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From: Commandant of the Marine Corps
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Subj: UNIT, PERSONAL AND FAMILY READINESS PROGRAM (UPFRP)

Ref: (a) MCO P1700.27B
(b) SECNAVINST 5211.5E
(c) MCO 1754.6B
(d) MCO P3040.4E
(e) Directive Type Memorandum, (DTM) 08-029, July 22, 2008
(f) Federal Acquisition Regulation
(g) 28 USC 171
(h) MCO 1740.13A
(i) MCO 5110.4A
(j) MCO P12000.11A
(k) DOD 5500.7R, Joint Ethics Regulation (JER), March 23, 2006
(l) OPNAVINST 5380.1A
(m) MCO 7042.6C
(n) MCCS Family Readiness Officer Supervisor Personnel Handbook
(o) MCO P1710.30E
(p) MCO P7010.20
(q) DODI 1402.5, Criminal History Background Checks on Individuals in Child Care Services, January 19, 1993
(r) MCO 1320.11E
(s) Marine Corps Enterprise Information Assurance Directive, dtd 9 April 2009
(t) MCO 3070.2
(u) DOD 4500.36-R, Management, Acquisition, and Use of Motor Vehicles, March 16, 2007
(v) MCO 1700.36A

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- (w) DoD Instruction 1015.10, Military Morale, Welfare and Recreation (MWR) Programs, July 6, 2009
- (x) Under SecDef Memo, dtd 2 Apr 08
- (y) MFR ForO P3060.3C
- (z) MCO P1610.7F
- (aa) Uniform Code of Military Justice
- (bb) SECNAV M-5214.1
- (cc) SECNAV M-5210.1
- (dd) DoD Instruction 6400.06, Domestic Abuse Involving DOD Military and Certain Affiliated Personnel, August 21, 2007
- (ee) DoD Instruction 1300.18, DOD Personnel Casualty Matters, Policies and Procedures, January 8, 2008

Encl: (1) UPFRP Guidance

- Reports Required:
- I. Family Readiness Assessment Report (Report Control Symbol EXEMPT), encl (1), chap. 4, par. 3.c.(1)
 - II. Yellow Ribbon Reintegration Program Report (Report Control Symbol DD-1754-04) External Report Control Symbol DD-RA(Q) 2223), encl (1), chap. 8, par. 7.a.

Forms: Electronic NAVMC forms contained in this Order are available on the Marine Corps Forms Repository website at <http://www.marines.mil/unit/hqmc/mcfrmlib/Pages/default.aspx>.

1. Situation. To define unit, personal and family readiness and establish policy guidance on its role in enhancing operational readiness, and to ensure baseline standards for the Unit, Personal and Family Readiness Program (UPFRP) as it relates to supporting programs and agencies from within Marine Corps Community Services (MCCS) and other non-MCCS supporting organizations and agencies. For military personnel, chapter 2, paragraph 3(m) and chapter 4, paragraphs 2.a(2)(3) of this Order are lawful orders and are punitive in nature. Violations may result in disciplinary action under Article 92 of Uniform Code of Military Justice (reference (aa)), and/or other adverse administrative action.

2. Mission. Per the references, this Order provides policy and guidance for the standardized implementation of the UPFRP to ensure each unit, regardless of deployment status or operational tempo, maintains optimum unit and personal effectiveness thereby enhancing operational readiness. Policy and procedural or "how to" guidance is contained in enclosure (1).

3. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent

(a) The Corps' most valuable resource is the individual Marine and his family. It is imperative to the success of our institution that commanders advocate and promote the UPFRP by acknowledging the link that exists between personal and family readiness and operational readiness.

(b) Commanders shall use the policies and procedures contained herein to ensure an applicable and accessible Unit, Personal and Family Readiness Program is established, maintained, and reinforced.

(c) Policy outlined in this Order will allow commanders to capitalize on the momentum of the transformation continuum that begins with basic training to produce more combat resilient Marines and families who go on to ultimately become more productive private citizens.

(d) 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 by providing information, tools, resources and support in conjunction with MCCA and other agencies and organizations to empower them to take care of themselves.

(2) Concept of Operations

(a) The commander is responsible for everything his 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. The commander is supported in implementing his UPFRP by MCCA and many other local, state, federal and civilian non-MCCA support organizations. These resources, agencies, organizations and programs ensure commanders receive the necessary resources and support to implement and foster every aspect of their UPFRP.

(b) Commanding Officers at all levels including but not limited to - the Marine Forces (MarFor), through the Marine Expeditionary Forces (MEF), Major Subordinate Commands (MSC), Major Subordinate Elements (MSE), to the battalion/squadron,

Recruiting Stations, Marine Corps Recruit Depots (MCRD), and Marine Corps Districts (MCD) - are required to establish and maintain a UPFRP. They are the supported commanders.

(c) Per reference (a), Installation commanders are the supporting commanders in providing MCCS services.

(d) Reference (a) provides policy for the establishment of comprehensive family support systems for all Marines, Regular and Reserve, regardless of geographic location or deployment status.

b. Subordinate Element Missions

(1) Deputy Commandant for Manpower and Reserve Affairs (DC, M&RA). The DC, M&RA provides oversight for all issues pertaining to the UPFRP and MCCS.

(2) Public Affairs (PA)

(a) Coordinate with DC, M&RA to ensure key personal and family readiness themes, functions, events, and updates are incorporated into the annual PA plan.

(b) Disseminate information on key personal and family readiness themes, functions, events, and updates through Marine Corps News, Marines magazine, PA internal information products, and civilian media outlets, as appropriate.

(c) Coordinate with DC, M&RA to obtain information and/or provide a subject matter expert as spokesperson when responding to civilian media inquiries pertaining to personal and family readiness functions.

(d) Coordinate with command public affairs officers to ensure information on Marine Corps-wide personal and family readiness themes, functions, events, and updates is provided for incorporation into the local command information effort.

(3) Chaplain of the Marine Corps. The CMC (REL) 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.

(4) Personal and Family Readiness Division Family Readiness Committee (FRC), MCCS Board of Directors (BOD). The FRC will report to the MCCS BOD in an advisory capacity on

matters having a significant impact on personal and family readiness, Marine Corps-wide.

(5) Personal and Family Readiness Division (MR). CMC (MR) maintains functional control as the program and resource sponsor, and serves as the Marine Corps' subject matter expert on personal and family readiness issues. CMC (MR) will:

(a) Develop plans and policy for UPFRP.

(b) Serve as the program sponsor for the UPFRP.

(c) Serve as the program sponsor for the Yellow Ribbon Reintegration Program (YRRP).

(d) Coordinate MCCS functions in support of UPFRP in order to provide a standardized level of support, Marine Corps-wide.

(e) Research, staff and provide an appropriate response for all issues submitted from the Installation Family Readiness Support Council to the FRC. All issues requiring the FRC's consideration will be forwarded from the Force or Installation Commander to CMC (MR). CMC (MR) will route and address each submission appropriately.

(6) Commanders, U.S. Marine Corps Forces, Commanding Generals, Marine Corps Combat Development Command, Marine Corps Logistics Command and Marine Corps Recruiting Command

(a) Establish UPFRP at all Marine Corps units, and ensure the program is fully supported by all commanders.

(b) Maintain cognizance on all matters pertaining to UPFRP functions, policies and associated resources for subordinate commands.

(c) Ensure all personnel involved with unit, personal and family readiness functions and volunteers are aware of, and are in compliance with, references (b), (s) and (t).

(d) Ensure all unit, personal and family readiness volunteers are formally recognized annually during National Volunteer Appreciation Week (typically in April) with standardized recognition.

(7) Installation Commanders

(a) Provide MCCS programs to enhance and support UPFRP in accordance with reference (a).

(b) Establish a Quarterly Family Readiness Council meeting per chapter 2 of this Order.

(c) Ensure all base tenant activities take part in their role in effecting the success of the UPFRP.

(8) Director, Installation MCCS

(a) Provide adequate staff to foster and facilitate a robust and dynamic UPFRP that meets the needs of local or assigned units.

(b) Provide all commanders and sergeants major through the battalion/squadron, base/station, or Marine Corps Recruiting District/station levels, as appropriate, a brief on personal and family readiness support functions offered through MCCS.

(c) Ensure unit, personal and family readiness themes, events and updates, including UPFRP events and updates, are incorporated into MCCS advertising and Public Affairs planning and products, in accordance with reference (a).

(d) Ensure UPFRP receives similar or comparable support to that offered to other MCCS programs.

(e) MCCS Coordinator

(1) Every installation shall implement the use of MCCS Coordinators to assist the commander, his designated representative or the Family Readiness Officer (FRO) in planning social, unit or recreational activities using MCCS resources.

(2) MCCS Coordinators are directed to meet with each newly appointed unit FRO within their area of responsibility to initiate a working relationship within 60 days of the FRO's appointment. Newly appointed MCCS Coordinators are directed to meet with each FRO within their area of responsibility within 60 days of their appointment.

(f) Volunteer Coordinator. Every installation shall implement the use of Volunteer Coordinators. Among other duties, the Volunteer Coordinator shall receive, screen and post

volunteer opportunities on the Volunteer Tracking Tool that are not related to a local unit. Examples of these volunteer opportunities may reside with local churches, public or private community organizations. Once the volunteer opportunity is posted, the Volunteer Coordinator will then facilitate edit access to the Tool for the organization for the purpose of verifying hours of the volunteer or changing location, time or date of the event. Additional responsibilities are identified in chapter 4 of this Order.

(9) Commanding Officers at all levels establish and foster a robust, dynamic, applicable and accessible UPFRP by fully implementing and advocating the directives, ideas and concepts detailed in enclosure (1) of this Order.

(10) Senior Enlisted Advisors at all levels be fully informed about the UPFRP opportunities and MCCA functions. Encourage Marines and their families to proactively utilize these opportunities. Fully support the functions described in enclosure (1).

4. Administration and Logistics

a. Submit all change recommendations regarding this Order via the appropriate chain of command to DC, M&RA. Recommendations should be submitted in writing and should include supporting rationale.

b. For the purposes of this Order, the term Marine is used to designate all service members assigned or attached to Marine units, single or married.

c. For the purposes of this Order, the term Family Readiness Officer (FRO) is used to refer to both Civilian and Active Duty unless otherwise specified. Deputy FROs are identified as such.

d. For the purposes of this Order, the terms his and him are used to refer to all Marines and service members. These terms are not used to segregate female Marines or service members from male Marines or service members. They are being used here as generic terms applying to all to facilitate ease of understanding.

e. For the purposes of this Order, supported constituencies include unit Marines, spouses of unit Marines, children of unit Marines, designated parents of unit Marines, and other designated members of the extended family of unit Marines.

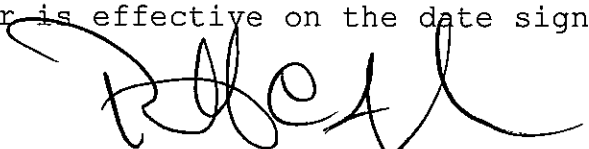
f. Designated members of the extended family of unit Marines is defined as anyone the Marine identifies through Appendix A or Marine On Line (MOL), to include blood relatives, friends and girl/boy friends.

g. For the purposes of this Order, when referring to Sergeant Major, the intent is to address the Senior Enlisted Advisor of that unit, whatever rank that individual may hold.

5. Command and Signal

a. Command. This Order is applicable to the Marine Corps Total Force.

b. Signal. This Order is effective on the date signed.



RICHARD C. ZIEMER
Deputy Commandant for
Manpower and Reserve Affairs

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LOCATOR SHEET

Subj: UNIT, PERSONAL AND FAMILY READINESS PROGRAM (UPFRP)

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RECORD OF CHANGES

Log completed change action as indicated.

Change Number	Date of Change	Date Entered	Signature of Person Incorporated Change

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Chapter 1

Unit, Personal and Family Readiness Program

1. Purpose. This chapter provides detailed information on the concepts, mission, and operation/execution of the Unit, Personal and Family Readiness Program (UPFRP).

2. Concept

a. Our most valuable resources are the individual Marine and his family. The Marine Corps' success as an institution is inextricably linked to the well-being and resiliency of that Marine and his family.

b. 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.

c. Personal and family readiness is the ability of the individual Marine and his family to successfully balance the challenges of a military lifestyle, family, career, and mission events.

d. 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.

e. Although the commander is responsible for ensuring the establishment and maintenance of an UPFRP, the individual Marine is responsible and accountable for his personal and family's readiness.

f. 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 base. See figure 1-1.

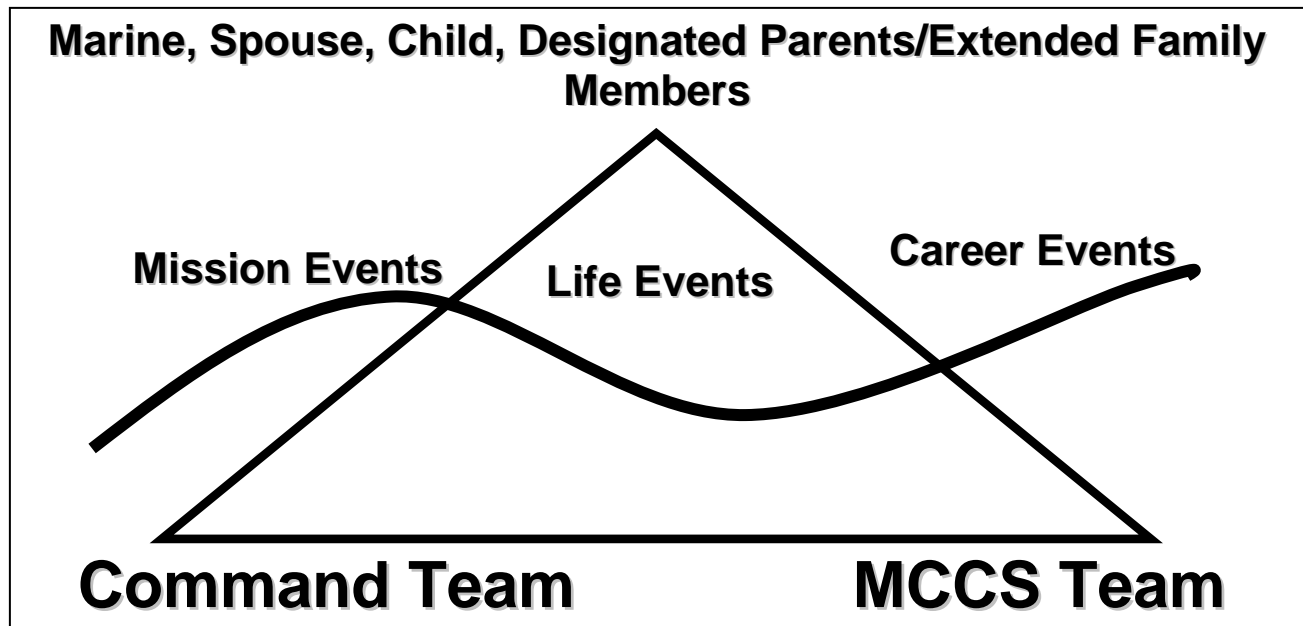


Figure 1-1

g. By-products 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.

h. The UPFRP is not designed nor intended to be a replacement of small unit leadership, but rather an enhancement and support function to assist Marine leaders at all levels in their pursuit of readiness.

3. Mission. The mission of the UPFRP is to train and prepare every Marine and their family to ensure optimum resiliency when faced with life cycle events. When every Marine and family in a unit reaches the optimum level of resiliency, a high state of personal and family readiness will result thereby ensuring the unit's high state of readiness.

4. Action. Commanders at all levels are responsible for implementation of the following action items. The action items are listed here as the four basic tenets of the UPFRP.

- a. Official Communication.
- b. Information and Resource Referral.
- c. Readiness and Deployment Support.
- d. Volunteer Management.

Chapter 2

Roles of Personnel

1. Purpose. This chapter provides detailed information on the Active and Reserve component structure of the UPFRP and personnel roles and responsibilities.

2. Active Component Structure. The Active Component Family Readiness Command Team, illustrated in Figure 2-1, executes the UPFRP as directed by the unit commander. Each unit Command Team in partnership with small unit leadership is the problem-solving body for unit Marines, spouses of unit Marines, and designated parents/extended family members of unit Marines.

