company :

Check One :

- Spouse Parent Child (over 18) Extended Family

Family Readiness Program Training

NAVMC 11653 (02-10) (EF)

Volunteer Application for USMC Family Readiness Volunteers

Unit, Personal and Family Readiness training: List training received and attach copies of certificates

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

Volunteer awards received :
(Include unit and date, if applicable; attach additional sheets, if necessary)

Expectations/Goals as part of the Unit, Personal and Family Readiness Program:

Page 2 of 3

Family Readiness Program Training

Volunteer Agreement, DD Form 2793

VOLUNTEER AGREEMENT FOR			
<input checked="" type="checkbox"/> APPROPRIATED FUND ACTIVITIES		<input type="checkbox"/> NONAPPROPRIATED FUND INSTRUMENTALITIES	
PART I - GENERAL INFORMATION			
1. TYPED NAME OF VOLUNTEER (<i>Last, First, Middle Initial</i>)			2. YEAR OF BIRTH
3. INSTALLATION		4. ORGANIZATION/UNIT WHERE SERVICE OCCURS	
5. PROGRAM WHERE SERVICE OCCURS		6. ANTICIPATED DAYS OF WEEK	7. ANTICIPATED HOURS
8. DESCRIPTION OF VOLUNTEER SERVICES			
PART II - VOLUNTEER IN APPROPRIATED FUND ACTIVITIES			
9. CERTIFICATION			
<p>I expressly agree that my services are being provided as a volunteer and that I will not be an employee of the United States Government or any instrumentality thereof, except for certain purposes relating to compensation for injuries occurring during the performance of approved volunteer services, tort claims, the Privacy Act, criminal conflicts of interest, and defense of certain suits arising out of legal malpractice. I expressly agree that I am neither entitled to nor expect any present or future salary, wages, or other benefits for these voluntary services. I agree to be bound by the laws and regulations applicable to voluntary service providers and agree to participate in any training required by the installation or unit in order for me to perform the voluntary services that I am offering. I agree to follow all rules and procedures of the installation or unit that apply to the voluntary services I will be providing.</p>			
a. SIGNATURE OF VOLUNTEER			b. DATE SIGNED (YYYYMMDD)
10.a. TYPED NAME OF ACCEPTING OFFICIAL <i>(Last, First, Middle Initial)</i>	b. SIGNATURE		c. DATE SIGNED (YYYYMMDD)
PART III - VOLUNTEER IN NONAPPROPRIATED FUND INSTRUMENTALITIES			
11. CERTIFICATION			
<p>I expressly agree that my services are being provided as a volunteer and that I will not be an employee of the United States Government or any instrumentality thereof, except for certain purposes relating to compensation for injuries occurring during the performance of approved volunteer services and liability for tort claims as specified in 10 U.S.C. Section 1588(d)(2). I expressly agree that I am neither entitled to nor expect any present or future salary, wages, or other benefits for these voluntary services. I agree to be bound by the laws and regulations applicable to voluntary service providers, and agree to participate in any training required by the installation or unit in order for me to perform the voluntary services that I am offering. I agree to follow all rules and procedures of the installation or unit that apply to the voluntary services that I am offering.</p>			
a. SIGNATURE OF VOLUNTEER			b. DATE SIGNED (YYYYMMDD)
12.a. TYPED NAME OF ACCEPTING OFFICIAL <i>(Last, First, Middle Initial)</i>	b. SIGNATURE		c. DATE SIGNED (YYYYMMDD)
PART IV - TO BE COMPLETED AT END OF VOLUNTEER'S SERVICE BY VOLUNTEER SUPERVISOR			
13. AMOUNT OF VOLUNTEER TIME DONATED			
a. YEARS (<i>2,087 hours=1 year</i>)	b. WEEKS	c. DAYS	d. HOURS
14. SIGNATURE			15. TERMINATION DATE <i>(YYYYMMDD)</i>
16.a. TYPED NAME OF SUPERVISOR <i>(Last, First, Middle Initial)</i>		b. SIGNATURE	c. DATE SIGNED (YYYYMMDD)

DD FORM 2793, MAY 2009

PREVIOUS EDITION IS OBSOLETE.