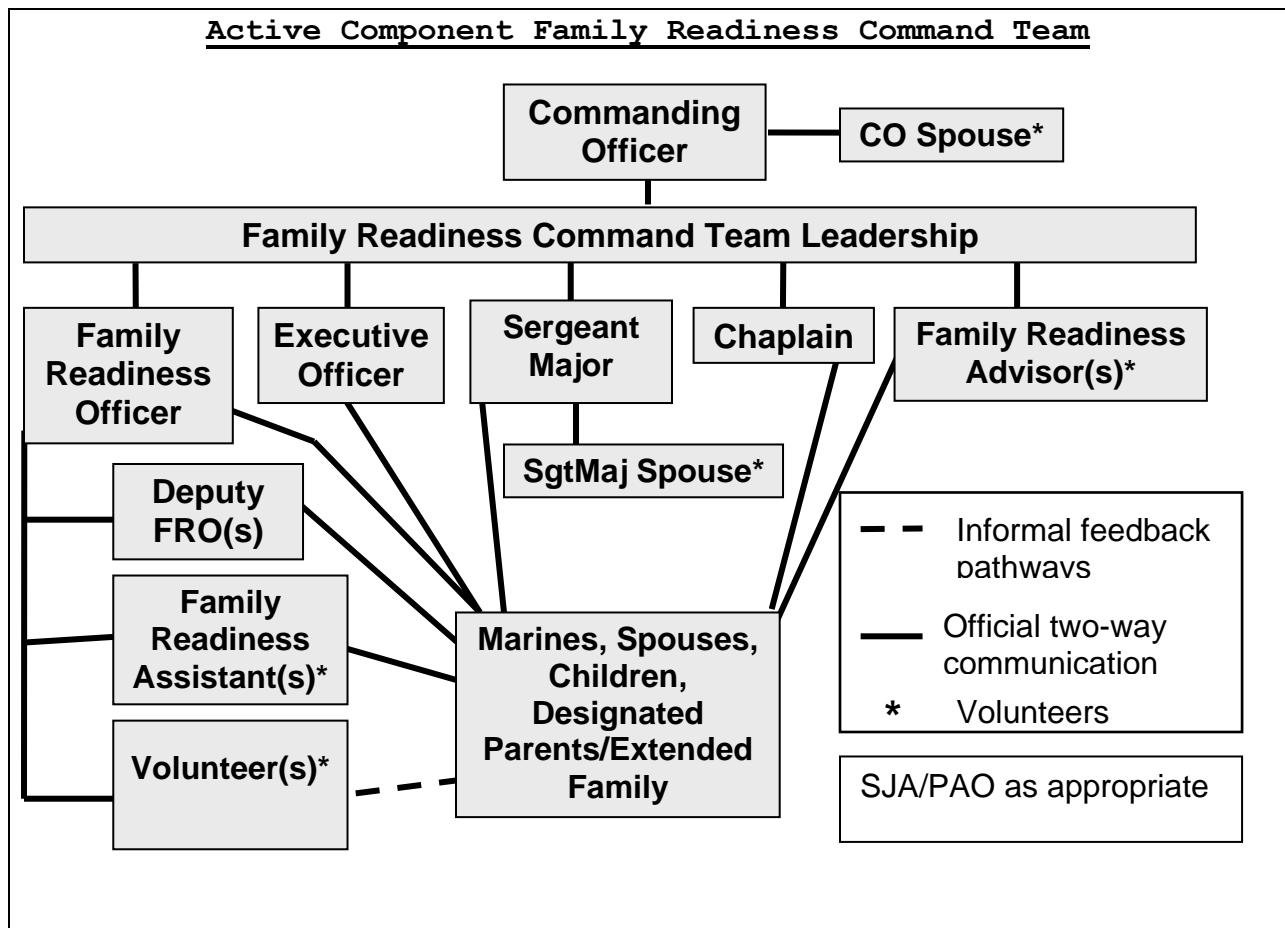


Figure 2-1

3. Roles and Responsibilities

a. Active Component Commanding General/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. Although the following task list is directive in nature, it may not be all inclusive. The commander must use professional and personal experience and judgment to leverage the unique aspects of his command to address and mitigate challenges and to determine if the following is an exhaustive task list in order to accomplish the first objective. The commander is strongly encouraged to seek advice from the unit or installation Staff Judge Advocate or local MCCS Council should any questions arise that cannot be answered with information contained in this Order or references to this Order. A Commander's Checklist is provided at Appendix N.

(1) Commanders shall establish and maintain a UPFRP in accordance with this Order. 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/extended family members.

(2) Commanders shall use all resources, agencies and organizations available to them to accomplish the first task.

(3) Commanders shall prioritize the UPFRP comparable to operational functions and become familiar with the concepts, purposes and actions outlined in chapter 1.

(4) Commanders shall serve as a role model and advocate for the UPFRP.

(5) Commanders who have been command screened shall provide a full-time primary duty FRO. The commander is given two options to accomplish this task. In the event the FRO position is vacant upon the commander assuming command, the commander will initiate one of the following two options within 30 days of assuming command:

(a) Initiate the hiring process through the local or assigned MCCS Human Resource Office (HRO) to hire a Non-Appropriated Funds (NAF) employee. Additional information

regarding the administrative procedures inherent in hiring a NAF civilian is found at reference (n) and in chapter 3 of this Order.

(b) Assign in writing a service member from the unit in the pay grade of E6 or above.

(6) 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 may assign a full-time FRO from within the existing structure of the unit.

(7) 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 program, and will be sourced internally. Examples of units that may need to assign Deputy FROs are Marine Corps Recruiting Command (MCRC) or Marine Corps Embassy Security Group (MCESEG) or geographically isolated units.

(8) Commanders shall request a brief from the supporting MCCS Director or designated representative for the purpose of becoming familiar with the local MCCS functions that support the UPFRP within 60 days of taking command.

(9) Commanders shall require their FRO, as a special staff officer, to participate in any scheduled command in-briefs normally attended by other special staff officers.

(10) Commanders shall attend Family Readiness Command Team Training within 30 days of taking command. It is recommended that all members of the existing Command Team attend training at this time even if they have already completed training. This will facilitate information sharing about the unit's current UPFRP climate and unique challenges among the existing Command Team in a convenient setting. This may also allow an opportunity for the commander to openly discuss his vision and intent of the UPFRP with all members of the Command Team. A training matrix listing all required/recommended training of the Family Readiness Command Team is illustrated in Figure 2-2.

Training Matrix

	FAMILY READINESS COMMAND TEAM TRAINING	FRO TRAINING	FAMILY READINESS ADVISOR TRAINING	FAMILY READINESS ASSISTANT TRAINING	L.I.N.K.S. TRAINING	LIFESKILLS TRAINING (incl. PREP, CREDO)	ORGANIZATIONAL COMMUNICATION SYSTEM
CO, XO, SGTMAJ, CHAPLAIN	W/N 30 DAYS						
FRO	W/N 30 DAYS	W/N 30 DAYS	W/N 90 DAYS	W/N 90 DAYS	ALL SESSIONS, ASAP	w/n 90 days	W/N 45 DAYS
DEPUTY FRO	W/N 30 DAYS	W/N 30 DAYS	w/n 90 days	w/n 90 days	ALL SESSIONS, ASAP		W/N 45 DAYS
CO/SGTMAJ SPOUSES	W/N 45 DAYS, IF APPLICABLE				L.I.N.K.S. SPOUSES		
FAMILY READINESS ADVISOR	W/N 45 DAYS		W/N 45 DAYS	W/N 45 DAYS	W/N 90 DAYS		
FAMILY READINESS ASSISTANT				W/N 45 DAYS	as applicable		

Required: ALL CAPS/RED Recommended: all lower case/yellow
Figure 2-2

(11) Commanders will screen, select and appoint in writing at least one Family Readiness Advisor(s) and as many Family Readiness Assistant(s) as deemed necessary by the commander considering the unit's mission, size, geographic locations and need. Additionally, the commander shall ensure volunteers attend billet-specific training within the time periods listed in Figure 2-2. Further guidance on volunteer management is contained in chapter 5 of this Order. The commander is discouraged, but not prohibited, from assigning the commander's or Sergeant Major's spouse as an Advisor or Assistant. The roles and responsibilities of a commander's or Sergeants Major spouse who accepts the invitation to participate as an Advisor or Assistant are different and distinct and may become blurred or confused by the Marines, spouses and families of the unit. Further, potential Advisors or Assistants from other population groups such as parents or the spouses of enlisted Marines may be intimidated by the additional role of

the commander's or Sergeants Major spouse as an Advisor or Assistant and decline to participate.

(12) Commanders shall publish a UPFRP policy statement to outline the vision and intent of the UPFRP within 30 days of assuming command. The UPFRP policy statement should be similar in format to an Equal Opportunity or Sexual Harassment policy statement. The commander's UPFRP policy statement should reflect an understanding of the concepts, purposes and actions outlined in chapter 1 including clear expectations for Marines to participate in and be accountable for their personal and family readiness.

(13) The commander is encouraged to conduct a family readiness assessment via the Family Readiness Assessment Tool (FRAT) within 60 days of assuming command. Additional reassessments will be at the discretion of the commander.

(14) Commanders shall ensure compliance with requirements for Operational Security (OPSEC) and Personally Identifiable Information (PII) in accordance with references (s) and (t), respectively.

(15) Commanders shall ensure compliance with public law and references (b) and (d) in the case of a unit member becoming a casualty.

(a) The FRO, Deputy FRO, UPFRP volunteers or civilians shall not be involved in the casualty notification process or follow-on casualty assistance. The notification process is defined as the initial notification. Follow-on casualty assistance is defined as any assistance the Casualty Assistance Calls Officer (CACO) may provide to the family with regard to the casualty affairs of a deceased Marine.

(b) Commanders shall consult with the CACO and then determine the guidance for follow-on survivor support, if any, to be offered by members of the unit.

(c) Commanders are not authorized to release any information about a deceased Marine until 24 hours after all the next of kin have been notified and a press release has been made public. All next of kin are listed on the Record of Emergency Data (RED). Press releases are made public on the following website: <http://www.defense.gov/releases/>.

(16) Commanders shall regularly incorporate personal and family readiness education and training into unit professional military education at least twice per year.

(17) Commanders shall ensure that leadership at all levels are informing Marines on the opportunities to participate in UPFRP training and events. The UPFRP does not replace small unit leadership.

(18) Commanders shall ensure compliance with this Order by Command Team members and the Marines attached to the unit.

(19) Commanders shall 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 approval authorities for all expenditures of UPFRP funds. See chapter 6 for further guidance on protocols and procedures.

(20) When appropriate, commanders shall coordinate the transfer of funds between the parent command and gaining command.

(21) Commanders shall appoint a Responsible Officer (RO) and an Alternate Responsible Officer 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.

(22) Commanders shall ensure volunteers are recognized during Volunteer Appreciation Week (usually in April) and at other appropriate times per chapter 7 of this Order.

(23) Commanders shall actively participate in the interview and hiring process for their FRO as they are the hiring official.

(24) Commanders shall complete the appropriate performance appraisals for FROs when required by local or assigned MCCS HR or APF HR office.

(25) Commanders shall initiate, monitor and/or participate in any administrative process that may affect the FRO's employment status such as discipline procedures, grievance matters or MCCS incentive awards.

(26) Commanders shall ensure their Command Team receives standardized training provided by MCCS and Marine Corps Family

Team Building (MCFTB) within 30 days of assuming command. Training will be provided by the local or assigned MCFTB office. In remote locations, CMC (MR) may authorize FROs to provide training using available training materials. Training may be accomplished through online courseware via the official MCCS website: [http://www.usmc-mccs.org/Unit Personal and Family Readiness Program/trainingmanuals.cfm](http://www.usmc-mccs.org/Unit%20Personal%20and%20Family%20Readiness%20Program/trainingmanuals.cfm) as it becomes available. Training using downloaded materials is considered a last resort as face-to-face training is the preferred method. Commanders may provide supplemental material that will enhance the applicability of the courses. It is recommended that UPFRP Command Team members who have taken the online training still meet with the FRO to discuss local resources and unit-specific information and requirements. A certificate of training will be issued by the local or assigned MCFTB to all members of the Command Team who satisfactorily complete training.

(27) Commanders shall provide official UPFRP communication to Marines, spouses and designated parents/extended family members at least monthly via the Mass Communication Tool. Official communications are those from or on behalf of the commander. Other delivery methods within the Organizational Communication System that may be used to deliver official communication in addition to the Mass Communication Tool are: Organizational Communication Tool (unit website), newsletters, toll-free numbers, email, as examples.

(28) Commanders shall provide authorized UPFRP communication to Marines, spouses and designated parents/extended family members at their discretion. Authorized communications are in keeping with the spirit and intent of the commander's vision and are not time sensitive. Authorized communication can be delivered through any of the following tools in the Organizational Communication System: Organizational Communication Tool (unit website), newsletters, toll-free numbers, or email, as examples.

(29) Commanders shall ensure the Organizational Communication Tool (unit website) is updated at least monthly during periods of non-deployment, and at least twice monthly during periods of deployment of the entire unit or detachments. It is recommended that these updates occur on the 1st and the 15th of the month as these times often coincide with an increase in computer usage by our Marines and their families. These updates do not have to include official communication at every revision but may provide training opportunities or information about

family get-togethers. If there is no unit website, updates are not required.

(30) Commanders shall establish a policy by which information is disseminated to the Marines, their spouses and designated parents/extended family members in the event of a crisis. Examples of a crisis or perceived crisis for this purpose include an entire unit family being killed in a car crash, a helicopter crash in the country/vicinity of the deployed unit or a base closure due to impending hurricane or typhoon. This information shall not interfere with or precede the initial casualty notification. The commander is cautioned on the use of the unit website and/or the Mass Communication Tool to disseminate this type of crisis information.

(31) Commanders shall use the Organizational Communication System, which consists but is not limited to the Mass Communication Tool, Volunteer Tracking Tool, Family Readiness Assessment Tool, unit website, newsletters, toll-free numbers, email distribution lists, word of mouth, at every opportunity to facilitate accurate and timely communication to the Marines, spouses and designated family members. The Organizational Communication System was designed with a suite of tools to underpin the communication duties of the Command Team, specifically the FRO.

(32) Commanders shall ensure equal access to services in accordance with chapter 8 of this Order.

(33) Commanders shall ensure all command members understand the roles and duties of the unit FRO.

(34) Commanders shall conduct a monthly family readiness command team meeting to ensure members of the command team are familiar with family readiness issues.

(35) Commanders shall implement an administration mechanism to publish a FRO Evaluation Survey to all the unit UPFRP constituents within 90 days of assuming command. The FRO Evaluation Survey shall be administered bi-annually even if the opportunity exists for continuous feedback through the unit website. Further guidance is contained in chapter 3 of this Order.

b. Reserve Component. In addition to tasks outlined in Chapter 2 paragraph 3.a of this Order, the Reserve Component Commanding General/Commanding Officer is tasked with the

following in order to address the nuances inherent in the Reserve component. Figure 2-3 outlines the Reserve Component Family Readiness Command Team.

Reserve Component Family Readiness Command Team

~Note the inclusion of the Peacetime, Wartime Support Team (PWST)

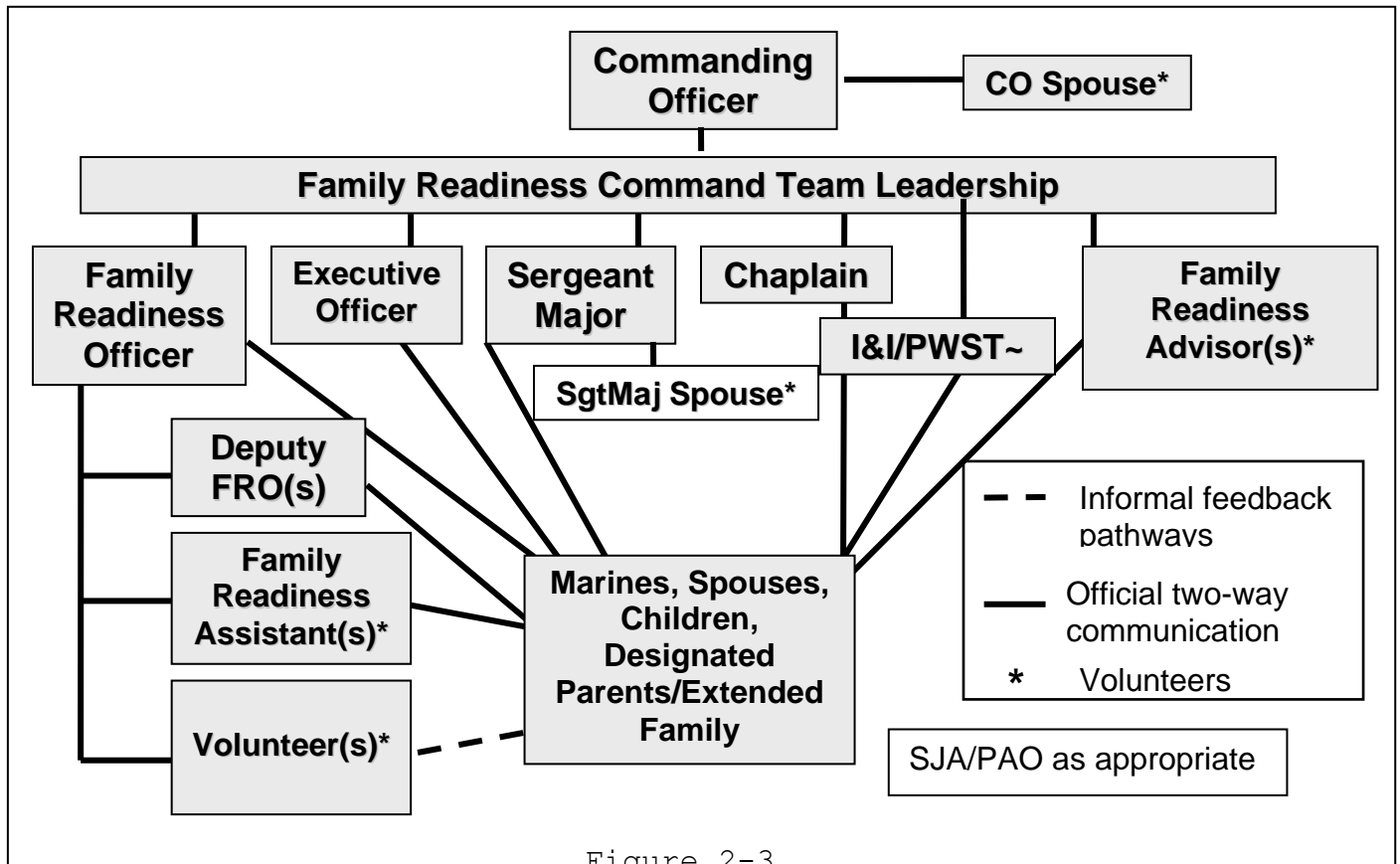


Figure 2-3

(1) Reserve commanders shall appoint collateral duty Deputy FROs in the rank of E6 or higher for geographically separated units or detachments.

(2) Reserve commanders shall include Inspector and Instructor (I&I) and Peacetime/Wartime Support Team (P/WST) Officers in Charge (OIC) in the establishment and maintenance of the UPFRP.

(3) Reserve commanders should refer to reference (y) for additional information on the roles and responsibilities of the P/WST staff during different phases of deployment.

(4) Reserve commanders shall ensure Command Team Training is conducted by Marine Corps Family Team Building (MCFTB) Marine Forces, Reserve (MARFORRES) within 120 days of assuming command. Training will be provided by the local or assigned MCFTB office. In remote locations, CMC (MR) may authorize FROs to provide training using available training materials. Training may be accomplished through online courseware via the official MCCS website: [http://www.usmc-mccs.org/Unit Personal and Family Readiness Program/trainingmanuals.cfm](http://www.usmc-mccs.org/Unit%20Personal%20and%20Family%20Readiness%20Program/trainingmanuals.cfm) as it becomes available. The online training mirrors the face-to-face training otherwise available on Marine Corps installations. It is recommended that UPFRP Command Team members who have taken the online training still meet with the FRO to discuss local resources and unit-specific information and requirements. Face-to-face training is the preferred method of training. A certificate of training will be issued by the local or assigned MCFTB to all members of the Command Team who satisfactorily complete training. A training matrix listing all required/recommended training of the Family Readiness Command Team is illustrated in Figure 2-4.

Training Matrix

	FAMILY READINESS COMMAND TEAM TRAINING	FRO TRAINING	FAMILY READINESS ADVISOR TRAINING	FAMILY READINESS ASSISTANT TRAINING	L.I.N.K.S. TRAINING	LIFESKILLS TRAINING (incl. PREP, CREDO)	ORGANIZATIONAL COMMUNICATION SYSTEM
CO, XO, SGTMAJ, CHAPLAIN	W/N 120 DAYS						
FRO	W/N 120 DAYS	W/N 120 DAYS	W/N 120 DAYS	W/N 120 DAYS	ALL SESSIONS, ASAP	w/n 120 days	W/N 120 DAYS
DEPUTY FRO	W/N 120 DAYS	W/N 120 DAYS	w/n 120 days	w/n 120 days	ALL SESSIONS, ASAP		W/N 120 DAYS
CO/SGTMAJ SPOUSES	W/N 120 DAYS, IF APPLICABLE				L.I.N.K.S. SPOUSES W/N 120 DAYS		
FAMILY READINESS ADVISOR	W/N 120 DAYS		W/N 120 DAYS	W/N 120 DAYS	W/N 120 DAYS		
FAMILY READINESS ASSISTANT				W/N 120 DAYS	as applicable		

Required: ALL CAPS/RED Recommended: all lower case/yellow
Figure 2-4

(5) The commander is encouraged to conduct a family readiness assessment via the Family Readiness Assessment Tool (FRAT) within 120 days of assuming command and shall reassess at the discretion of the commander.

(6) Reserve commanders shall ensure compliance with the Yellow Ribbon Reintegration Program (YRRP) established by reference (e) and outlined in chapter 8 of this Order.

(7) Reserve commanders shall submit 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. Requests should be submitted via <http://jfsap.mhf.dod.mil>

c. Marine Corps Recruiting Command. In addition to tasks outlined in Chapter 2 paragraph 3a of this Order, Marine Corps Recruiting Command is tasked with the following in order to address the nuances inherent in the recruiting commands.

(1) Commanders shall ensure the Marine Corps District (MCD) FROs are providing adequate training to Command Teams, Deputy FROs and families as required.

(2) Commanders shall ensure Command Team Training is conducted by Marine Corps Family Team Building (MCFTB) within 30 days of assuming command. Training will be provided by the local or assigned MCFTB office. In remote locations, CMC (MR) may authorize MCD or regional FROs to provide training using available training materials. Training may be accomplished through online courseware via the official MCCS website: [http://www.usmc-mccs.org/Unit Personal and Family Readiness Program/trainingmanuals.cfm](http://www.usmc-mccs.org/Unit%20Personal%20and%20Family%20Readiness%20Program/trainingmanuals.cfm) as it becomes available. The online training mirrors the face-to-face training otherwise available on Marine Corps installations. It is recommended that UPFRP Command Team members who have taken the online training still meet with the FRO to discuss local resources and unit-specific information and requirements. Face-to-face training is the preferred method of training. A certificate of training will be issued by the local or assigned MCFTB to all members of the Command Team who satisfactorily complete training.

d. Installation Commanders. In addition to tasks outlined in Chapter 2 paragraph 3a of this Order, Installation Commanders are tasked with the following.

(1) Establish a Quarterly Installation Family Readiness Support Council. Membership in this council may be accomplished by the use of a multidisciplinary panel as provided in reference (a). The Quarterly Installation Family Readiness Support Council's purpose is to provide an outlet for end-users of the UPFRP to offer recommendations or present challenges that may be addressed or alleviated by local MCCS policies or actions. The Quarterly Installation Family Readiness Support Council is a problem-solving body at the installation level.

(2) The Quarterly Installation Family Readiness Support Council may also address challenges and recommendations for presentation to the HQMC Family Readiness Committee quarterly meeting.

e. Active and Reserve Component Chief of Staff (CoS)/Executive Officer (XO). The roles and responsibilities of the CoS/XO revolve around setting the example, communication and implementation. The CoS/XO is often seen as the right hand of the commander and as such is expected to set the example with regard to the vision and intent of the commander's UPFRP. The CoS/XO will coordinate with the FRO on all personal and family readiness matters relating to officers and their families. This includes the intangible mission of cultivating an understanding and appreciation within the officer corps of the importance of the UPFRP. Company commanders and special staff officers may offer a unique insight into the challenges being faced by the Marines and their families. Effective communication up and down the chain of command is critical to the success of the commander's program. 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 CoS/XO on a daily basis. Because of this relationship, the CoS/XO may be responsible for monitoring or directing the implementation of the commander's vision and intent.

(1) The CoS/XO shall assist the commander in establishing the personal and family readiness climate in the unit.

(2) The CoS/XO shall assist the commander in all personal and family readiness matters involving members of the unit.

(3) The CoS/XO shall, through personal involvement and emphasis while serving in a mentorship role, require small unit leaders to advocate for the utilization of the personal and family readiness opportunities offered through MCCS functions and other on-base or off-base support agencies.

(4) The CoS/XO shall demonstrate to Marines and families the importance of personal and family readiness through active and visible presence and involvement in personal and family readiness efforts.

(5) The CoS/XO shall assist the commander as the senior officer advisor to ensure Marines maintain a constant state of personal and family readiness and initiate action to hold Marines accountable for failure to do so.

(6) The CoS/XO shall ensure the commander's vision and intent of the program is understood and implemented.

(7) The CoS/XO shall keep apprised of all policies of the commander and disseminate that information to the unit's officer personnel.

(8) The CoS/XO shall serve as additional Information and Referral (I&R) resources for the FRO, Marines and families.

(9) The CoS/XO shall attend Family Readiness Command Team meetings.

(10) The CoS/XO shall attend Family Readiness Command Team training within 30 days of assignment. The CoS/XO of a reserve unit shall attend Family Readiness Command Team training within 120 days of assignment. The priority is given to the timeliness of training and not to the other participants in the class. However, if a change of command is forthcoming shortly after the 30/120 day deadline, it may be more beneficial for the CoS/XO to attend with the Command Team and new commander in order to participate in information flow and dialogue with the new commander. The determination as to whether the CoS/XO attends Command Team training within 30/120 days of assignment or waits to attend with the entire team and a new commander will be made by the incoming commander. A training matrix listing all required training of the Family Readiness Command Team is illustrated in Figure 2-2.

(11) The CoS/XO shall advise all Marine officers 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 family. They will be given a personal opportunity to better understand the tenets, goals, commander's policy and benefits of the program. Spouses of Marines will not be coerced to participate.

f. Active and Reserve Component Sergeant Major. The role and responsibilities of the Sergeant Major revolve around setting the example and communication. The senior enlisted advisor to the commander is expected to set the example with regard to the vision and intent of the commander's UPFRP. The Sergeant Major will coordinate with the FRO on all personal and family readiness matters relating to enlisted Marines and their families. This includes the intangible mission of cultivating an understanding and knowledge within the enlisted corps of MCCS functions, services, opportunities, agencies and programs

available to them through the UPFRP. First Sergeants and small unit leaders may offer a unique insight into the problems and challenges being faced by the Marines and their families. Communication up and down the chain of command is critical to the success of the commander's program.

(1) The Sergeant Major shall assist the commander in establishing the personal and family readiness climate in the unit.

(2) The Sergeant Major shall assist the commander in all personal and family readiness matters involving enlisted members of the unit.

(3) The Sergeant Major shall, through personal involvement and emphasis while serving in a mentorship role, require small unit leaders at all levels to advocate for the utilization of the personal and family readiness opportunities offered through MCCS functions or off-base support agencies.

(4) The Sergeant Major shall demonstrate to Marines and families the importance of personal and family readiness through active and visible presence and involvement in personal and family readiness efforts.

(5) The Sergeant Major shall assist the commander to ensure Marines maintain a constant state of personal and family readiness and initiate action to hold Marines accountable for failure to do so.

(6) The Sergeant Major shall ensure the commander's vision and intent of the program is understood and implemented.

(7) The Sergeant Major shall keep apprised of all policies of the commander and disseminate that information to the unit's enlisted personnel.

(8) The Sergeant Major shall serve as additional I&R resources for the FRO, Marines and families.

(9) The Sergeant Major shall attend Family Readiness Command Team meetings.

(10) The Sergeant Major shall attend Family Readiness Command Team training within 30 days of assignment. The Sergeant Major of a reserve unit shall attend Family Readiness Command Team training within 120 days of assignment. The

priority is given to the timeliness of training and not to the other participants in the class. However, if a change of command is forthcoming shortly after the 30/120 day deadline, it may be more beneficial for the Sergeant Major to attend with the Command Team and new commander in order to participate in information flow and dialogue with the new commander. The determination as to whether the Sergeant Major attends Command Team training within 30/120 days of assignment or waits to attend with the entire team and a new commander will be made by the incoming commander. A training matrix listing all required training of the Family Readiness Command Team is illustrated in Figure 2-2.

(11) The Sergeant Major shall advise enlisted 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 family. They will be given a personal opportunity to better understand the tenets, goals, commander's policy and benefits of the program. Spouses of Marines will not be coerced to participate.

g. Active and Reserve Component FRO. The roles and responsibilities of the Active and Reserve Component FRO and Deputy FRO are outlined in Chapter 3 of this Order.

h. Active and Reserve Component Chaplain. 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 impacting the unit's personal and family readiness.

(1) The unit chaplain shall advise the commander about any potential challenges the unit as a whole is facing and recommend appropriate courses of action.

(2) The unit chaplain shall attend all unit specific functions where a chaplain's brief is required such as a unit L.I.N.K.S. workshop.

(3) The unit chaplain shall attend annual training for and familiarize himself with the Combat Operational Stress Control Program (COSC).

(4) The unit chaplain is encouraged to familiarize himself with all potential resource opportunities to include networking with other unit chaplains in order to observe other

unit's training activities and civilian faith-based outreach programs.

(5) The unit chaplain shall attend Family Readiness Command Team training within 30 days of assignment. The unit chaplain assigned to a reserve unit shall attend Family Readiness Command Team training within 120 days of assignment. The priority is given to the timeliness of training and not to the other participants in the class. However, if a change of command is forthcoming shortly after the 30/120 day deadline, it may be more beneficial for the unit chaplain to attend with the Command Team and new commander in order to participate in information flow and dialogue with the new commander. The determination as to whether the unit chaplain attends Command Team training within 30/120 days of assignment or waits to attend with the entire team and a new commander will be made by the incoming commander.

i. Active and Reserve Component Commander's Spouse and Sergeant Major's Spouse. The spouses of the commander and Sergeant Major of the unit provide fundamental support and insight to the command team and spouses of the unit. Commander and Sergeant Major 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 commander or Sergeant Major choose to accept the invitation to volunteer, their strategic role is to listen to and assist unit families or spouses in the following manner:

(1) The Commander's Spouse and Sergeant Major's Spouse are encouraged to be at ease, not trying to be the expert on all topics, but a source of accurate referrals. Although the Commander's Spouse and Sergeant Major's Spouse may participate in conversations that are of a personal, confidential nature, this does not preclude them from reporting conversations that expose domestic/child abuse or other criminal activity. As Volunteers, the Commander's Spouse and Sergeant Major's Spouse are mandatory reporters for purposes of the UPFRP. More information on the requirements of mandatory reporting can be found in chapter 4 of this Order.

(2) The Commander's Spouse and Sergeant Major's Spouse are encouraged to be the eyes and ears of the commander and 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.

(3) The Commander's Spouse and Sergeant Major's Spouse should 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.

(4) The Commander's Spouse and Sergeant Major's Spouse are encouraged to help families acknowledge their role and responsibility for their individual family readiness self-sufficiency and resiliency. Encourage an attitude of "you (Marine spouse) can do it; we (Marine Corps institution) can help".

(5) The Commander's Spouse and Sergeant Major's Spouse should advocate use of Marine Corps family readiness support systems and training that support "can do" families.

(6) The Commander's Spouse and Sergeant Major's Spouse are encouraged to share ideas, best practices and successes with other spouses.

(7) The Commander's Spouse and Sergeant Major's Spouse are encouraged to support grass-roots problem solving within the unit and aboard the installation.

(8) The Commander's Spouse and Sergeant Major's Spouse should help families understand that respite and relaxation are necessary to survive the rigors of the military lifestyle.

(9) The Commander's Spouse and Sergeant Major's Spouse are encouraged to attend the Family Readiness Command Team Training with the new commander; however, to ensure effectiveness in the billet, the Commander's Spouse and Sergeant Major's Spouse shall attend within 45 days of accepting the invitation to volunteer. A training matrix listing all required training of the Family Readiness Command Team is illustrated in Figure 2-2.

(10) The Commander's Spouse and Sergeant Major's Spouse are encouraged to attend a L.I.N.K.S. for Spouses workshop within 120 days of accepting the invitation, or as soon as a workshop becomes available, in order to better advocate and promote the L.I.N.K.S. program.

(11) The Commander's Spouse and Sergeant Major's Spouse will comply with OPSEC and PII requirements as outlined in references (s) and (t), respectively, should they accept the invitation to participate. OPSEC training, PII training, and signing a Volunteer Service Agreement must be completed within 90 days of accepting the invitation to volunteer. While providing services within the scope of their volunteer duties, the Commander's Spouse and Sergeant Major's Spouse are afforded the same tort liability protection as government employees under the Federal Tort Claims Act, reference (g). The Commander's Spouse and Sergeant Major's Spouse are authorized access to personnel rosters, email distribution lists or other such information that may contain PII only for the purposes of assisting the FRO in their duties. The Commander's Spouse and Sergeant Major's Spouse are not authorized any access to classified or sensitive unit or personal information on any member of the unit or their family. Examples of information Spouses are not authorized access include specific troop movement dates, locations or information about previous or pending legal action on a Marine or family member.

(12) The Commander's Spouse and Sergeant Major's Spouse shall include a signature block on all UPFRP related emails with at least the following information and subject to the below limitations. Email distribution lists shall not be used to announce non-UPFRP events or solicit non-UPFRP related materials or donations.

(a) Name.

(b) Position/title (2/3 Commander's Spouse or 7th Marine Regiment Sergeant Major's Spouse).

(c) The Commander's Spouse or Sergeant Major's Spouse email and/or phone number for contact purposes or include the FRO's contact information.

(d) The Commander's Spouse and Sergeant Major's Spouse may not include a favorite quotation, inspirational saying or tagline in their signature block.

(e) Disclaimer: Information is distributed in this email as information of common interest for military members and their families/designated-contacts. Use of this information does not advertise nor imply endorsement of any non-federal entity, commercial or otherwise, by the Department of Defense, U.S. Marine Corps or this command.

j. Active and Reserve Component Family Readiness Advisor(s). The roles and responsibilities of the Family Readiness Advisor (the Advisor(s)), focus on support, advocacy and mentorship. As such, the Advisor(s) shall be an experienced spouse and/or designated parent/extended family member of an enlisted or officer member of the unit and should ideally be geographically proximate to the unit. The commander shall appoint, 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/extended family population to ensure that all constituencies are provided a voice to the commander. Assigning the commander's or Sergeant Major's spouse as an Advisor is discouraged as the roles and responsibilities of the spouse and Advisor are different and may only serve to confuse the Marines and families or intimidate potential Advisors from other population groups. Appointments of Advisor(s) should be made based on a recommendation from the FRO after considering the applicant's qualifications and the unit's mission, size, geographical location, operational tempo and the unique needs of the command; however, the commander has the final decision on Advisor(s) appointment. Advisor(s) must undergo the screening/interview, selection and appointment process by the commander. An Advisor will optimally serve a minimum assignment of one year. At the conclusion of each year, if desired by both parties, the commander must reappoint the Advisor. At the conclusion of the year or at any time the Advisor or commander desires, the appointment may be terminated. An Advisor may serve as an Advisor and Volunteer simultaneously. Additional responsibilities are defined below.

(1) The Advisor(s) shall serve laterally with the Family Readiness Command Team to support the UPFRP and the commander.

(2) The Advisor(s) shall serve as an additional feedback mechanism from the families to the commander.

(3) The Advisor(s) shall attend all UPFRP meetings as directed by the commander.

(4) The Advisor(s) shall contribute content to family readiness communications and assist in development of unit communication strategies.

(5) The Advisor(s) shall serve as a gauge of the strength and overall well-being of the UPFRP to the command team.

(6) The Advisor(s) shall participate in Family Readiness Command Team planning and assessment activities as determined by the commander.

(7) The Advisor(s) shall attempt to attend family readiness-related functions such as pre, mid and post deployment events, family days and other functions the commander deems appropriate.

(8) The Advisor(s) shall exemplify the commander's vision and intent.

(9) The Advisor(s) shall attend the Family Readiness Command Team Training within 45 days of appointment. The Advisor(s) for a reserve commander shall attend Family Readiness Command Team training within 120 days of appointment. The priority is given to the timeliness of training and not to the other participants in the class. However, if a change of command is forthcoming shortly after the 45/120 day deadline, it may be more beneficial for the Advisor(s) to attend with the Command Team and new commander in order to participate in information flow and dialogue with the new commander. The determination as to whether the Advisor(s) attends Command Team training within 45/120 days of assignment or waits to attend with the entire team and a new commander will be made by the incoming commander.

(10) The Advisor(s) shall attend Family Readiness Advisor and Assistant Training within 45 days of appointment. The Advisor(s) for a reserve commander shall attend Family Readiness Advisor Training within 120 days of appointment.

(11) The Advisor(s) shall attend an applicable L.I.N.K.S. workshop within 90 days of appointment, or as soon as a workshop becomes available, in order to better advocate and promote the L.I.N.K.S. program. The Advisor(s) for a reserve unit shall attend a L.I.N.K.S. for Spouses workshop within 120 days of appointment. Attendance at all other L.I.N.K.S. workshops is encouraged.