Family Readiness Program Training

Direct Deposit Sign-Up Form, SF 1199A (EG)

Standard Form 1199A (EG)
(Rev. June 1987)
Prescribed by Treasury
Department
Treasury Dept. Cl. 1076

OMB No. 1510-0007

DIRECT DEPOSIT SIGN-UP FORM

DIRECTIONS

- To sign up for Direct Deposit, the payee is to read the back of this form and fill in the information requested in Sections 1 and 2. Then take or mail this form to the financial institution. The financial institution will verify the information in Sections 1 and 2, and will complete Section 3. The completed form will be returned to the Government agency identified below.
- A separate form must be completed for each type of payment to be sent by Direct Deposit.
- The claim number and type of payment are printed on Government checks. (See the sample check on the back of this form.) This information is also stated on beneficiary/annuitant award letters and other documents from the Government agency.
- Payees must keep the Government agency informed of any address changes in order to receive important information about benefits and to remain qualified for payments.

SECTION 1 (TO BE COMPLETED BY PAYEE)

A NAME OF PAYEE (last, first, middle initial)		D TYPE OF DEPOSITOR ACCOUNT <input type="checkbox"/> CHECKING <input type="checkbox"/> SAVINGS											
ADDRESS (street, route, P.O. Box, APO/FPO)		E DEPOSITOR ACCOUNT NUMBER											
CITY STATE ZIP CODE		<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 20px;"> </td><td style="width: 20px;"> </td><td style="width: 20px;"> </td><td style="width: 20px;"> </td><td style="width: 20px;"> </td><td style="width: 20px;"> </td><td style="width: 20px;"> </td><td style="width: 20px;"> </td><td style="width: 20px;"> </td><td style="width: 20px;"> </td> </tr> </table>											
TELEPHONE NUMBER AREA CODE		F TYPE OF PAYMENT (Check only one)											
B NAME OF PERSON(S) ENTITLED TO PAYMENT		<input type="checkbox"/> Social Security <input type="checkbox"/> Fed. Salary/Mil. Civilian Pay <input type="checkbox"/> Supplemental Security Income <input type="checkbox"/> MIL. Active _____ <input type="checkbox"/> Railroad Retirement <input type="checkbox"/> MIL. Retire. _____ <input type="checkbox"/> Civil Service Retirement (OPM) <input type="checkbox"/> MIL. Survivor _____ <input type="checkbox"/> VA Compensation or Pension <input type="checkbox"/> Other _____ (specify)											
C CLAIM OR PAYROLL ID NUMBER		G THIS BOX FOR ALLOTMENT OF PAYMENT ONLY (if applicable)											
Prefix Suffix		<table border="1" style="width: 100%;"> <tr> <th style="width: 50%;">TYPE</th> <th style="width: 50%;">AMOUNT</th> </tr> <tr> <td> </td> <td> </td> </tr> </table>		TYPE	AMOUNT								
TYPE	AMOUNT												
PAYEE JOINT PAYEE CERTIFICATION		JOINT ACCOUNT HOLDERS' CERTIFICATION (optional)											
I certify that I am entitled to the payment identified above, and that I have read and understood the back of this form. In signing this form, I authorize my payment to be sent to the financial institution named below to be deposited to the designated account.		I certify that I have read and understood the back of this form, including the SPECIAL NOTICE TO JOINT ACCOUNT HOLDERS.											
SIGNATURE	DATE	SIGNATURE	DATE										
SIGNATURE	DATE	SIGNATURE	DATE										

SECTION 2 (TO BE COMPLETED BY PAYEE OR FINANCIAL INSTITUTION)

GOVERNMENT AGENCY NAME	GOVERNMENT AGENCY ADDRESS

SECTION 3 (TO BE COMPLETED BY FINANCIAL INSTITUTION)

NAME AND ADDRESS OF FINANCIAL INSTITUTION		ROUTING NUMBER									
		<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 20px;"> </td><td style="width: 20px;"> </td><td style="width: 20px;"> </td><td style="width: 20px;"> </td><td style="width: 20px;"> </td><td style="width: 20px;"> </td><td style="width: 20px;"> </td><td style="width: 20px;"> </td> </tr> </table>									
		CHECK DIGIT									
		DEPOSITOR ACCOUNT TITLE									
FINANCIAL INSTITUTION CERTIFICATION											
I confirm the identity of the above-named payee(s) and the account number and title. As representative of the above-named financial institution, I certify that the financial institution agrees to receive and deposit the payment identified above in accordance with 31 CFR Parts 240, 209, and 210.											
PRINT OR TYPE REPRESENTATIVE'S NAME	SIGNATURE OF REPRESENTATIVE	TELEPHONE NUMBER	DATE								

Financial institutions should refer to the GREEN BOOK for further instructions.
THE FINANCIAL INSTITUTION SHOULD MAIL THE COMPLETED FORM TO THE GOVERNMENT AGENCY IDENTIFIED ABOVE.

NSN 7540-01-056-0224

GOVERNMENT AGENCY COPY

1199-207
Designed using Perform Pro, WMS/DICR, Mar 97

Family Readiness Program Training

Expenditure Request/Reimbursement for UFR Funds

NAVMC 11652 (Rev. 05-09)

FOUO - Privacy Sensitive when filled in.

Expenditure Request / Reimbursement For Unit & Family Readiness Funds

(Claimant fill out sections 1 through 7 only)		1. Unit	2. Date
3. Claimant or Payee	a. Name (last, first, middle initial)	d. Mailing Address	
	b. Title (FRO, Volunteer, Vendor)		
		4. Payment Method	
		<input type="checkbox"/> Check <input type="checkbox"/> Advance <input type="checkbox"/> Direct Deposit <input type="checkbox"/> Credit Card <input type="checkbox"/> Petty Cash <input type="checkbox"/> U&FRF <input type="checkbox"/> Req & Issue <input type="checkbox"/> Other	
5. Expenditures			
			A - Volunteer Awards/Recognition (001) F - Direct/Overhead Exp - Comm (006) B - Volunteer Reimbursements (002) G - Direct/Overhead Exp - Travel (007) C - Light Refreshments (003) H - Direct/Overhead Exp - Other (008) D - Unit Parties/Picnics (004) I - MWR Support (009) E - UFR Child Care (005) J - Marine Corps Ball (010)
Line	Transaction Date	Code	Amount Requested
(a)	(b)	(c) Item Description and Location of Purchase	
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
Attach original receipts			Expenditures Subtotal
(d) Mileage, Fares & Tolls			
(e) From (Beginning Location)	(f) To (Ending Location)	(g) Mileage	(h) Mileage Times Mileage Rate (\$) \$0.53
			(i) Fare or Toll (\$)
			(j) Total of Mileage (h) + Fare or Toll (i)
11			
12			
13			
14			
15			
			Mileage Subtotal
6. Amount of Request / Reimbursement (total of column)			Total
8. This request / claim approved (FRO / Commander Designee)		7. I certify that this request / claim is true and correct to the best of my knowledge that payment or credit has not been received by me.	
Approving Official	Name _____ Sign _____ Date _____	Claimant	Sign Here _____ Date _____
9. This claim is certified correct and proper for payment (UFRFA / CFO).		10. Cash Payment Receipt	
Authorized Certifying Official	Name _____ Sign _____ Date _____	a. Payee	Name _____ Sign _____
		b. Date	_____ c. Amount _____
11. Reconciliation of Advance Payments Disbursement processed by : _____ Voucher # : _____ Date : _____			
a. Beginning Balance	b. Amount Disbursed	c. Receipts Attached Total	d. Cash Collection Receipt
			e. Due to Payee
Accounting Classification (Office Use Only)			
12. Voucher Number	13. Cost Center	14. Tracking Number	

FOR OFFICIAL USE ONLY.

Family Readiness Program Training

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

Commander Checklist

(for compliance with MCO 1754.9)

The following is a checklist for the Commanders to ensure that all requirements are met according to this order.

PRIOR TO TAKING COMMAND

- Read MCO 1754.9/Family Readiness Officer Supervisor Personnel Handbook.
- Talk to your predecessor and determine if your Command has a full-time Family Readiness Officer assigned.
- Start to think about your vision of Family Readiness for your Command.
- Write a draft Family Readiness policy statement.
- Become familiar with unit's eMarine website and Marine OnLine.

WITHIN 30 DAYS OF TAKING COMMAND

- Read MCO 1754.9.
- Provide a full-time primary duty FRO.
- Provide for a Deputy FRO.
- Provide for an administrative assistant.
- Receive an in-brief from the unit's FRO to include budget brief..
- Publish the UPFRP policy statement.
- Appoint collateral duty Deputy FROs.
- Send an official message using the Mass Communication Tool (MOL).
- Assign a Responsible Officer.
- Attend Family Readiness Command Team Training. (Active)

WITHIN 45 DAYS OF TAKING COMMAND

- Draft an emergency notification policy.
- Review the list of volunteers. Start to recruit if required.
- Ensure all UPFRP Command Team members have completed OPSEC and PII training.