(12) The Advisor(s) shall comply with OPSEC and PII requirements as outlined in references (s) and (t), respectively. While providing services within the scope of their duties, the Advisor(s) is afforded the same tort liability protection as government employees under the Federal Tort Claims Act, reference (g). The Advisor(s) is authorized access to

information that may contain PII only for the purposes of assisting the FRO in their duties. The Advisor(s) is not the official communicator to the Marines or family members, and it should not be a routine practice for the Advisor(s) to pass official or authorized information to Marines or family members in place of or on behalf of the commander or FRO. The Advisor(s) is not authorized any access to classified or sensitive unit or personal information on any member of the unit or their family. Examples of information Advisor(s) is not authorized access include specific troop movement dates and locations or information about previous or pending legal action on a Marine or family member.

(13) Completion of UPFRP training does not guarantee an appointment by the commander.

(14) When transferring between duty stations, previously trained Advisors selected as Advisors in the new unit shall attend, at a minimum, the resource portion of UPFRP training at their new duty station. Advisors shall also re-attend training every three years as policies and training information frequently change.

(15) The Advisor(s) shall include a signature block on all UPFRP related emails with at least the following information. Email distribution lists shall not be used to announce non-UPFRP events or solicit non-UPFRP related materials or donations.

(a) Name.

(b) Position/title (2/3 Family Readiness Advisor or 7th Marine Regiment Family Readiness Advisor).

(c) The Advisor(s) email and/or phone number for contact purposes or include the FRO's contact information.

(d) The Advisor(s) may not include a favorite quotation, inspirational saying or tagline in their signature block.

(e) Disclaimer: Information is distributed in this email 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.

(16) Family Readiness Advisors are mandatory reporters for purposes of UPFRP. More information on the requirements of mandatory reporting can be found in chapter 4 of this Order.

(17) Family Readiness Advisors are required to register on the Volunteer Tracking Tool in order to receive volunteer opportunities and to accurately track their volunteer hours.

k. Active and Reserve Component Family Readiness Assistant(s). The Family Readiness Assistant(s) (the Assistant(s)), complement and support the FRO, or Deputy FRO, in the execution of the commander's vision and intent. Assistant(s) may be a spouse and/or designated parent/extended family member of a member of the unit and should ideally be geographically proximate to the unit. The number of Assistant(s) appointed in writing by the commander should be made based on a recommendation from the FRO, the unit's mission, size, geographical location, operational tempo and the unique needs of the command. Assistant(s) must undergo the application, screening/interview, selection and appointment process by the commander. An Assistant will optimally serve a minimum assignment of one year. At the conclusion of each year, the commander must reappoint the Assistant. At the conclusion of the year or at any time the Assistant or commander desires, the appointment may be terminated and the Assistant may choose to serve as a Volunteer. An Assistant may serve as an Assistant and Volunteer simultaneously. Under the guidance and direction of the FRO, additional responsibilities may include the following.

(1) The Assistant(s) shall assist the FRO in welcoming unit families.

(2) The Assistant(s) shall provide feedback from unit families to the FRO.

(3) The Assistant(s) may assist with Information and Referral services.

(4) At the request of the FRO, the Assistant(s) shall attend family readiness-related functions such as pre, mid and post deployment events, family days and other functions the commander or FRO deem appropriate.

(5) The Assistant(s) shall attend Family Readiness Assistant Training within 45 days of appointment. The

Assistant(s) for a Reserve unit shall attend Family Readiness Assistant Training within 120 days of appointment.

(6) The Assistant(s) shall attend an applicable L.I.N.K.S. workshop within 90 days of appointment, or as soon as a workshop becomes available, in order to better advocate and promote the L.I.N.K.S. program. The Assistant(s) for a Reserve unit shall attend a L.I.N.K.S. for Spouses workshop within 120 days of appointment. Attendance at all other L.I.N.K.S. workshops is encouraged.

(7) The Assistant(s) shall complete OPSEC and PII training and comply with those requirements as outlined in references (s) and (t), respectively. While providing services within the scope of their duties, the Assistant(s) is afforded the same tort liability protection as government employees under the Federal Tort Claims Act, reference (g). The Assistant(s) is authorized access to personnel rosters, email distribution lists or other such information that may contain PII only for the purposes of assisting the FRO in their duties when directed by the commander or the FRO. The Assistant(s) is not authorized any access to classified or sensitive unit or personal information on any member of the unit or their family. Examples of information the Assistant(s) is not authorized access to include specific troop movement dates and locations or information about previous or pending legal action on a Marine or family member.

(8) Completion of UPFRP training does not guarantee an appointment by the commander.

(9) When transferring between duty stations, previously trained Assistants who are selected to be Assistants at the new duty station shall attend, at a minimum, the resource portion of UPFRP training at their new duty station. Assistants shall also re-attend training every three years as policies and training information frequently change.

(10) The Assistant(s) shall include a signature block on all UPFRP related emails with at least the following information. Email distribution lists shall not be used to announce non-UPFRP events or solicit non-UPFRP related materials or donations.

(a) Name.

(b) Position/title (2/3 Family Readiness Assistant or 7th Marine Regiment Family Readiness Assistant).

(c) The Assistant(s) email and/or phone number for contact purposes or include the FRO's contact information.

(d) The Assistant(s) may not include a favorite quotation, inspirational saying or tagline in their signature block.

(e) 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.

(11) Family Readiness Assistants are mandatory reporters for purposes of UPFRP. More information on the requirements of mandatory reporting can be found in chapter 4 of this Order.

(12) Family Readiness Assistants are required to register on the Volunteer Tracking Tool in order to receive volunteer opportunities and to accurately track their volunteer hours.

1. Active and Reserve Component Volunteers. The Volunteer is used for specific, event-driven, short-term unit events. Volunteer(s) may be a spouse and/or a designated parent/extended family member of a member of the unit. Names of volunteer(s) should not be maintained on rosters for the purpose of creating a pool of potential volunteers. Creating pools of potential volunteers increases the probability that the same volunteers will be asked to support the unit's events over and over thereby increasing the burden and stress on the volunteer and diminishing one of the purposes for the creation of the UPFRP. It further reduces the opportunity another potential volunteer may embrace if only asked to participate. This is an ideal venue for spouses or designated parents/extended family members to participate on a limited basis and to creatively involve those who are not geographically in close proximity to the unit. It should be noted, however, that even though the commander is encouraged to make every effort to reimburse unit volunteers for their out of pocket expense, the commander is under no obligation to reimburse volunteers for mileage, parking, tolls,

phone calls, per diem, lodging or child care should they travel to volunteer in support of a unit event. Further, the commander is not authorized to reimburse any volunteer unless the volunteer has signed a Volunteer Agreement Form. The volunteer(s) may assist the FRO or the Deputy FRO in the planning, coordination, and execution of unit training events, unit family readiness and 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. The volunteer is under the guidance and supervision of the FRO or the Deputy FRO. Volunteers serving in a short-term, event-driven capacity are not appointed in writing and may serve simultaneously as a Family Readiness Assistant or Family Readiness Advisor. Because the Volunteers are not appointed in writing, they are not mandatory reporters under the provisions of this Order. More information on the requirements of mandatory reporting can be found in chapter 4 of this Order.

m. Active and Reserve Component Marines. The Marine is responsible to his commander, his unit and his family for educating and preparing himself toward resiliency against inevitable lifecycle and mission events that may serve as detractors from mission readiness. Additionally, the Marine is responsible to promote similar opportunities to his family that ensure education, preparation and resiliency against inevitable lifecycle and mission events that may serve as detractors from family readiness. Failure to show good faith effort in upholding these responsibilities may result in administrative and/or punitive action.

Chapter 3

Family Readiness Officer

1. Purpose. The purpose of this chapter is to define the roles and responsibilities of the FRO and the Deputy Family Readiness Officer, if applicable.

2. Family Readiness Officer. The FRO is the face of the commander's vision and the hub of communication for the Unit, Personal and Family Readiness Program. The NAF FRO may be in a probationary or non-probationary status with MCCS. A NAF FRO in a probationary status is a regular employee with less than one year of employment with MCCS. The FRO shall be designated as a full-time primary duty Special Staff Officer operationally guided by the commander. As such, the FRO shall provide direct coordination for the UPFRP between the commander, the Marines, the families and all the available resources and organizations, both on and off DoD installations, that support the goals outlined in this Order and the commander's intent. The primary duty of the FRO shall be to communicate and serve as a communication portal. The FRO is supported in these communication duties by an Organizational Communication System that is described in chapter 4 of this Order and supported by the resources and organizations offered through MCCS, DoD and local organizations.

The FRO shall not deploy, be assigned as the Remain Behind Element Officer in Charge or be assigned collateral duties; however, the FRO may be assigned additional duties as the commander deems necessary and appropriate unless specifically prohibited by this Order or other applicable guidance. The commander is cautioned on assigning the FRO to lead or participate in additional duties not associated with the UPFRP that involve the solicitation of money from the Marines or their family members such as the Combined Federal Campaign, the Navy/Marine Corps Relief Fund Drive or Marine Corps Ball Committee. Assignment of such duties may negate the objective, neutral and unfiltered relationship the FRO must develop and foster with Marines and families. The FRO ensures resources are leveraged to educate, prepare, and empower Marines and their families as directed by the commander's intent and vision. The FRO is the pivotal member of the Family Readiness Command Team and as such, is directed to accomplish the following.

a. The FRO shall proactively solicit the family readiness needs of the unit, educate themselves on all available resources to promote family readiness, and marshal the capabilities and resources of the installation or supporting MCCS and public and private organizations to meet those needs. The FRO must be thoroughly familiar with all available services, agencies, organizations and MCCS functions. The FRO is highly encouraged to attend all MCFTB on-site trainings, seminars, workshops, and retreats in accordance with the unit commander's guidance and space availability. Active participation in on-site MCFTB services/sessions provides invaluable tools and opportunities, better equipping the FRO to achieve optimum unit family readiness.

b. The FRO shall conduct personal and family readiness screening interviews as part of the official check-in process. During the interview, the FRO shall distribute UPFRP Orientation Packets. The following information, at a minimum, will be included.

(1) Commander's Welcome and Policy Statement.

(2) UPFRP points of contact, website and toll-free numbers (if applicable).

(3) Reference sheet with explanation for purpose of and instructions for use of IT capabilities (Mass Communication Tool, Volunteer Tracking Tool (VTT), Family Readiness Assessment Tool (FRAT), and others applicable to UPFRP).

(4) Information on UPFRP official communication processes, e.g., Mass Communication Tool, newsletters, etc.

(5) UPFRP Authorization Form, Appendix A, with clearly written explanation and instructions to return to FRO or verify information on current form within ten days of receipt.

c. The FRO shall contact the spouse or designated family member(s) within 30 days of the Marine's joining/attaching to the unit. This may not be done using the Mass Communication Tool. There may be a unique occasion when a Marine's spouse does not want to be contacted. If this situation occurs, the Marine will be counseled about the benefits of the program by appropriate leadership. Should the Marine's spouse still choose not to participate, the Marine will sign the UPFRP Opt-Out Form, Appendix B. The spouse will be asked to sign the form, but if the request is refused, a Marine senior in rank to the subject

Marine will sign as a witness in addition to the FRO. The FRO will continue to contact the Marine and his spouse until the form is signed by both parties. The FRO will continue to attempt to communicate with a Marine's spouse even during a period of separation or pending divorce unless the process for refusal to participate as stated above is completed using the UPFRP Opt-Out Form, Appendix B.

d. The FRO shall provide official communication with the spouse and up to four designated family member(s) of unit Marines through the Mass Communication System. For the protection of the Marine's privacy rights, Marines must designate, by name and in writing, parents and extended family member(s) authorized to receive command information. Under no circumstances will contact information be changed, added to or deleted unless authorized in writing by the Marine nor be provided to anyone other than the Marine.

e. The FRO shall brief the incoming commander. As the subject matter expert, it is the responsibility of the FRO to ensure that the commander's directives regarding the unit's family readiness posture are current. The UPFRP budget must be discussed with the commander and the commander's funding priorities should be established expeditiously.

f. The FRO shall promote personal and family readiness programs offered by the local MCCS at large and the Marine Corps Family Team Building (MCFTB) readiness training capability. To ensure effective marketing and promotion of the programs, the FRO must be familiar with the concepts and information provided and be able to articulate the benefits of each. The promotion effort is especially important for those units traditionally referred to as "non-deploying".

g. The FRO shall attend Family Readiness Command Team training within 30 days of assignment. The FRO supporting a reserve unit shall attend Family Readiness Command Team training within 120 days of assignment. The priority is given to the timeliness of training and not to the other participants in the class. However, if a change of command is forthcoming shortly after the 30 day deadline, it may be more beneficial for the FRO to attend with the Command Team and new commander in order to participate in information flow and dialogue with the new commander. The determination as to whether the FRO attends Command Team training within 30/120 days of assignment or waits to attend with the entire team and a new commander will be made

by the incoming commander. Completion of the course will be accompanied by a completion certificate provided by MCFTB.

h. The FRO shall attend FRO Training within 30 days of assignment. The FRO supporting a reserve unit shall attend FRO training within 120 days of assignment. Completion of the course will be accompanied by a completion certificate provided by MCFTB.

i. The FRO shall attend Family Readiness Advisor Training within 120 days of assignment. Completion of the course will be accompanied by a completion certificate provided by MCFTB.

j. The FRO shall attend Family Readiness Assistant Training within 120 days of assignment. Completion of the course will be accompanied by a completion certificate provided by MCFTB.

k. The FRO shall attend L.I.N.K.S. for Spouses, L.I.N.K.S. for Marines, L.I.N.K.S. for Parents, L.I.N.K.S. for Teens and L.I.N.K.S. for Kids within 120 days of assignment. It is not sufficient for the FRO to attend only one L.I.N.K.S. workshop and assume that he can effectively promote the entire L.I.N.K.S. program. He must attend them all. When attending a L.I.N.K.S. workshop, FROs should assimilate into the environment. FROs attend in the capacity of observer vice active participant and should not dominate/interact in the L.I.N.K.S. learning activities (appropriate uniforms, where one goes for assistance, etc.). FROs attend to enhance their understanding of the program and should not alter the dynamics of the workshop. Active duty FROs should wear civilian attire while attending the workshop. FROs in remote locations may also receive the L.I.N.K.S. curriculum through the online courseware via the official MCCS website: [http://www.usmc-mccs.org/Unit Personal and Family Readiness Program/trainingmanuals.cfm](http://www.usmc-mccs.org/Unit%20Personal%20and%20Family%20Readiness%20Program/trainingmanuals.cfm) as it becomes available. Completion of the course will be accompanied by a completion certificate provided by MCFTB.

l. Actively recruit and encourage families to attend a L.I.N.K.S. workshop. The positive results in attending a workshop for command families cannot be overemphasized. L.I.N.K.S. is the first step towards unit family readiness. Completion of a L.I.N.K.S. workshop helps to create a sense of community, improve family preparedness, and increase military retention. If a family member is unable to attend an on-site session, the L.I.N.K.S. online course material may be accessed via the online courseware on the official MCCS website:

[http://www.usmc-mccs.org/Unit Personal and Family Readiness Program/trainingmanuals.cfm](http://www.usmc-mccs.org/Unit%20Personal%20and%20Family%20Readiness%20Program/trainingmanuals.cfm) as it becomes available.

m. The FRO is encouraged to attend a PREP session and at least one CREDO retreat in order to fully appreciate the benefits of the programs, and be able to effectively market and promote the benefits afforded by these programs. Funding for a FRO to attend a PREP session or any of the CREDO sessions will be the same as for any other attendee. FROs are encouraged to attend FRO-only CREDO sessions, if offered. Completion of the course will be accompanied by a completion certificate provided by the session facilitator.

n. The FRO shall ensure that the Assistants receive appropriate, timely training and shall educate appointed Assistant(s) on the commander's guidance for the UPRFP. The FRO shall further reemphasize that no Assistant shall have a role in casualty assistance notifications.

o. When transferring from one duty station to another where there is a change in the MCCS agency, previously trained FROs shall attend, at a minimum, Command Team training, resource training and FRO training at their new duty station. FROs shall also re-attend Command Team Training with every new commander. Every three years FROs will re-attend Resource training and FRO training as policies and training information are frequently updated. Completion of the course will be accompanied by a completion certificate provided by MCFTB.

p. The FRO shall be guided administratively by local and overarching MCCS policies and regulations. As FROs are MCCS NAF employees, their salary, benefits and entitlements and all other administrative matters shall be managed by the local or assigned MCCS.

q. The FRO shall receive, budget and execute all UPRFP 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 UPRFP funds by local MCCS policies and regulations and chapter 6 of this Order. However, the authorization for execution and ultimate responsibility for that execution rests with the commander.

r. The FRO shall ensure the timely submission of authorized volunteer reimbursement claims to the local or assigned MCCS

fiscal office or the unit fiscal officer/comptroller and track all claims for reimbursement until paid unless the FRO is not assigned as the RO or Assistant RO. Should the FRO be assigned as the RO or Assistant RO, Chapter 6 of this Order contains reimbursement procedures, information, and the required Volunteer Agreement Form, Appendix D. The FRO shall refer to Chapter 6 of this Order for guidance on authorized expenditures. The final approval authority for any questioned expenditure rests with the commander.

s. The FRO shall meet with the local or supporting MCFTB Director and MCCA Coordinator to initiate a working relationship, and request a copy of the annual MCCA/MCFTB training calendar of events. The FRO is encouraged to meet with other local MCCA program managers to establish positive, open relationships.

t. The FRO shall coordinate requests with MCCA and attend any special trainings, such as unit training for L.I.N.K.S. Workshops, PREP or CREDO Retreats. Unit training is defined as training offered only to members of a specific unit, spouses and designated parents/extended family members of that unit. When requests are made for unit training, the FRO will coordinate with the appropriate MCCA program to secure a location that is an appropriate environment with adequate space, equipment and supplies.

u. The FRO shall issue unit newsletters at least quarterly, and more often if suitable information requires distribution. Newsletters may be distributed via soft or hard copy media.

v. The FRO shall attempt to attend training graduations and L.I.N.K.S. closing sessions for attendees from their unit; and shall plan, coordinate and attend volunteer appreciation ceremonies, and other appropriate volunteer recognitions related to unit members.

w. The FRO shall ensure adequate facilities and supporting logistics are available to meet all unit family readiness needs, to include but not limited to meeting space, Family Day location, childcare accommodations if the Child Care in a Unit Setting option is being used per references (o) and (q).

x. The FRO shall arrange for all appropriate UPFRP administrative and logistical support to include but not limited to any necessary transactions between the UPFRP and other

installation military organizations, such as the military post office, printing facilities, and the disbursing office.

y. Official Mail. Use of official mail is authorized per the guidelines contained in reference (i). Official mail serves the commander in the performance of command responsibilities. Official mail should not be limited specifically to the UPFRP Newsletter, but should include, at a minimum, unit information for service members and their families that promotes unit spirit. In addition, unit information that helps strengthen cohesion among family members, contributes to service member and family stability and readiness, and is authorized by the UPFRP will also be considered official mail. Commanders should apply the following guidelines in determining whether the content of the newsletter, post cards, fliers, invitations, etc. is official:

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

(2) Information is educational in nature and designed to inform and promote self-reliant service members and families.