WITHIN 60 DAYS OF TAKING COMMAND

- Publish a UPFRP policy statement.

WITHIN 120 DAYS OF TAKING COMMAND

- Attend Family Readiness Command Team training. (Reserve)

Deployment Readiness Checklist for the Single Marine

The key to a successful deployment is to be prepared. This checklist is intended to assist Single Marines in preparing for and achieving readiness for deployment.

Practical Preparation

- Give your family the contact information for your Family Readiness Officer.
- Ensure ID Card is valid through entire deployment.
- Review Record of Emergency Data (RED) form.
- Contact Legal for any needed powers of attorney.
- Update will.
- Ensure Service Members Group Life Insurance (SGLI) has correct beneficiary information.
- Provide complete official mailing address to family and friends.
- Ensure enrollment in TRICARE.
- Register to vote and request an absentee ballot.

Personal Preparation

- Pack uniforms, liberty clothes, and personal items.
- Store personal weapons.
- Enroll in education and courses while deployed.
- Purchase “comfort” items such as favorite shampoo, soap, contact lenses, etc.
- Pictures of family and friends.
- Arrange subscriptions to magazines.
- Make arrangements for pets.
- Other _____.

Housing

- Participate in unit’s TMO if living in barracks.
- Ensure renters’ or homeowners’ insurance is current.
- Take name off utilities and or lease if sharing an apartment.
- Hire a property management company if you own a home and have tenants, or for outside maintenance of home such as grass cutting.
- Cancel utilities.
- Other _____.

Vehicles

- Arrange to store or have someone take care of your vehicle.
- Update insurance, tags, registration and title, base and inspection sticker.
- Discuss routine maintenance with vehicle caretaker.
- Other _____.

Emergency Plans

- Discuss emergency communication with family.
- Give FRO contact information for family.
- Provide Red Cross contact information to family.
- Ensure family has your contact information.
- Give family the location of important papers and a key to access.
- Develop emergency evacuation plan.
- Other _____.

Communication

- Gather phone numbers, addresses, and email addresses of family and friends. Discuss expectations for keeping in touch.
- Make arrangements for birthdays and special occasions.
- Buy stamps, phone cards, camera batteries, etc.
- Create a plan for making telephone calls.
- Explain OPSEC to family and friends.
- Ask family and friends to send regular mail and care packages.
- Subscribe to eMarine and provide unit 800 number to family and friends.
- Other _____.

Pets

- Update pet information card.
- Make sure pet vaccinations are up to date.
- Provide vet information to whoever is caring for the pet in your absence.
- Establish an allotment to your caregiver for care of pets, or for pet emergency situations.

Financial Preparation

- Create a spending plan for the deployment.
- Start allotments or set up online banking to pay bills.
- Determine if personal phones are allowed and ensure international access.
- Make arrangements to pay periodic expenses such as taxes, tuition, or insurance.
- Cancel cell phone contracts prior to departure.
- Other
_____.

Outstanding Legal Matters

- Make arrangements to address any outstanding traffic violations, tickets or fines.
- Ensure custody disputes have been finalized or have an agent working on your behalf.
- All matters regarding a pending divorce have been resolved or arrangements are made to finalize upon Marine's return.
- Set up allotment for child support payments.

Deployment Readiness Checklist for the Married Marine

The key to a successful deployment is to be prepared. This checklist is intended to assist married Marines in preparing for and achieving readiness for deployment.

Documents

- Ensure ID Cards are valid through entire deployment.
- Designate an emergency caregiver in loco parentis while your Marine is deployed in the event that the spouse at home is unable to care for children.
- Memorize your Marine's Social Security Number.
- Review Record of Emergency Data (RED) form and update as needed.
- Contact Legal for any needed powers of attorney.
- Update will.
- Ensure Service Members Group Life Insurance (SGLI) has correct and most up to date beneficiary information.
- Register to vote and request absentee ballot.

Store important documents:

- Marriage certificates.
- Birth/adoption certificates.
- Naturalization and citizenship papers.
- Insurance policies (life, household, auto).
- Deeds/mortgages/lease agreements.
- Social Security cards.
- Military records (copies).
- Vehicle title/s or loan documents.
- Tax returns.
- Divorce decrees.
- Court orders (support and or custody).
- Death certificates of deceased family members.
- Passports.
- Vaccination records.

Children

- Ensure vaccinations are current.
- Identify a child care provider for emergency/respite care.
- Tell your child about the deployment.
- Provide your older child with tools needed to stay in touch with you such as stationary, pens, markers, stamped, self-addressed envelopes, etc.
- Inform your child's school or day care teacher of your deployment and ask them to send copies of school work and report cards. Provide self-addressed, stamped envelopes.
- Ask if your child's school sponsors a discussion group or other program for children of deployed military parents.
- Create a photo album for you and each of your children doing things together.

Medical

- Ensure enrollment in TRICARE (800) 538-9552.
- Check with all family health providers for acceptance of TRICARE insurance.
- Contact TRICARE if family plans to travel/relocate during deployment to ensure coverage.
- If children are to be born during deployment either a general or special power of attorney is required to enroll the child in DEERS.

Dental

- Ensure enrollment in dental care

Vehicles

- Review and update information.
- Update insurance and registration. Ensure base stickers on your car are current.

Financial Preparation

- Create a spending plan for the deployment.
- Start allotments or set up online banking to pay bills.
- Note periodic expenses such as taxes, tuition, or insurance.
- Arrange an extension for filing taxes if due during deployment (www.irs.gov).
- Review existing accounts.
- If your family has a safe deposit box make sure at home family member has access to it.
- Review MyPay account and provide access (<https://mypay.dfas.mil/mypay.aspx>).
- Determine who will use which credit cards.
- Review credit card balances.
- Gather information about other assets such as bonds, mutual funds, CDs etc., and maturation dates.

Communication

- Subscribe to eMarine and add family
- Provide FRO, unit 800 number and unit web site to family and friends.
- Provide complete official mailing address to family and friends.
- Gather phone numbers, addresses, and email addresses of family and friends.
- Make arrangements for birthdays and special occasions.
- Discuss expectations for keeping in touch with

Family Readiness Program Training

- Read and record your child's favorite book(s) on audio or video tape.
- Leave a personal item of yours for each of your children to keep until your return.
- Include money in your budget for phone calls, gifts, and souvenirs for your children.
- Avoid putting added responsibilities on your child by not saying things like "you're the man of the house", or "take care of your little brother".
- Request a mentor for your child through the national Big Brothers/Big Sisters program, church, extended family member, or a Marine who is a friend of the family who is not deploying.
- Tell your children that you love them.
- Other _____.

Outstanding Legal Matters

- Make arrangements to address any outstanding traffic violations, tickets or fines.
- Ensure custody disputes have been finalized or have an agent working on your behalf.
- All matters regarding a pending divorce have been resolved or arrangements are made to finalize upon Marine's return.
- Set up allotment for child support payments.

- friends and family.
- Buy stamps, phone cards, camera batteries, etc.
- Other _____.

Emergency Plans

- Give Family Readiness Officer contact information for family.
- Discuss emergency communication with family.
- Have you established an Emergency Preparedness Plan with your family?
- Know location of important papers.
- Other _____.

Pets

- Update pet information card.
- Make sure pet vaccinations are up to date.
- Provide vet information to whoever is caring for the pet in your absence.
- Establish an allotment to your caregiver for care of pets, or for pet emergency situations.

Family Deployment Readiness Checklist

The key to a successful deployment is to be prepared. This checklist is intended to assist families in preparing for and achieving readiness and deployment.

Documents

- Ensure ID cards are valid through entire deployment.
- Memorize your Marine's Social Security number.
- Review Record of Emergency Data (RED) form and update as needed.
- Contact Legal for any needed Powers of Attorney.
- Update will.
- Ensure Servicemembers' Group Life Insurance (SGLI) has correct beneficiary information.
- Register to vote and request absentee ballot.
- Get passports for your children in case they plan on visiting or traveling while you are deployed.

Store important documents:

- Marriage certificates.
- Birth/adoption certificates.
- Naturalization/citizenship papers.
- Insurance policies (life, household, auto).
- Deeds/mortgages/lease agreements.
- Social Security cards.
- Military records (copies).
- Vehicle title/s or loan documents.
- Tax returns.
- Divorce decrees.
- Court orders (support/custody).
- Death certificates of deceased family members.
- Passports.