(3) Information promotes unit spirit through awareness of family and unit activities, helps strengthen cohesion among family members, and contributes to service member and family stability and readiness.

(4) Expressly prohibited is information that promotes activities of private, unofficial organizations separate from the Marine Corps, private fundraisers, and commercial ventures.

z. MotoMail. Motomail is a web-based program that allows anyone to transmit a letter via the internet that is printed, sealed, and delivered as regular "hardcopy" mail to Marines forward deployed who may not have everyday access to a computer. The program is specifically designed for units in a deployed status to Operation Iraqi Freedom, Operation Enduring Freedom or to any of the Marine Expeditionary Units. Motomail can be accessed by going to www.motomail.us. Coordination must be made with the local Postal Officer in order to obtain unit deployed addresses for use in Motomail. For more information regarding Motomail, contact the local Postal Officer.

aa. Toll-Free Numbers. Toll-free numbers can be obtained through local phone companies. Toll-free numbers can be an informational conduit for geographically separated spouses or

designated parents/extended family members. Messages shall be kept current and applicable.

bb. The FRO shall maintain a record for Marines TAD in Excess to the command.

cc. The FRO shall coordinate for child care in support of unit events per references (o) and (q). Child care costs shall be borne by the unit for unit and family readiness events, e.g. family days, holiday events, etc. Child care costs shall be borne by MCFTB for unit and family readiness events facilitated by MCFTB personnel, e.g. deployment briefs, Family Readiness Training, LifeSkills workshops, L.I.N.K.S. sessions, etc.

dd. The FRO shall include a signature block on all emails with at least the following information. Email distribution lists shall not be used to announce non-UPFRP events or solicit non-UPFRP related materials or donations.

(1) Name, rank/grade.

(2) Position/title (2/3 Family Readiness Officer, 7th Marine Regiment Family Readiness Officer).

(3) Address and phone numbers, duty and cell, if applicable.

(4) Email address.

(5) The FRO may include a favorite quotation or saying.

(6) Disclaimer: Information is distributed in this email 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.

ee. The FRO shall attend the Single Marine Program (SMP) Council meetings at least quarterly as an observer in order to better understand and appreciate the challenges faced by and opportunities offered to this significantly large population of the UPFRP. The FRO shall not be assigned as the unit's SMP representative. More detailed information about the Single Marine Program can be found in reference (v).

ff. Survivor Support. This paragraph is included to give the FRO some initial parameters and tasks in addition to

guidance from reference (d) in the unfortunate event that a unit suffers a casualty. This guidance is not intended to insert the FRO into the casualty notification process as defined in Chapter 2 of this Order. On the contrary, the FRO has no role in the casualty notification process; therefore, any unsolicited communication from the FRO that is deemed necessary by the commander shall be passed through the CACO.

(1) The FRO shall immediately suspend all automated or manual notifications to individuals previously identified by the deceased Marine on Appendix A. The purpose of suspending these notifications is to ensure that the family is not further traumatized by receiving unit messages during their bereavement period. Automated or manual notifications may include, but are not limited to, the Mass Communication Tool, email distribution or any other communication tool within the Organizational Communication System (OCS).

(2) The FRO shall immediately request that the CACO assigned to the Primary Next of Kin (PNOK) determine from the PNOK their desire to continue to receive unit notifications or information via the Mass Communication Tool, email distribution or any other communication tool within the OCS. The CACO will determine the most appropriate time to query the PNOK. The determination to resume or permanently terminate the receipt of unit notifications or information for all previously identified contacts is determined by the PNOK. Any official unit notification or information for the PNOK should be provided via the CACO if a continuation determination has not been made. PNOK is defined in reference (ee).

(3) If applicable, the FRO shall continue to provide Official Communication and Information and Referral support to the PNOK through the CACO or a Long Term Care Provider for as long as the PNOK desires to receive such information. There may come a time when the FRO will provide information directly to the PNOK, but that will only happen at the request of the PNOK. A FRO will never initiate that connection, but rather work through the CACO or Long Term Care Provider.

(4) If required, the FRO shall coordinate with CMC (MRPC) to obtain the name and telephone number of the assigned CACO or for information about Long Term Care Providers.

(5) The FRO shall coordinate with the CACO in all matters associated with the personal affairs of the deceased Marine or the PNOK.

gg. The FRO shall facilitate all aspects of the Organizational Communication System as detailed and tasked in chapter 4 of this Order.

hh. The FRO shall complete the PII training prior to attending the Mass Communication Tool training and provide the PII training completion certificate to the certified Marine Corps Family Team Building (MCFTB) trainer prior to, or at the start of, Mass Communication Tool training. As directed by reference (c), the PII training completion certificate and Mass Communication Tool training completion certificate will be forwarded to the Mass Communication Tool helpdesk technician prior to being authorized access to the Mass Communication Tool.

ii. The FRO is a mandatory reporter. More information on the requirements of mandatory reporting can be found in chapter 4 of this Order.

jj. The FRO shall maintain sealed file copies of completed Family Care Plans in a secure location to be opened under the direction of the commander. 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. The FRO is only required to maintain the completed file copy of the Family Care Plan as a point of consistency in the unit. This requirement is waived for FROs supporting commanders who do not have direct oversight of Marines.

kk. See additional responsibilities to support the Organizational Communication System in chapter 4 of this Order.

ll. If the FRO is granted access at the direction of the commander to databases and/or online resources other than the MCT, the information contained therein shall not be used to update or add to that contained in the MCT 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.

mm. The FRO shall immediately provide CMC (MRZ-2) the names of any personnel who were granted access through HQMC to any one of the Organizational Communication Tools within the Organizational Communication System as soon as access is no longer warranted due to termination, Permanent Change of Station, reassignment, etc. Examples of personnel who may have

been granted access include but are not limited to Deputy FROs, Administrative Assistants, Advisors and/or Assistants. Forward the name, billet, date access is to be terminated, unit and installation to family.readiness@usmc.mil.

oo. The FRO shall request social networking/media site training from the local or assigned PAO prior to initiating or updating any social networking/media site, regardless of the registration status. All social networking/media sites must be registered at <http://www.marines.mil/usmc/Pages/SocialMedia.aspx>

3. Active and Reserve Component Deputy FRO. The Deputy FRO works directly for the FRO and is an extension of the FRO and as a result an extension of the commander. Deputy FROs will be a member of the command in the rank of E6 or higher, and may be assigned on a full-time primary duty or a part-time collateral duty basis depending on the needs of the command and the vision and intent of the commander. Fitness reporting requirements are outlined in reference (z). In the absence of the FRO, their duties and responsibilities may be assumed by the higher headquarters FRO or Deputy FRO. Deputy FROs assigned due to geographically isolated units shall perform the same roles and have the same responsibilities as the FRO, but work directly for the commander. In these instances, the relationship between the FRO and Deputy FRO will be one of communication and not direction. Examples of Deputy FROs who work directly for the local commander include Deputy FROs appointed by Regional Commanding Officers in Marine Corps Embassy Security Group. For the sake of standardization, the title Deputy FRO is the only acceptable title for this position.

4. Administrative Assistant. If assigned, the Administrative Assistant works directly for the FRO and is an extension of the FRO and as a result an extension of the commander. Administrative Assistants will be a member of the command at any rank and may be assigned on a full-time primary duty or a part-time collateral duty basis depending on the needs of the command and the vision of the commander. An Administrative Assistant's tasks and duties may be similar to administrative tasks and duties assigned to UPFRP Volunteers by the FRO. Fitness reporting requirements are outlined in reference (z). In the absence of the FRO and Deputy FRO, if appointed, the Administrative Assistant shall not fulfill any role or responsibility of the FRO or Deputy FRO.

5. FRO Work Schedule. As detailed in paragraph 2 of this Order, FRO duties are dynamic and varied and may involve working

non-standard hours (early morning, evening, and weekend) and hours in addition to a standard work week. As exempt employees, commanders should expect their FROs to work the hours necessary to complete their duties. In doing so, to the extent local policy allows, commanders may consider using flexible schedules to allow evening and weekend work, when necessary, offering FROs compensatory time or overtime as budget and local policies allow. Compensatory time or overtime should be approved in advance by the commander whenever possible. The local or assigned MCCS HR or APF HR office may also have policies in place that should be adhered to for the provision of compensatory time or overtime. Compensatory travel time for FROs in a travel status outside their normal business hours may also be provided to the FRO. HQMC is not responsible for funding overtime compensation.

6. Prioritization of Assignment. FROs are resident at the battalion/squadron level command and higher. Standardized position descriptions, found at Appendices E, F, and G, shall be utilized when hiring at the Lieutenant Colonel command level, Colonel command level and Commanding General command level. Units and detachments not command slated may be authorized to hire a full-time primary duty civilian FRO by CMC (MR). Requests to support such action shall be submitted through the chain of command to CMC (MR) using the sample requests provided in Appendix H. Those units and detachments not authorized to hire a full-time primary duty civilian FRO by DC, M&RA are not relieved of the responsibility to provide unit, personal and family readiness services to Marines and family members.

7. Interview and Selection Process. Should it become necessary for the commander to initiate the hiring process to obtain a full-time primary duty NAF civilian to serve as the FRO, the first step for the commander is to contact the local or assigned MCCS HR office. Standard position descriptions shall be used as the basis for the skill requirements for specific hiring actions. MCCS NAF HR offices shall initiate hiring actions as appropriate for all civilian positions. For the sake of standardization, billets that already exist for similar functions will be re-titled to match the standard position descriptions. The following additional information is provided for consideration during the hiring process.

a. Interview Process. Only federal employees, such as military members of the command or MCCS employees, are authorized to participate in the interview process to include reviewing applications, participating in the rating and ranking

process, asking questions during the interview panel, observing the interview panel or screening applicants in any way. Volunteers or Command Team spouses are prohibited from participating in interview panels or the interview/selection process. Unit commanders are not authorized to offer employment at any time. Offers of employment and consequent negotiations of employment will be handled by the local or assigned MCCS HR office.

b. Restricted Applicants. Immediate family members of the hiring command team leadership (CO, XO, SgtMaj, Chaplain) shall not be eligible for employment as the FRO in that unit. For reserve units, the command leadership includes the I&I staff and PWST staff. Immediate family members are defined in reference (j) as spouse, father, mother, son, daughter, brother, sister, uncle, aunt, first cousin, nephew, niece, father-in-law, mother-in-law, son-in-law, daughter-in-law, brother-in-law, sister-in-law, stepfather, stepmother, stepson, stepdaughter, half brother, half sister.

c. Type/Status of Employees. An exempt employee is generally commensurate with a salaried employee. All NAF employees are hired as probationary employees for a period of one year. See reference (j) or (n) for restrictions and benefits of each type or status of NAF employee.

d. FRO Personnel Costs. APF is budgeted to the local or assigned MCCS to fund personnel costs (pay and benefits) for FROs. All FROs funded by MR are NAF employees and paid through the NAF personnel system. These costs are paid through the Uniform Funding and Management (UFM) practice. FRO compensation (salary, benefits, and performance increases) is subject to program sponsor funding allocation, local or assigned installation pay policies and budgetary constraints. The local or assigned installation MCCS must manage within the baseline in order to avoid decrement to other programs. Unit commanders may not augment FRO pay and compensation from their APF O&M funds or UPFRP.

8. Chain of Command. FROs are special staff officers to their commanders much like a chaplain or judge advocate. As such, they do not operate within a FRO chain of command or hierarchy. There is no FRO operational hierarchy. FROs support a commander who operates within a chain of command or hierarchy. Authority for tasking resides with the commander; however, the FRO may be required to facilitate tasking through vertical and lateral staff coordination among FROs.

9. Higher Headquarters (HHQ) FROs. HHQ FROs serve as an assistance resource for subordinate unit FROs, providing advice, mentorship, support and guidance through continual communication and liaison. The HHQ FRO will be called upon to assist subordinate level FROs in situations of heightened crisis or in situations where subordinate FRO billets are vacant for very brief periods of normal personnel rotations/turnover, the HHQ FRO will also provide additional support for subordinate units during periods of heightened deployment or training requirements. The HHQ FROs assist in the development, implementation, and evaluation of subordinate UPFRP. They conduct periodic assessments of subordinate units' personal and family readiness programs and provide appropriate recommendations for improvements. The HHQ FROs are also responsible for support of unit Marines and families not otherwise supported by a FRO. For example, the Regimental/Group FRO may be responsible for support of Marines and families assigned to the Regimental/Group headquarters, as these units traditionally are assigned to a Headquarters Company as opposed to a Headquarters Battalion. The FRO supporting the most senior commander on the installation is responsible for disseminating local information to FROs supporting tenant unit commanders on that same installation who do not have a HHQ FRO on that installation such as the Wounded Warrior Battalions on Camp Lejeune and Camp Pendleton. This information includes but is not limited to advertisement about local events, PMEs, trainings or any other information that is disseminated to subordinate unit FROs. The HHQ FRO is also responsible for keeping the commander apprised of the state of his subordinate command personal and family readiness programs as it pertains to staffing and compliance with local and Marine Corps policy. The HHQ FRO is also responsible for the regional coordination of issues that affect unit level issues across a region that are under the operational authority of the commander.

10. Support Services. Support services are defined as those services required to support the FRO and the UPFRP mission. Most support services are provided by MCCA as they are administrative in nature; however, some support services are clearly for the benefit of the command and not a routine MCCA employee requirement.

a. Security Clearance Eligibility and Sensitive Duties. The position of the FRO is considered to be a sensitive assignment and the FRO's duties will require access to sensitive personal and government related information and, on occasion,

classified documents/information or pieces of information that, when combined, become classified. Therefore, all FROs who require access to classified information as determined by their commanding officer will be processed for the appropriate investigation, Access National Agency Check Inquiries (ANACI)/ Single Scope background Investigation (SSBI) by their command security manager. For those units where the commanding officer determines the FRO must have access to classified documents/information or pieces of information that when combined becomes classified, the FRO must be able to obtain and maintain clearance eligibility at the Secret level. Command Security Managers will submit the ANACI following normal processing requirements at the time of initial employment. Depending on the circumstances and situation of the command, there may be requirements for submission of a Single Scope Background Investigation (SSBI) for those FROs who work in facilities requiring that level of clearance. These will be the exception rather than the rule. At the discretion of the unit commander, the unit FRO will be granted access to classified information only to the extent necessary to accomplish the requirements of the position. These investigations will not be submitted simply to facilitate access to a facility or work space where an escort is feasible.

b. Nametags and Business Cards. The decision to wear nametags is a command prerogative. As such the command shall support such a requirement financially and administratively. The decision to issue the FRO business cards is also a command prerogative. As such the command shall support such a request financially and administratively.

c. Cell Phone/Blackberry. It is imperative that the FRO be available to the commander, Marines and families outside normal duty hours. As such, the FRO is required to carry a cell phone or Blackberry. This is a similar requirement to any other special staff officer. The benefit for this requirement is reaped by the command; therefore, the command shall support such a requirement financially and administratively as with any other special staff officer.

d. Temporary Additional Duty (TAD). The FRO position was designed to be co-located to the commander and the command. Should the unique occasion arise for the FRO to go TAD, it will be at the discretion and direction of the commander. As such, on most occasions the command shall support the requirement financially and administratively. If the command is supporting the requirement, APF (O&M) funds or NAF funds may be used. If

APF (O&M) funds are used then the orders are issued through the Defense Travel System (DTS). If NAF funds are used then the orders are issued through the local or assigned MCCS. On occasion the FRO's presence may be requested by another command or higher headquarters. In that case it is customary for the requesting unit to pay for the travel and all expenses related to that travel.

e. FRO Reimbursements. It may be necessary from time to time to require the FRO to travel by car or rail to locations not their normal work place such as the local hospital or geographically separated units to perform their duties. All expenses whether they be mileage, toll, parking, rail, etc. may be supported by the command financially and administratively at the discretion of the commander. Similarly, reimbursements for any phone calls made by the FRO at the expense of the FRO may be supported by the command financially and administratively at the discretion of the commander. Any items purchased by the FRO to support the UPFRP or UPFRP events may be supported by the command financially and administratively at the discretion of the commander.

f. After-Hours Reimbursements. It may be necessary from time to time to require the FRO to provide support to Marines and/or families after normal duty hours for events such as pre, mid or post deployment events. Reimbursements for mileage, tolls, parking and phone calls may be provided for as detailed in chapter 6 of this Order; however, childcare reimbursement to the FRO in order to fulfill after-hours working requirements will not be supported by the command financially. The command is authorized to support childcare for the FRO for after hours working requirements if childcare is already being offered to the Marines and families at the event.

g. Office Space/Supplies. The command is responsible to provide office space, equipment, and supplies. The command will provide access to a telephone with answering machine or voicemail capability, .mil or .org computer and peripheral equipment, space for regular UPFRP meetings, and storage space for UPFRP supplies, as feasible. The funding or reimbursement of any items listed above is detailed in chapter 6 of this Order.

h. NMCI (.mil) or .org Seats. APF is budgeted to the installation MCCS to fund the initial annual .mil or .org cost for each FRO. These funds may be executed by the installation MCCS as either NAF or APF. If the command chooses .org

computers, the incremental .org network fee will be billed to the installation MCCS by DC, M&RA. If the total costs are less than the DC, M&RA budget, excess funds remain discretionary funds for the installation MCCS. Any costs above the DC, M&RA budget will be absorbed by the installation MCCS.

i. Initial Support Costs. DC, M&RA provides the installation MCCS with an initial APF allotment of \$3,500 per FRO for the purpose of providing initial start-up funding for supplies and equipment for new FRO billets. These funds may be executed by MCCS as either NAF or APF. Supplementation of this initial allotment may be funded by the unit commander from the unit's APF O&M funds. Out year sustainment of the FRO support costs other than the .mil or .org seats is the responsibility of the unit commander from the commander's APF O&M funds or UPFRP funds.