Medical and Dental

- Ensure enrollment in TRICARE (800-538-9552).
- Check with all family health providers for acceptance of TRICARE insurance.
- Contact TRICARE if family plans to travel/relocate during deployment to ensure coverage.
- If children are to be born during deployment either a general or special power of attorney is required to enroll the child in DEERS.
- Verify Marine's DNA sample is on file.
- Ensure enrollment for dental care

Children

- Ensure vaccinations are current.
- Identify a child care provider for emergency/respice care.
- Tell your child your child about the deployment.
- Provide your older child with tools they need to stay in touch with you such as stationary, pens, markers, stamped, self-addressed envelopes, etc.
- Inform your child's school or day care teacher of your deployment and ask them to send copies of school work and report cards. Provide self-addressed, stamped envelopes.
- Ask if your child's school sponsors a discussion group or other program for children of deployed military parents.
- Create a photo album for you and each of your children doing things together.
- Read and record your child's favorite book/s on audio or video.
- Leave a personal item of yours for each of your children to keep until your return.
- Include money in your budget for phone calls, gifts/souvenirs for your children.
- Avoid putting added responsibilities on your child; do not say, "You're the man in the family" or "Take care of your little brother."
- Request a mentor for your child through the national Big Brothers/Big Sisters program, church, extended family member, or a Marine that is also a friend of the family that isn't deploying (recommendation).
- Tell your children that you love them.
- Other _____.

Vehicles

- Review and update information.
- Update insurance/ registration/base tags.

Emergency Plans

- Give Family Readiness Officer (FRO) contact information for family.
- Give family information for FRO.
- Give family Red Cross information.

Family Readiness Program Training

- Give family Navy Relief information.
- Discuss emergency communication with family.
- Develop emergency evacuation plan with family.
- Know location of important papers.
- Other _____.

Financial Preparation

- Create a spending plan for the deployment.
- Start allotments or set up online banking to pay bills.
- Note periodic expenses such as taxes, tuition, or insurance.
- Arrange an extension for filing taxes if due during deployment (www.irs.gov).
- Review existing accounts.
- If your family has a safe deposit box, make sure a home family member has access to it.
- Review MyPay account and provide access to spouse (<https://mypay.dfas.mil/mypay.aspx>).
- Determine who will use which credit cards.
- Review credit card balances.
- Gather information about other assets such as bonds, mutual funds, CDs etc., and maturation dates.

Communication

- Subscribe to eMarine and add family members
- Provide FRO, toll-free number and Web site to family/friends.
- Provide complete official mailing address to family/friends.
- Gather phone numbers/addresses/e-mail addresses of family/friends.
- Make arrangements for birthdays and special occasions.
- Discuss expectations for keeping in touch with friends and family.
- Provide family and friends information for MotoMail.
- Buy stamps, phone cards, camera batteries, etc.
- _____.

Pets

- Update Pet Information Card.
- Provide vet information to whoever is caring for the pet in your absence.
- Provide money to caregiver for pet food and any medical emergencies.

Personal Preparation

- Pack uniforms, liberty clothes, and personal items.
- Store personal weapons.
- Enroll in education and courses.
- Purchase comfort items such as favorite shampoo, soap, contact lenses, etc.
- Take family photos.
- Other _____.

Samples

The following pages contain samples of documents the FRO may find useful.

Newsletter Sample

Unit Name

Family Readiness Program Newsletter

Microsoft

[Pick the date]

[Edition 1, Volume 1]

CO's Comments Section

INSERT FAMILY
EVENT
ADVERTISEMENT
FLYER HERE



INSERT PICTURES AND CAPTIONS FROM A PAST
FAMILY EVENT TO ILLUSTRATE THAT IT WAS
SUCH A GREAT SUCCESS

OR

INSERT PICTURES AND CAPTIONS ILLUSTRATING
CURRENT EVENTS IN YOUR UNIT

FRO's comments section

SgtMaj's comments section

Chaplain's comments section

News and Updates

Resource Information

Upcoming Events

**Deputy FRO/Command Team Advisor/Family Readiness Assistant
Appointment Letter Sample**

COMMAND LETTERHEAD

1745
CO
Date

From: Commanding Officer
To: Captain John Wayne XXX XX 1234/PMOS USMC

Subj: APPOINTMENT AS UNIT DEPUTY FAMILY READINESS OFFICER (COMMAND
TEAM ADVISOR/FAMILY READINESS ASSISTANT)

Ref: (a) MCO 1754.9 series
(b) Local guidance, as applicable

1. Effective this date and per the references, you are hereby appointed as the Deputy Family Readiness Officer for (unit).
2. You will be guided in the performance of your duties by the provisions outlined in the references and the attached standardized position description.