11. Professional Treatment of NAF and APF Civilian FRO Employees. The following information is provided as a general guideline for NAF employees. This paragraph only applies to non-probationary employees unless otherwise stated. See reference (j), (n) or contact your local or assigned MCCS HR for more detailed information for NAF employees. Contact your local or assigned APF HR office for more detailed guidance for APF employees. Commanders must foster an environment where civilian employees are treated with fairness, respect and dignity throughout their period of employment with the Marine Corps. FROs who either fail to perform their duties or exhibit conduct that adversely impacts their ability to perform their duties shall be counseled or disciplined, when appropriate, in accordance with reference (j), which contains specific measures that must be considered when counseling or disciplining NAF or APF employees. Local or assigned MCCS HR or APF HR offices may have amplifying directives or procedures on these matters that must be followed for all NAF and APF employees at the installation. Due process must be afforded employees in the form of opportunities to respond/grieve/appeal certain management actions depending on the status of the employee.

a. Equal Employment Opportunity (EEO). Commanders must ensure that all tenets of the Commandant's EEO policy are fulfilled. All hiring and firing practices must be based on fair and unbiased treatment of all individuals. Regardless of the type or status of employee (probationary, non-probationary, GS or NAF), all employees have EEO rights.

b. FRO Conduct. FROs must exemplify the highest standards of personal conduct and integrity. They are subject to the same standards of conduct and ethics regulations as other federal employees, and will conduct their duties and responsibilities in a professional and competent manner. See reference (k) for additional and detailed ethics information.

c. Performance Issues. Unit commanders must clearly address performance expectations with their FRO within 30 days of assumption of command or hiring a new FRO. Reserve commanders must clearly address performance expectations with the FRO within 60 days of assumption of command or hiring a new FRO. Establishing open lines of communication and performance expectations will allow the FRO the best opportunity to succeed. Two-way communication is key. Should FRO performance not meet expectations, commander actions may include verbal counseling or a letter of caution outlining the FRO's performance deficiencies, a plan for improvement, an opportunity for improvement and results for a lack of sufficient improvement including disciplinary action to include termination. A letter of caution is a non-disciplinary action that is neither grievable nor appealable. NAF employees shall not be terminated or be subject to any other disciplinary action based on unsatisfactory performance without first having been presented a letter of caution. Commanders must seek advice from the local or assigned MCCS HR office prior to initiating disciplinary action against a NAF employee.

d. Disciplinary Actions. Unsatisfactory employee performance or conduct can lead to disciplinary actions that include official reprimands, reductions in pay or grade level, suspensions and terminations. Commanders have sole authority to effect disciplinary action on their FROs, to include termination. Disciplinary action under typical situations should be "progressive", with application of corrective measures delivered by increasing degrees. Of importance to note, non-probationary employees subject to disciplinary action have formal appeal rights that must be provided to the employee. Separation for probationary employees is not a disciplinary action.

e. Appeals Process. A FRO who is assigned to the operating forces will follow the operational chain of command when forwarding appeals to disciplinary actions. The first step in the appeals process is to the next senior level unit commander in the chain of command. The final appeal authority is Director (MR). The first step in the appeals process for FROs assigned

to a supporting establishment command will be the installation commander. The second and final appeal authority is Director (MR).

f. Administrative Grievance Procedures. FROs who have surpassed the one year probationary period have the right to present their complaints or grievances for all disciplinary actions not covered under the appeals process to commanders for prompt and equitable consideration under the administrative grievance process. Commanders are encouraged to seek advice from the local or assigned MCCS HR or APF HR office. For all appeals, Director (MR) is the final authority. This can be a three step process as detailed below.

(1) The FRO presents their grievance orally or in writing to the unit commander. Should the grievance not be resolved to the satisfaction of the FRO, a second step may be initiated.

(2) The FRO presents the grievance in writing to the next senior commander in the chain of command. For FROs serving supporting establishment commands, the second grievance step is at the installation command level. If the commander at the second step was personally involved in the matter initially grieved, a possible third step may be initiated.

(3) The FRO presents the grievance in writing to the next senior commander in the chain of command. For FROs serving the supporting establishment commands, the third grievance step is Director (MR).

g. Performance Appraisals, Performance Pay, Bonuses for Probationary and Non-Probationary Employees

(1) Normally each NAF employee's performance is appraised annually, with a midpoint review. Consult your MCCS HRO for more information on your installation's NAF performance appraisal process and to obtain the performance appraisal evaluation form.

(2) Performance reviews are conducted two times a year (mid-year and final) or in accordance with local or assigned MCCS HR policy by the FRO's supervisor. The reason for performance reviews is to enhance the FRO's motivation and encourage excellence in the job performance. A performance plan outlining the FRO's goals and objectives should also be established by the FRO's supervisor.

(3) FROs may receive performance pay increases and bonuses for acceptable or higher-level performance. Pay is related to performance therefore, performance pay increases generally are accompanied by the annual performance appraisal. Rating periods and budget considerations may differ for each installation. Consult with the local or assigned MCCS HRO for more information.

12. FRO Evaluation Survey. The goal of the FRO Evaluation Survey is two-fold: to offer a feedback mechanism for the UPFRP constituents to directly inform the unit commander about their perceived effectiveness of the FRO's implementation of the UPFRP; and to give the commander insight into the perceptions of his Marines and families regarding the UPFRP. The FRO Evaluation Survey shall be implemented at least twice in a calendar year in a push-style administration methodology.

a. The unit commander should determine the most effective administration mechanism based on his unit's size, location, approximation to Marine Corps or other DOD facilities. An email with an attached survey may be the most effective venue for some units, while others may need to mail their survey to ensure the broadest population is afforded the opportunity to participate. The surveys may also be published on unit websites giving the unit constituents an opportunity to contribute comments on a continuous basis vice a one-time opportunity at the commander's choosing.

b. The respondents should have the opportunity to reply anonymously, if possible. The unit commander is encouraged to receive the responses; however, he may designate a representative to receive and sort the responses. The FRO is not authorized at any time to receive or sort the responses.

c. Although the second goal of the FRO Evaluation Survey is to give the unit commander insight into the perceptions of his Marines and families regarding the UPFRP, the unit commander shall not use the results or feedback from a survey as the sole basis to initiate disciplinary action against the FRO without a thorough investigation of the matter and adequate due process given to the FRO. In such cases, the unit commander is strongly encouraged to seek advice from the regional MCCS Counsel. The unit commander may use the results or feedback from a survey to initiate an investigation should the results or feedback from a survey warrant such an action, but the FRO must be given an opportunity to rebut any negative comments.

(1) The commander shall not use any negative results or feedback from a survey to initiate any action without first consulting with MCCA HRO.

(2) The commander shall not use any negative results or feedback from a survey to report poor performance on any performance appraisal unless the performance has been otherwise documented or investigated and found to be legitimate.

(3) The unit commander shall only use the questions and format listed in Figure 3-1.

FAMILY READINESS OFFICER EVALUATION SURVEY

The mission of the Family Readiness Officer is to facilitate the commander's vision and intent for the Unit, Personal and Family Readiness Program. The goal of the Unit, Personal and Family Readiness Program is to assist the service member in the Commandant's requirement to prepare themselves and their families to successfully balance the rigors of the military lifestyle, family, career and mission events. The following questions are designed to give you the ability to provide feedback directly to the commander on your experiences. Please answer based on your experiences with your current unit. You will have the opportunity to include additional comments at the conclusion of the evaluation. Your feedback will be anonymous.

1) Do you know who your unit Family Readiness Officer (FRO) is?
Yes / No

2) My unit FRO effectively disseminates information on opportunities to participate in pre-deployment support activities and events.

Strongly Disagree Disagree Neutral Agree Strongly Agree N/A

3) My unit FRO effectively disseminates information on opportunities to participate in mid-deployment support activities and events.

Strongly Disagree Disagree Neutral Agree Strongly Agree N/A

4) My unit FRO effectively disseminates information on opportunities to participate in post-deployment support activities and events.

Strongly Disagree Disagree Neutral Agree Strongly Agree N/A

5) My unit FRO effectively disseminates official information, i.e. information from or on behalf of the commander.

Strongly Disagree Disagree Neutral Agree Strongly Agree N/A

6) My unit FRO effectively disseminates information about volunteer opportunities.

Strongly Disagree Disagree Neutral Agree Strongly Agree N/A

7) When I volunteer, the unit FRO effectively uses my time toward the betterment of the unit.

Strongly Disagree Disagree Neutral Agree Strongly Agree N/A

8) When I volunteer, the unit FRO effectively uses my talents toward the betterment of the unit.

Strongly Disagree Disagree Neutral Agree Strongly Agree N/A

9) Overall, my unit FRO effectively provides me with information regarding the many services and resources available through the Department of Defense, the Marine Corps and my local community.

Strongly Disagree Disagree Neutral Agree Strongly Agree N/A

(10) Additional or clarifying comments.

Figure 3-1

Chapter 4

The Program Components

1. Purpose. The purpose of this chapter is to outline in detail the program components of a UPFRP.

2. Program Components. The program components of the UPFRP are Official Communication, Readiness and Deployment Support, Information and Referral, and Volunteer Management. These components are the main support elements to the UPFRP and are not designed to be all encompassing efforts. Family outreach is an example of another effort that the FRO, in support of the commander's vision, may pursue. The social component of a unit's UPFRP is an important aspect of networking and developing the support structure between the unit Marines and families; however, the social component is not a tenet of the UPFRP.

a. Official Communication

(1) 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, no information will often lead to gossip, which leads to stress and panic. The commander is provided with an Organizational Communication System that houses numerous Organizational Communication Tools with which he shall communicate with the Marines, spouses and designated parents/extended family members. It is the FRO's responsibility to use the System to aggressively and proactively reach out to the command's constituencies. Communication is the FRO's primary duty assignment and communication in some form or another should account for most of the FRO's time. Official communication enables or establishes the following:

(a) All-way communication.

(b) Timely and relevant information on the unit and the unit's status.

(c) Protection of operational security and confidentiality.

(d) Reassurance to families during separation.

(e) Information and support to families during a time of crisis within the unit.

(f) Rumor control through timely and reliable official information from the commander.

(2) A Marine shall accurately complete/verify the UPFRP Authorization Form, Appendix A, and turn it into the unit's FRO within ten working days of checking in to a new unit. Further, the Marine shall update changes in the contact information within five working days. Refusal to do so is a violation of a lawful general order and can result in administrative and/or punitive action. This is to ensure the Marine receives information from the FRO regarding opportunities offered through the UPFRP or other information offered through the FRO from the command.

(3) Married Marines shall provide their spouse's primary contact information on the Authorization Form, Appendix A, or a completed Opt-Out Form, Appendix B, should the spouse choose to refuse contact from the FRO or anyone on the Family Readiness Command Team. Either Appendix A or Appendix B shall be completed and turned into the unit's FRO within ten working days of filing a marriage certificate with the unit's administrative section. Refusal to provide the primary contact information for the spouse or the Opt-Out Form is a violation of a lawful general order and can result in administrative and/or punitive action. Refer to chapter 2 of this Order for specific guidance on the Opt-Out process.

(4) Official communication will occur continuously but no less than monthly through tools resident in the Organizational Communication System. Further information regarding the Organizational Communication System is contained in this chapter. Although communication is continuous, commanders are cautioned that too many notifications through the Mass Communication Tool may be viewed as spam by recipients and not received with enthusiasm. Communications through the Mass Communication Tool should be information of an immediate nature. This information should be categorized as "news they can use". Choose other venues to announce more mundane daily communications. If the unit has a website, it shall be kept updated. If the unit has a toll-free number, the message shall be kept current.

b. Readiness and Deployment Support. Unit, personal and family readiness requires Marines to prepare themselves and their families to successfully balance the rigors of the military lifestyle, family, career and mission 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.

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 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 or det. A Marine is considered TAD in Excess if TAD orders are scheduled to last 31 days or longer. Additional attention is required by Family Readiness Command Team members in general and the FRO specifically to ensure full support is provided to families of Marines TAD in Excess. The following responsibilities are intended for support of individuals and small groups who are transferred from unit to unit. When an entire battalion/squadron-sized unit changes operational (CHOP) control to a different higher headquarters, their UPFRP is already established and will be copied to the new HHQ allowing for information flow to the Marines and families from the losing HHQ and the gaining HHQ. An example of this is when the Battalion Landing Team (BLT), Air Combat Element (ACE), or Combat Logistics Battalion (CLB) CHOP to the Marine Expeditionary Unit (MEU). Responsibilities of Marines assigned TAD in Excess and responsibilities of commands that support Marines assigned TAD in Excess are as follows.

(1) Parent Command. A parent command is the command to which a Marine is permanently assigned and is usually the command with which the dependant family of the Marine is co-located. The parent command is still responsible for providing communication to the Marine even during periods of TAD. The

parent command is still responsible for providing communication to the family even if, and perhaps more importantly, the family leaves the local area. Parent command responsibilities include but are not limited to the following.

(a) Acting as a ready resource of local Information and Referral support.

(b) Making and continuing liaison with the gaining command's FRO or family readiness point of contact if the Marine is attached to a Sister Service.

(c) Contacting the family to provide the gaining command's FRO information and continuing to contact the family to assure an appropriate level of support is being provided.

(d) Maintain regular contact with families during the Marine's absence from the parent command. Provide the same information and support as permanently assigned families who are not in the local area.

(e) Maintain updated family contact information. A family may choose to temporarily relocate during the deployment. This does not alleviate the responsibility of the parent command to pass unit information to the family.

(f) Coordinate family readiness briefs for Marines and families in support of the deployment such as the pre, mid and post deployment events.

(g) Provide local administrative support and updates as required such as DEERS and TRICARE, for example.

(h) Coordinate the transfer of UPFRP funds to the gaining command, if applicable. When determining the amount of funds to be transferred, consider the length of time the Marine will be TAD, whether or not the dependent family plans to remain co-located with the unit or installation, if the gaining command is capable of accepting the funds.

(2) Gaining Command. 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 BLT to the MEU. Gaining command responsibilities include but are not limited to the following.

(a) Initiating contact with the parent command FRO and collecting contact information for the family.

(b) Contacting the family by phone and follow-up with a Welcome Aboard letter or packet with the gaining command's contact information.

(c) Contacting the parent command FRO to establish liaison and exchange information.

(d) Coordinating family readiness briefs and training with MCFTB for Marines and families in support of the deployment such as pre, mid and post deployment events.

(e) Maintaining updated family contact information.

(f) Developing a check-in process that captures updated family support information.

(g) Providing families with unclassified deployment/redeployment information as applicable.

(h) Coordinate the transfer of UPFRP funds to the parent command, if applicable. When determining the amount of funds to be transferred, consider the length of time the Marine will be TAD, whether or not the dependent family plans to remain co-located with the unit or installation, if the gaining command is capable of accepting the funds.

(3) Individual Marine. The individual Marine is ultimately responsible to ensure that he and his family are afforded the opportunities to receive important command information. The individual Marine's tasks include but are not limited to the following.

(a) Check-in with the gaining command FRO.

(b) Ensure information provided on the Authorization Form is accurate and updated as required.

(c) Ensure spouse and/or designated parents/extended family members are provided accurate parent and gaining command FRO contact information.

(d) Encourage attendance by spouse and/or designated parents/extended family members at all family readiness briefings, programs and events.

(e) Maintain appropriate contact with spouse and/or designated parents/extended family members during absence from the parent command.

(f) If required per reference (h), complete a viable Family Care Plan for the commander's or designated command representative's signature prior to transferring to the gaining command.

(g) Provide the gaining command FRO a copy of the Family Care Plan to be included in the command's file copy, per reference (h).

(4) Family Care Plan (FCP). Per reference (h), completion of the FCP is the responsibility of the Marine. Accountability for ensuring the plan is viable and approved rests with the commander.

c. Information and Referral. Official Information and Referral services are available through anyone on the Family Readiness Command Team or through any volunteer appointed in writing. Personnel are cautioned, however, not to take on the role of counselor. The goal is to assess the need and refer the Marine or his spouse or designated parents/extended family members to the FRO or a mitigating resource. Refer to chapter 5 of this Order for resource information.

d. 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 Family Readiness Advisors or Family Readiness Assistants. These volunteers, representing all constituencies of the unit, support and enhance the commander's family readiness mission.

(1) Volunteers. Volunteers may be spouses or designated parent/extended family member and support the FRO for specific, event-driven, short-term unit morale events. They

shall be designated by the FRO as Volunteers for the planning, coordination, and execution of a specific unit morale event. 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 encouraged to establish an account in the Volunteer Tracking Tool. This is an ideal venue for spouses or designated parents/extended family members to participate on a desired basis and to creatively involve those who are not geographically in close proximity to the unit. It should be noted, however, that the unit is under no obligation to reimburse Volunteers for mileage, per diem, lodging or child care should they travel in support of a unit morale event. The Volunteer is under the guidance and supervision of the FRO or the Deputy FRO. Volunteers are not appointed in writing and there is no training requirement which distinguishes them from the billet-specific volunteers, the Family Readiness Advisors and Family Readiness Assistants. Family Readiness Advisors and Assistants may serve as Volunteers. However, to serve as an Advisor or Assistant, Volunteers will need to submit an application, process through the interview/selection and be appointed in writing by the commander.