SIGNATURE BLOCK

Unit Welcome Letter to Families

Dear (Marine) and family of (unit),

On behalf of (your Marine), welcome to (unit).

- Describe the current mission of the unit.
- Describe some of the highlights of the unit's recent history.
- Express the Command policy and philosophy of leadership.
- Introduce the family to the Family Readiness program philosophy.
- Provide a personal statement of commitment to the Unit, Personal and Family Readiness Program.
- Close with contact information for the unit toll-free recorded message and unit Web page.

Our Family Readiness Officer (FRO), (name), should have already contacted you to introduce them self, or will do so soon. The FRO will provide you with:

- Official and authorized communication
- Readiness and Deployment Support
- Information and Referral services

The FRO stands ready to assist you with any need you may encounter. The FRO can be contacted at (contact information for the FRO).

Personal closing,

A welcome letter shall be sent to all families attached to the unit, permanent personnel and Marines TAD in Excess within 30 days of attachment to the unit. It could be sent with a current copy of the Family Readiness Program Newsletter and a copy of the current calendar of unit events.

New Join Screening Interview

Below are some potential topics for the small unit leader to discuss with a new join. This discussion helps the leader build an understanding of the state of readiness of the Marine and their family. Once the interview is complete, the small-unit leader will need to notify the FRO that the screening was completed.

The small-unit leader and the FRO can communicate and address areas of concern and areas of risk, if identified through this interview. This interview will also identify for the Marine the areas in which MCCS can provide resource training and education to address areas of concern for the Marine's family.

Use these topics to supplement MCO 1500.58 (Marine Corps Mentoring Program). Ask open-ended questions to generate discussion.

MISSION EVENTS

- Deployment history
- Family location (during deployments)
- Adequate counseling – post-deployment
- Extended TAD
- Served as a Marine TAD in Excess (commonly known as Individual Augmentee)

LIFE EVENTS

- Married/Single
- Location of family
- Family makeup
- Children, age
- Divorced, custody, death
- Adoption
- Housing
- Personal goals (education, financial)
- Family member and Marine attendance of L.I.N.K.S.
- Loco parentis
- Immigration issues
- PCS move

CAREER EVENTS

- MOS credibility
- Last unit location
- Billet at last unit
- Career goals
- Military schools attended
- "B" billet
- Promotion
- Retirement
- Higher Education

*MCCS can provide assistance in most of these areas.

Unit Family Readiness Program Welcome Packet

Minimum check-in requirements – must be returned to FRO within 10 working days.

Required Items

1. Command Welcome Letter.
2. Update Family Readiness contacts in Marine OnLine (MOL). This is the Marine's responsibility.

Optional Additions (to be kept by the Marine and the family)

1. Fact sheet concerning Command Team Advisors/Family Readiness Assistants and volunteers.
2. Calendar of events for unit families.
3. Marine Corps Family Team Building events.
4. Handouts/L.I.N.K.S. information/recommended workshops for family members.
5. Dependent ID card fact sheet/DEERS enrollment.
6. TRICARE enrollment fact sheet.
7. Single Marine handout.
8. Family Care Plan fact sheet.
9. Navy-Marine Corps Relief Society local contact information.
10. Red Cross emergency notification card/procedures, and local contact information.
11. Latest UPFRP Newsletter.
12. EFMP information sheet.
13. Deployment checklist (from either Deployment Guide for Marines and Families or Deployment Guide for Single Marines).
14. Reference sheet with unit web address and links to useful resources.

Volunteer Interview Template for Command Team Advisor(s) and Assistant(s)

Interviewer:
Name of Volunteer:

Date:
Phone:

I. REVIEW OF Position Description, Volunteer Application, and Volunteer Agreement:

Clarify information on Volunteer Application for USMC Readiness Volunteers and Volunteer Agreement, DD Form 2793. Correct information on form and place other comments below.

II. QUESTIONS:

- Have you read and do you understand the position description for which you are being interviewed?
- What skills do you have to contribute to the program?
- What do you know about services available to families?
- Do you have sufficient time available to devote?
- Are you willing to make a one-year commitment to this position?

III. MATCH WITH VOLUNTEER POSITIONS:

Discuss potential volunteer positions and check match of interests, qualifications, and availability.

Position:

Comments:

Command Team Advisor/Family Readiness Assistant Appointment Letter

COMMAND LETTERHEAD

1754
CO
Date

(Marine's Family Member)
Home Address
City, State Zip Code

Dear (Marine's family member):

Congratulations on your appointment as a (role) in (unit's) Family Readiness program. As a Command Team Advisor/Family Readiness Assistant, you will play a vital role in helping maintain the readiness of the unit's "Marine Family."

Your roles and responsibilities are articulated in the attached Command Team Advisor/Family Readiness Assistant position description. I request that you make a one-year commitment to this role.

The point of contact for all Unit, Personal and Family Readiness Program volunteers is the FRO, (FRO's name). As my direct representative, (he/she) will guide you in your volunteer role. Please do not hesitate to call on (FRO's name), as (he/she) has my complete trust and confidence and will help you to better help others in this Command. (FRO's name) will be contacting you shortly to schedule a meeting to discuss in detail the priorities and expectations for the (unit's) Family Readiness program.

As a volunteer, I ask that you review the attached Volunteer Agreement and, if there are no questions, please sign it, and return it to the FRO as soon as possible. Again, it is my pleasure to welcome you to (unit's) Family Readiness program. I look forward to having you as a member of our team!

SIGNATURE BLOCK

Family Readiness Program Training

eHQMC registration procedures:

For access to Family Readiness SharePoint pages, you must first obtain a Marine Corps Worldwide (MCW) account. Instructions on how to register are below:

- 1. Go to <http://www.marines.mil/unit/hqmc/pages/mcwar.aspx> This is the HQMC account creation website.*
- 2. Click on "REQUEST eHQMC PORTAL ACCOUNT".*
- 3. Click on "I Agree." Users must "agree" to the user agreement or an account will not be created*
- 4. Complete the form. Fields with a * must be completed or the form may not be submitted. **** .org users must enter their correct email first followed by a semicolon then default@usmc.mil *****

For example, an email address of bowmanw@usmc-mccs.org should be entered as bowmanw@usmc-mccs.org; default@usmc.mil . The electronic form is currently configured to only accept .gov or .mil email addresses but the above procedure will allow .org account creation and account submission.

a. If you input your EDIPI (CAC card digital signature)(per the form instructions), there is no need to submit a follow-up, digitally signed email. You must ensure your EDIPI is correct prior to submission. If the EDIPI is entered incorrectly, the account will be created, however you will not be able to access the account as it uses your EDIPI for authentication. Should this occur, contact the HQMC IT Center Help Desk.

To insert your EDIPI (digital signature) on the form, do the following (instructions are also listed on the electronic form):

i. Double-Click on the "ActivClient Agent" Smart card reader on the bottom right of your

desktop screen.

ii. Double-Click "My certificate", and then Double Click on any of the certificates in the right pane.

iii. Copy the last 10 digits inside the "Issue To" field. This is your CAC-EDIPI #

b. If you do not input your EDIPI, you must follow-up the form submission with a digitally signed email to the HQMC IT Center Help Desk at HQMCITCenterHelpDesk@usmc.mil . The HQMC IT Center will use the digitally signed email to extract your EDIPI.

5. For any questions or problems, contact the HQMC IT Center Help Desk at (703) 614-1721/1723 M-F 0500-2000 EST.

6. Once you have registered and received your confirmation email, please follow-up via email with Ashley McLeod (mcleoda@usmc-mccs.org) or William Bowman (bowmanw@usmc-mccs.org) at HQMC so that they can add you to the correct pages. If you have already registered for this site and believe you have received this message in error, please contact Bill or Ashley.

eMarine FAQs

I've entered my sponsor's information in the sponsor search fields but no results are returned. What should I do?

Make sure you are entering the full first name of your sponsor. For example, if the first name of your sponsor is Christopher, don't enter Chris.

How can I change the language?

The language can be changed by selecting your desired language drop down list. The list is located at the bottom right corner of each eMarine page.

How do I update my Internet Explorer settings to access the eMarine site?

Please try to update your Internet Explorer Security settings as follows:

1. Open Internet Explorer.
2. Select Tools -> Internet Options.
3. Select the "Advanced" tab.
4. Scroll down to the "Security" section and select the checkboxes for "Use SSL 3.0", "Use TLS 1.0", "Use TLS 1.1", and "Use TLS 1.2".
5. Deselect the "Use SSL 2.0" option.
6. Click Apply and then OK.
7. Close all open browsers and then try to access the site again