(2) Family Readiness Advisor(s) and Family Readiness Assistant(s). Volunteers who serve as Family Readiness Advisors or Assistants are guided by standard position descriptions and are to provide necessary insight into military lifestyle challenges, knowledgeable navigation experience, communication and networking links to non-military members of the community, and valuable advice on the well-being of families within the unit. They are entrusted to help with the responsibilities for the care and support of unit personnel and their families. As such, these billet-specific volunteers must be screened, interviewed, selected and appointed in writing by the commander.

(3) Command Relationships. The relationship of the billet-specific volunteers to the commander and the service hours provided must be formally established and closely monitored to preclude these volunteers from being overburdened with responsibilities to support official or unofficial functions. Volunteers are not a replacement for military personnel or paid civilian staff. They serve to enhance existing personnel capabilities. Volunteers by their very nature and manner of compassionate giving will seek to serve the Family Readiness Command Team, the unit and local Marine community to the utmost capacity and beyond, if requested or allowed. At no time shall volunteers be assigned work or

responsibilities that ultimately impose or restrict their ability to care for themselves or their own families.

(4) Volunteer Management Activities. The FRO administratively and logistically supports the commander in the mission and is most directly responsible for the use of Volunteers in the UPFRP. Volunteers are not considered government employees except for purposes of compensation for their work-related injuries and claims relating to damaged property and losses to others (Workers Compensation and Tort Liabilities). Because volunteers are not considered government employees for purposes of the Privacy Act, per reference (b), they may not have access to personal information without the individual's consent. The spouse of the commander and Sergeant Major have an open invitation to serve on the Family Readiness Command Team, therefore they are not subject to the Volunteer Management Program process. Components of the commander's Volunteer Management Program should include processes for the following:

- (a) Recruiting and application
- (b) Screening, interviewing and selecting
- (c) Appointing
- (d) Scheduling
- (e) Training
- (f) Supervision
- (g) Formal, two-way communication
- (h) Recognition

(5) Recruiting and Application Process. Development of recruitment strategies for the Volunteer(s), Advisor(s) and Assistant(s) is the responsibility of the Family Readiness Command Team. Care should be taken to recruit candidates of diverse cultural and ethnic backgrounds, of officer and enlisted communities, appropriate experience, and the ability to fulfill prescribed volunteer duties and qualifications as described in the Standardized Position Description, Appendices J and K, where applicable. While ensuring geographic proximity to the unit is important to fulfill a portion of the duties, every responsibility does not require geographic proximity. Plan

ahead to ensure inclusion of designated parents/extended family members who may want to volunteer, but only be available for specific duties due to their location. The Volunteer Tracking Tool, newsletters and unit websites are excellent tools for announcing volunteer opportunities. Applications for the billet-specific volunteers shall be collected by the FRO. See Appendix C for Volunteer Application, NAVMC 11653.

(6) Screening, Interviewing and Appointing

(a) Screening. Upon receipt of volunteer applications, the commander shall initiate, through the FRO, screening activities to review applicant qualifications and determine potential suitability for volunteer billets. Applications for positions of trust must be closely scrutinized. Commanders shall closely scrutinize applicants who exhibit the following.

1. Insufficient time. If a volunteer applicant does not have time to attend training, it is unlikely that the applicant will have enough time to devote to volunteer duties without imposing restrictions on themselves or their families.

2. A lack of appropriate experience and/or knowledge.

3. An inability to perform the duties outlined in the Standardized Position Description.

4. A lack of support for the objectives of the program or mission of the Marine Corps. The volunteer applicant should not make statements or exhibit behavior that suggests a desire to implement a personal agenda based on a good or bad experience. The volunteer applicant is there to further the commander's agenda.

5. A desire to advance their spouse's career.

6. A craving for status or power.

7. Denotes sound judgment. Prudent discretion is crucial to the success of the UPFRP. See chapter 3 of this Order or reference (b) for more information on the Privacy Act.

(b) Interviewing. Candidates deemed qualified by the commander will be interviewed. The commander shall interview candidates in person asking similar questions of each

candidate to ensure consistency and standardization. The commander should use the interview as an opportunity to talk about the priorities of the UPFRP. The commander may also solicit thoughts on the suitability of the volunteer applicant from other members of the Family Readiness Command Team.

(c) Appointing. The Advisor(s) and Assistant(s) will be appointed in writing by the current commander. When there is a change of command, the new commander shall reissue appointment letters after meeting with and approving of the Advisor(s) and Assistant(s). This is a good opportunity to provide them the new vision and intent. If the commander is not available for an extended period of time, the letter may be signed by direction by the Executive Officer or next senior officer in the command. The letter may not be signed "For" the commander. The appointment letter shall outline the scope of the responsibilities, per 10 USC 1588 and the provisions of this Order, and shall set tenure of expected service with an ending date. Candidates not chosen shall be notified of non-selection. When a candidate is selected, the FRO will take the following steps:

1. Send a signed appointment letter to the volunteer.
2. Ensure required training is completed and certificate is on file.
3. Begin the volunteer's personnel file to include:
 - a. Volunteer Application, NAVMC 11653, Appendix C.
 - b. Copy of appointment letter.
 - c. Standardized Position Description signed and dated by volunteer, Appendix I or J, as applicable.
 - d. Volunteer Agreement, DD 2793, Appendix D, signed and dated by volunteer.
 - e. Direct Deposit Sign Up Form, SF 1199A(EG), Appendix K, signed and dated by volunteer.

4. Schedule an orientation with the FRO to discuss in detail the commander's priorities and expectations about the UPFRP.

5. Introduce the Advisor(s) and Assistant(s) to the unit Marines and families through a newsletter distribution or family readiness function.

(7) Scheduling. Volunteer positions are not constrained by minimum or maximum service hour requirements. However, the FRO shall ensure proper prior planning and utilization of Volunteers and the scheduling of Assistant(s).

(8) Training. Training provides an explanation of the roles and responsibilities of the Family Readiness Command Team, each volunteer billet and the Marines and families. Advisor(s) and Assistant(s) are required to complete training within 45/90 days of appointment and every three years thereafter. Upon completion of their first training and upon relocation, Advisor and Assistant volunteers are required to attend local resource training at each new duty station if available. The FRO will contact the local or assigned MCFTB to coordinate or schedule face-to-face standardized training for members of the Family Readiness Command Team or volunteers. The FRO may also arrange for unit-specific training. Ideally, volunteers will not be participating in events prior to training.

(9) Supervision. Per reference (1), the commander assumes responsibility for supervision of the Volunteer when they are to provide services in support of the UPFRP; likewise Volunteers may not hold policy making positions, supervise paid employees or military personnel, or perform inherently governmental functions such as determining entitlements to benefits, authorizing expenditures of government funds, or deciding rights and responsibilities of any party under government requirements.

(10) Communication. Each volunteer appointed as a Family Readiness Advisor or Assistant will be given an opportunity for an initial meeting with the FRO. The initial meeting will be an opportunity to ensure both parties understand the duties as outlined in the Standardized Position Description and the amount of time that may be required to fulfill these duties. Each duly-appointed volunteer will be given an opportunity for a meeting with the FRO at the midpoint of the tenure. This is an opportunity to discuss whether the volunteer is able to continue to meet the requirements of the duty to

which they have been appointed. This is also an opportunity to discuss any life-changing events that may affect the volunteer's ability to meet the requirements of the Standardized Position Description. Finally, each volunteer will have an opportunity to meet with the FRO at the conclusion of tenure. At this time, the discussion should focus around continuation of service for the volunteer. If continuation of service is desired by the commander, a new appointment letter will be signed with a new ending tenure date of one year. If the commander does not desire continuation of service, then the commander shall meet with the volunteer to discuss the reasons for the decision.

(11) Recognition. Volunteer recognition is standardized for UPFRP volunteers with a program that recognizes volunteers during the month of April, which is nationally accepted as volunteer recognition month. Although April is recognized as a month to recognize military voluntary service, commanders may choose to recognize their volunteers throughout the year with appreciation events and approved Certificates of Appreciation per this Order.

The Volunteer Tracking Tool was initiated to support both the volunteer and the UPFRP to include but not be limited to the ability to cumulatively track volunteer hours from duty station to duty station and enable web postings of local volunteer opportunities. See this chapter and chapter 7 of this Order for more information on the Volunteer Tracking Tool.

(12) Privacy Act. Because of their relationship with the Marine Corps, Advisors and Assistants are subject to reference (b). The Privacy Act limits access to personal information in records and mandates certain safeguards for such information. Any written records relating to a Marine or a family member must comply with the Privacy Act. Routine information maintained in UPFRP files can be disclosed only to the Marine's commander or their designated representative. Any designated representative must have completed PII training and have signed a Volunteer Service Agreement. Disclosure of information by a family readiness volunteer about a Marine or his family is prohibited to anyone who does not have an official need to know. Information about an individual, outside of routine use, cannot be disclosed without the individual's permission. When in doubt, refer inquiries and questions to the command for appropriate action. Unit personnel rosters may never be used for any other purpose than for performing official command functions. The rosters may not be used to generate any other listing to include, but not limited to: childcare rosters

for non-Family Readiness purposes, business/customer roster solicitations (Pampered Chef, Avon, Amway, Tupperware, etc.), or potential volunteers for other organizations - no matter how worthy the organization may be (churches, Red Cross, Navy-Marine Corps Relief Society, etc.). Service members and their spouses will not have access to personnel rosters. Information requests from outside the Department of Defense (DoD) must be written, stating fully the need to know, and be processed through the chain of command to CMC (MRZ).

e. Mandatory Reporting. Spouses or designated parents/family members who signed a Volunteer Agreement Form in order to provide volunteer services in support of a Marine unit are mandatory reporters. As such they are required to report alleged, actual or suspected sexual assault, spousal or child abuse to the commander of the unit for which they volunteer, the local Provost Marshall or other appropriate civil authorities. Refer to reference (dd) for additional information.

3. Organizational Communication System. The FRO is supported by the various technological and traditional communication tools that form the System. The below list is not inclusive. FROs should be creative when developing their communication catalog considering everything from the targeted population to the unit population as a whole and unique challenge such as a current deployment or geographically isolated or separated families. All Organizational Communication System training shall be completed by the local or assigned Marine Corps Family Team Building.

a. Mass Communication Tool

(1) The Mass Communication Tool is a web-based communication system designed to support the requirement for FROs to provide organizational communication for their command using multiple means and methods. The Mass Communication Tool provides the capability for the commander, via the FRO, to communicate electronically and simultaneously to a targeted population. Communications may be sent electronically and received via telephone/cell phone (text to voice or recorded message), email, or text messages. The FRO is able to distribute official command information quickly and accurately, and will receive instant feedback regarding inconsistencies in the unit's family contact information.

(2) The Mass Communication Tool shall be used for official communication from or on behalf of the commander rather

than "routine" or authorized information. Appropriate examples for family use includes: communication from commanders, announcing the opportunity to participate in the Family Readiness Assessment Tool (FRAT), publicizing unit-sponsored family readiness and morale support events, unit-sponsored training and education opportunities, etc. Examples of inappropriate use for families includes: sales at the exchange, movie theater/bowling alley schedules, MCCA special events, etc. Appropriate examples for Marine use includes: unit recall and medical/dental recall that facilitate medical/dental readiness, announcing the opportunity to participate in the Family Readiness Assessment Tool (FRAT) or a unit-specific MCCA event. Examples of inappropriate use for Marines includes: crisis management and publishing NJP results.

(3) FROs shall:

(a) Receive training on how to use the Mass Communication Tool.

(b) Collect and input the personal data using Appendix A.

(c) Maintain updated contact information for all Marines to include an email address.

(d) Ensure all married Marines provide their spouse as a contact, unless a UPFRP Program Opt-Out Form (Appendix B) is completed and on file.

(e) Activate the system to send a message.

(4) Although social directories are authorized to be maintained by a unit representative, the FROs shall not be responsible for obtaining information for or managing the unit's social directory as this may blur the duties between official communication and social communication.

b. Volunteer Tracking Tool (VTT)

(1) The VTT is a web-based tool that allows volunteers, Marines, spouses, and designated parents/extended family members, to search for and register for volunteer opportunities, record and track volunteer hours, and upload awards and training certificates. The VTT will record cumulative volunteer hours regardless of location, and therefore support the management of volunteers in the mobile military lifestyle. A potential

volunteer must be a unit Marine, spouse of a unit Marine or designated parent/extended family member of a unit Marine in order to participate in volunteer opportunities that support that unit or units within that chain of command. A potential volunteer for an installation volunteer opportunity such as through the Single Marine Program may be any Marine or anyone who contacts the Installation Volunteer Coordinator to register in the VTT.

(2) Volunteers may enter verified volunteer hours in the VTT from the period beginning March 2008.

(3) FROs shall:

(a) Ensure all points of contact for posted opportunities and programs with their respective unit are kept updated.

(b) Approve or disapprove volunteer requests for unit volunteers.

(c) Timely approval or disapproval of volunteer hours logged for their respective unit. Should a volunteer need to input volunteer hours that were earned in the past, the FRO from the original unit will approve or disapprove the hours. For example, if a volunteer earns volunteer hours while stationed with a unit at Camp Pendleton, but does not input the hours until she is stationed with a unit at Camp Lejeune, the FRO at the Camp Pendleton unit must verify and approve or disapprove the volunteer hours.

(d) Ensure that the approval meets all appropriate local policies and regulations concerning volunteer eligibility.

(4) Volunteer Coordinators shall:

(a) Ensure that all points of contact for posted opportunities and programs with their respective installation are kept updated.

(b) Approve or disapprove volunteer requests.

(c) Timely approval or disapproval of volunteer hours logged for their respective installation. Should a volunteer need to input volunteer hours that were earned in the past, the Volunteer Coordinator from the original installation will approve or disapprove the hours. For example, if a

volunteer earns volunteer hours while stationed with a unit at Camp Pendleton, but does not input the hours until she is stationed with a unit at Camp Lejeune, the Volunteer Coordinator at the Camp Pendleton installation must verify and approve or disapprove the volunteer hours.

(d) Ensure that the approval meets all appropriate local policies and regulations concerning volunteer eligibility.

c. Family Readiness Assessment Tool (FRAT)

(1) The FRAT is an anonymous, web-based assessment tool designed to assist commanders with their requirement to measure perceptions of family readiness among Marines, spouses, and designated parents/extended family members within their unit. This reporting requirement is exempt from reports control according to reference (bb), part IV, paragraph 7.1. It is designed to provide the commander and the Family Readiness Command Team a measure of potential risk factors inherent within the command and family community. The FRAT is not intended as a tool to quantitatively measure classes or training taken, nor is it intended to evaluate the commander's family readiness program.

(2) Following the assessment, the commander will receive a consolidated group profile of respondents' perceptions in such topics as personal and family well-being, deployment preparedness, self-sufficiency, ability to cope with the challenges of the military lifestyle, unit leadership, community support, and available supporting resources. Additionally, an individualized personal and family readiness assessment will be available for each participant immediately upon completion of the assessment.

(3) FROs shall:

(a) Initiate an assessment upon command approval.

(b) Meet with the commander prior to initiating an assessment to discuss priorities of the assessment, and the population of which the commander wishes to assess.

(c) Contact the local or assigned MCFTB trainer to discuss the assessment, i.e., determine length of assessment.

(d) Forward a message from the commander, to unit Marines and families, including, assessment information, the link to the assessment, and the ticket code.

(e) Meet with the commander to discuss the results of the assessment and the Plan of Action created to meet the needs identified by the assessment.

(f) Provide an execution summary of the Plan of Action to the commander to include, the briefs, workshops, and trainings scheduled, the support provided by installation and local community organizations.

(g) Provide a status report to the commander in 30, 90, and 120 day intervals, or as determined by the commander.

(h) Maintain report records of the assessments conducted by the unit. Reports will include:

1. The date the assessment was initiated.
2. The length of the assessment.
3. The date the results of the assessment were reported to the unit.
4. The details of the Plan of Action developed to address the results of the assessment.
5. The details of the Plan of Action delivered to the unit, e.g., who will provide support and what resources were recommended.

d. Email. Email is a valuable communication tool to disseminate information to large audiences or to just one person. FROs are authorized to use mass email rosters as a way of disseminating more mundane, but important, information to Marines and families. Examples of acceptable email information are monthly UPFRP meetings dates, times and locations, or Marine Corps Birthday Ball meals being provided at the unit's dining facility. Examples of email information that are not appropriate include invitations to privately owned business parties, e.g., make-up, jewelry, or kitchenware sales. When disseminating UPFRP information to family members, FROs shall:

(1) Obtain a Privacy Act release, located on the Mass Communication Tool release form, prior to adding a family member's email address to the unit's email roster.

(2) Use the blind carbon copy or bcc line for all email addresses of family members. A Marine's official email address may be used on the 'to' or 'carbon copy' (cc) line. Examples of this email address are name@usmc.mil or name@us.navy.mil. When using a Marine's personal email address, it must be included in the bcc line with all other personal email addresses.

(4) Only FROs are authorized to establish and maintain mass email rosters, also known as distribution lists, for the purpose of distributing UPFRP communication.

(5) Only volunteers who have been appointed in writing and completed PII training are authorized to use mass email rosters, also known as distribution lists, for the purpose of assisting the FRO in the distribution of communication. It should not be a routine practice for the volunteer to pass official or authorized communication on behalf of the commander or the FRO.

e. Organizational Communication Tool (OCT). The OCT is designed to be an anytime, anyone communication portal to provide immediate transmission of unit information around the world to Marines, spouses and designated parents/extended family members authorized to access the tool. The OCT consists of a multi-tiered website looks like a unit website on the surface but is actually a template that is filled in by the unit FRO, installation and HQMC representatives. The website is flagged as a unit website but certain tools and placement of key toggles are standardized across the Marine Corps. Additionally, each installation MCFTB and HQMC (MR) will have access to update the site with articles or information commensurate with their level. The site will include password protected forums to be accessed by different user groups to include FROs.

f. Newsletters. Although much of the communication focus in the Organizational Communication System is technological, newsletters are still widely received and read by most of the unit's population. Newsletters are more personal to many than a website and can be displayed as a reminder about an important event. Newsletters are also versatile as they can be emailed or sent via the USPS.

Chapter 5

Resources

1. Purpose. The purpose of this chapter is to remind the Family Readiness Command Team and the FRO, in particular, that there are over 80 MCCS programs, www.usmc-mccs.org, 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 Command Teams, in general, and 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 reference. Family Readiness Command Teams, in general, and FROs in particular, are also cautioned on referring Marines or families to religious organizations exclusively. Services offered by off-base agencies and organizations may be used as resource options as the commanders, and by extension the Command Teams pursue the best information and resources available for their Marines and families.
2. The FRO shall attach the following disclaimer to all emails sent on behalf of the UPFRP.

Disclaimer: Information is distributed in this email as information of common interest for military members and their families/contacts. Use of this information does not imply endorsement of any non-federal entity by the Department of Defense, U.S. Marine Corps or this command.

3. The FRO shall post the following disclaimer in a conspicuous location anywhere resources and referrals may be provided to Marines or family members.

Disclaimer: Information is distributed as that 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.

Chapter 6

Funding

1. Purpose. The purpose of this chapter is to establish funding guidance for the UPFRP.

2. Background. The UPFRP is a CAT A MWR program. UPFRP nonappropriated (NAF) funds incorporate the former NAF unit picnic and party funds and are intended to support unit morale, welfare and recreation (MWR) needs including unit recreational, social and family readiness activities. A unit's UPFRP may be funded by both appropriated fund (APF) Operation and Maintenance (O&M), hereafter referred to as APF, and NAF. Commanders are responsible for proper allocation and spending of their unit's UPFRP funds. 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. The commander is strongly encouraged to seek advice from the local or assigned MCCS Counsel with questions on the proper use of UPFRP funds. The FRO may be assigned the authority to obligate UPFRP NAF and APF within the dollar limits specified below. The local or assigned MCCS Finance Office or local or assigned comptroller's office is responsible for processing the unit's request. Accountability for the proper use of the UPFRP NAF will be monitored through routine Marine Corps Nonappropriated Fund Audit System (MCNAFAS) audits or external auditors. Separate control points must be maintained for both APF and NAF. Regardless of the location of the unit, the commander shall apportion available UPFRP monies among the following three areas.
 - a. Educational. UPFRP training-related events, e.g., unit training workshops or classes offered through MCFTB or the installation COSC.

 - b. Recreational. Recreational and morale events, e.g., unit softball or golf tournaments.

 - c. Social. Social events, e.g., tea/coffee gatherings and unit family days.

3. Funding Types. There are four types of funding that may be available.

a. Appropriated Funds (APF). APF are appropriated by Congress (tax dollars). The accounting year prescribed for APF begins 1 October and ends 30 September, annually. The commander must follow APF spending guidelines further discussed in chapter 6 of this Order.

APF are to be used in the year provided rather than accumulated from year to year. Unused APF will rollover each quarter until the end of the APF fiscal year. These funds shall not be carried over at the APF fiscal year-end.

b. Nonappropriated Funds (NAF). NAF are monies that originate from revenue generating MCCA activities or assets received from sources other than monies appropriated by Congress. The accounting year prescribed for NAF operates on a 4-5-4 calendar and begins approximately 1 February and ends approximately 31 January, annually. (NAF must be resources of an approved nonappropriated instrumentality (NAFI).) NAF are U.S. Government funds, but they are separate and apart from funds that are recorded in the books of the Treasury of the United States. They are used for the collective benefit of the authorized patrons who generate them. It is due to this restriction that precludes one NAFI that generates more revenue from transferring money to another NAFI that does not generate as much revenue even though one unit may be geographically separated and supported by two different NAFIs. Examples of this are the 1st Marine Division tenant units located aboard Twentynine Palms and the III Marine Expeditionary Force units that are spread across Iwakuni and Okinawa, Japan and Hawaii.

NAF are to be used in the year provided rather than accumulated from year to year. Unused NAF will rollover each quarter until the end of the NAF fiscal year. In accordance with reference (a) these funds shall not be carried over at NAF fiscal year-end unless, upon written request from the unit commander, the installation commander authorizes a waiver. The commander must follow NAF spending guidelines further discussed in chapter 6 of this Order.

c. Fundraising. UPFRP fundraising events are authorized for MCCA MWR activities per references (a) and (k); however, they are discouraged. Fundraising events will be limited to authorized users of UPFRP activities and funds raised must be for the benefit of the activities and their authorized users.

For example, family readiness volunteers are not authorized to raise funds for the local Boy Scout Troop as Family Readiness Volunteers. Money raised by Family Readiness Volunteers must be used for their units' personal or family readiness events. Family Readiness Volunteers are defined as Family Readiness Advisors, Assistants or Volunteers. This definition includes commander's and Sergeant Major's spouses when they are participating in a family readiness fundraiser in support of or in association with the UPFRP. Fundraising money will be used according to NAF spending rules, although it is authorized to rollover from year to year. Fundraising activities will be conducted entirely on Department of Defense (DoD) installations with the permission of the MCCS Director or equivalent for those units not stationed aboard a Marine Corps Installation. Solicitation of funds outside DoD installations is prohibited. Any gambling activity, including a lottery, pool, or game of chance for money or property, is strictly prohibited.

d. Unsolicited Donations. UPFRP personnel do not have gift acceptance authority and shall not accept unsolicited donations/gifts. The MCCS Director must authorize acceptance of unsolicited donations for UPFRP functions. There is a formal procedure for acceptance of monetary and property donations and gifts. Acceptance procedures vary according to the monetary value and type of donation or gift. The MCCS Director will establish the most expeditious method of holding these funds, allowing ease of access for the intended program.

4. Funding Methods for UPFRP

a. Advance and Reconciliation for NAF

(1) The FRO may request advance monies from the current fiscal year's funds from MCCS NAF Finance using Expenditure Request, NAVMC 11652, Appendix L.

(2) MCCS NAF Finance shall process a disbursement as requested. Disbursements may be made by electronic internal transfer, check, or petty cash.

(3) The FRO will then make expenditures from funds advanced.

(4) The FRO shall reconcile expenditures with the Unit, Personal and Family Readiness Funds Administrator in the MCCS NAF Finance office with receipts to document the expenditure and

return any unused funds. Reconciliation must be made within 5 working days of the expenditure.

(5) The advance and reconciliation process of NAF, formerly known as independent duty funds, for those units defined in this Order as Independent Duty or Reserve is published via separate correspondence.

b. Reimbursement for NAF or APF. The FRO may present receipts and a completed copy of Claim for Reimbursement for Expenditures on Official Business, SF-1164, Appendix M, to be reimbursed after the fact for APF authorized expenditures totaling less than \$100. The FRO may present receipts and a completed copy of Expenditure Request/Reimbursement for Unit and Family Readiness Funds, NAVMC 11652, Appendix L, to be reimbursed after the fact for NAF authorized expenditures totaling less than \$100. Requests for reimbursements must be made within 5 working days of expenditure. The commander must acknowledge approval through signature or email, etc., for reimbursement requests totaling more than \$100. The reimbursement process of NAF, formerly known as independent duty funds, for those units defined in this Order as Independent Duty or Reserve is published via separate correspondence.

c. 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 shall forward the completed contract to MCCS NAF Finance along with a completed NAVMC 11652, Expenditure Request/Reimbursement for Unit and Family Readiness Funds, Appendix L.

d. Family Readiness Volunteer Reimbursements for NAF or APF. Reimbursements to family readiness volunteers will be made in accordance with paragraph 16 of chapter 6 of this Order.

5. Funding by Location. The type and amount of UPFRP funding available may be different depending on whether or not the Marine Corps unit is located on a Marine Corps Installation, a Sister service Installation or off a DoD Installation.

6. Funds available to units stationed aboard Marine Corps Installations.

a. APF. The only APF authorized for use in support of the UPFRP is APF funds identified in the unit's APF budget.

b. NAF. MCCS established a single NAF allocation of \$25 per service member per year, for units home-based at Marine Corps installations. The installation MCCS will provide this support from locally generated NAF, and is independent of and not contingent upon any funding budgeted to MCCS from CMC (MR).

c. Fundraising is authorized as a funding source for units stationed aboard DoD Installations within the guidelines established in this Order.

d. Unsolicited donations are authorized as a funding source regardless of the location of the unit per the guidelines established in this Order.

7. Funds available to units not stationed aboard Marine Corps Installations.

a. 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. They include Inspector and Instructor staffs, recruiting command sites, Marine Corps Embassy Security Group units, and other commands determined as remotely located from USMC or DoD installations and defined as independent duty by the MCCS Board of Directors. Funds available to these units are as follows.

(1) APF. The only APF authorized for use in support of the UPFRP is APF funds identified in the unit's APF budget.

(2) NAF. Independent duty units shall be provided \$130 or \$40/service member/year. Allocation is dependent on the distance the unit is from a DoD installation. Active duty Marines who are permanently detached from a military installation but located within 30-minutes or 30-miles of a DoD installation shall garner \$40 for their command's UPFRP. Active duty Marines who are not within 30-minutes or 30-miles of a DoD installation (31-minutes or 31-miles) shall garner \$130 for their command's UPFRP.

(3) Fundraising is not authorized off DoD installations.

(4) Unsolicited donations are authorized for receipt per guidelines established in this Order.

b. Joint Commands. Joint commands are those Marine Corps units residing on Sister Service Installations. Funds available to these units are as follows:

(1) APF. Units categorized as Joint Commands shall be provided \$10/service member/year in APF from HQMC (MR) via appropriate USMC chain of command. These funds will be identified in the unit's APF budget.

(2) NAF. Per reference (w), NAF shall be provided by the host service or Executive Agent in accordance with host service unit fund policies. Host services are directed to provide equitable funds or services to all units.

(3) Fundraising is not authorized off DoD installations.

(4) Unsolicited donations are authorized for receipt per the guidelines established in this Order.

c. Reserves. Funds allocated to these units must be used to support Marines and families attached to these units. The reserve commander and/or his designated representative must approve the execution of these funds. Funds available to these units are as follows:

(1) APF. The only APF authorized for use in support of the UPFRP is APF funds identified in the unit's APF budget.

(2) NAF. Reserve units shall be provided \$17.50/service member/year by HQMC (MR) via Marine Forces Reserve.

(3) Fundraising is not authorized off DoD installations.

(4) Unsolicited donations are authorized for receipt per guidelines established in this Order.

d. YRRP. Reserve units are authorized APF funding in support of YRRP events. See chapter 8 of this Order for detailed guidance on the YRRP.

8. Purchasing and Contracting

a. Since NAF revenue supports Marines and their families, FROs are encouraged to purchase goods and services from MCCS activities and exchanges located 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 the below stated dollar limits.

b. FROs are authorized to purchase goods and services from private sector suppliers. The FROs shall rotate purchases among available suppliers for same or similar items. FROs shall 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 shall prepare and submit a purchase request to the local or assigned APF or MCCS procurement office.

c. The FRO is authorized to use the methods of funding identified in this Order for purchases up to the amounts designated in subparagraphs (1) and (2) below. The FRO may be authorized to use the Government Purchase Card (APF) or MCCS NAF Purchase Card (NAF) within delegated limits. For requirements exceeding the below stated limits, the FRO shall prepare and submit a purchase request to the local or assigned APF or MCCS procurement office based on the type of funds being used. Requirements shall not be split to avoid this dollar limit. Procurements are subject to the governing APF or MCCS procurement policy. FROs are cautioned against communications with vendors for goods or services that may be implied to create an agreement for such goods or services.

(1) For APF funds, the FRO is authorized to purchase up to the micro-purchase threshold designated in reference (f). (The current micro-purchase threshold is \$3,000 for equipment and supplies, \$2,500 for services, and \$2,000 for construction.)

(2) For NAF funds, the FRO is authorized to purchase up to the competition threshold designated in reference (p). (The current competition threshold is \$5,000 for equipment and supplies, \$2,500 for services, and \$2,000 for construction.)

9. NAFI. A NAFI is an integral Marine Corps organizational and fiscal entity that performs U.S. Government functions of the MCCS MWR activities. As an instrumentality of the U.S. Government, it enjoys the same immunities and privileges as the U.S. Government in the absence of specific Federal statute. A NAFI acts in its own name to provide or assist the Marine Corps in providing programs for authorized patrons. As a fiscal entity, it maintains custody of and control over its NAF, and administers appropriated resources to carry out its purposes.

10. Commanders' Funding Responsibilities. All installation commanders, in support of the tenant operating force commands

and permanent commands, have the responsibility and obligation to support family readiness programs. All commanders are expected to plan, program and budget for UPFRP expenditures. Unless a situation arises that violates federal law, regulation, or the contents of this Order, commanders are authorized and expected to provide UPFRP dollars from the budget that best supports their volunteer-based programs.

11. 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.

- a. Office spaces, meeting spaces/facilities, and storage space.
- b. Office supplies and equipment to include: computers with appropriate hardware, software, printers, internet access, military electronic mail accounts, telephones with DSN access (where available), and answering machines. The computer hardware acquired will be capable of running current versions of the standard Marine Corps office automation software and other software required to support mission requirements. Both hardware and software products will be purchased in compliance with applicable Marine Corps directives or Navy-Marine Corps Intranet guidance.
- c. 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.
- d. Per reference (u), commanders may authorize the use of government vehicles/transportation in support of official volunteer functions. Commanders assigned to independent duty, e.g., recruiting, I&I duty and MCESG are authorized to provide government vehicles with drivers in direct support for volunteers. However, motor vehicles will be used for official use only. Use is not authorized for transporting DoD or other personnel over all or any part of the route between domiciles and places of employment, except as specifically authorized by regulations. Volunteers are not permitted to operate government commercial vehicles. FROs are authorized the use of government

vehicles traditionally known as Garrison Mobile Equipment or MCCS vehicles following appropriate training required by applicable directives and laws.

12. 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 monies have been appropriated from another appropriation account is also prohibited. The use of APF is generally prohibited for the following:

- a. Food or beverages.
- b. Mementoes given to individuals for transfer/permanent change of station gifts (this includes items such as flowers and farewell keepsakes).
- c. Items intended for distribution for individuals to keep for personal use.
- d. Any expense directly related to resale for a MWR activity.
- e. Utilitarian items given as awards, such as clothing, uniform items, jewelry, functional weapons, etc. (for amplification, see reference (m)).
- f. In case of any doubt, the final arbiter of whether or not an expense is authorized is the comptroller.
- g. The APF Purchase Card may not be used to purchase gift certificates from restaurants nor 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.
- h. FRO salaries where the FRO is a NAF employee.
- i. Facilities construction in support of the UPFRP.

13. 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.

a. 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.

b. Light refreshments for events such as: Unit, Personal and Family Readiness Program meetings; unit L.I.N.K.S. workshops; pre, mid and post-deployment events; and volunteer recognition events.

c. Authorized expenses of program as determined by the installation AC/S, MCCS or Director, MCCS for which APF are not authorized.

d. Reimbursement of UPFRP function volunteers, Advisor or Assistants' expenses such as mileage, parking and tolls, telephone toll calls, childcare expenses, and ITO expenses.

14. 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.

a. Purchasing military proficiency prizes and awards for individuals for performance of regularly assigned duties.

b. Paying meal charges for government personnel on APF per diem or enlisted members in APF dining facilities.

c. Donating to any relief, charitable or commercial organization, or to an individual.

d. Supporting projects involving the improvement, rehabilitation or construction of religious facilities.

e. Purchasing, printing or engraving of Christmas cards, or other personal greeting cards.

f. Constructing, altering, renovating, or furnishing any facility not used primarily as a part of one of the MCCS MWR activities.

g. Supporting private organizations (sky diving clubs, spouses clubs, Boy or Girl Scouts, etc.).

h. Supporting functions held primarily to accomplish public affairs objectives.

i. Purchasing incentive awards not related to operating MCCS MWR activities.

j. Protocol or command representation functions 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.

k. 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.

l. Leasing grounds, facilities or relocatable buildings, unless prior approval is granted by the Personal and Family Readiness Division, Family Readiness Branch, HQMC.

m. 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.

15. Solicitation. During any official UPFRP function, solicitations by individual units (including donation requests) and commercial advertisements/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, make-up, kitchen utensils, jewelry, candles, vitamin supplements or home-based businesses (scrap booking, catering, etc). This does not preclude the FRO from requesting commercial sponsorship through the MCCS commercial sponsorship representative as described in reference (a).

16. Reimbursement of Expenses for UPFRP Volunteers. 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 RO. NAF reimbursements will be submitted to the local MCCS Finance Office. For UPFRP volunteers, the unit FRO will facilitate both methods of payment.

a. All volunteers for NAF activities must sign block 10 of DD Form 2793, "Volunteer Agreement for Appropriated Activities or Nonappropriated Fund Instrumentalities (NAFI)" provided herein as Appendix D. The acceptance of volunteer services will be acknowledged on this document before an individual is allowed to provide volunteer services or receive any reimbursement support. A copy of the signed volunteer 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.

(1) Mileage, at the prevailing government rate for authorized use of a privately owned conveyance.

(2) Parking and tolls, when supported by proper receipts.

(3) Telephone toll calls not otherwise covered, e.g., by command telephone credit cards upon presentation of the bill.

(4) Basic administrative expenses, to include, but not limited to, paper, copying expenses, postage, pens, post-it notes, official mail postage, binders, etc. Pre-approval of expenditures may be required dependent on the policy of the approving authority. These expenditures should be limited as it is the duty of the FRO to provide these types of supplies, when necessary.

(5) Child care expenses (not to exceed the installation's hourly care rate or nearest child care facility if a military installation is not within 50 miles) incurred as a result of performing volunteer duties.

(6) Expenses incurred while on invitational travel orders (ITOs).

b. Reimbursement of these incidental expenses may be made from APF or NAF, subject to the availability of the funds. The unit RO will establish the most expeditious method of reimbursing APF expenses incurred by volunteers. The MCCS Director will establish the most expeditious method of reimbursing NAF expenses incurred by volunteers.

c. Procedures for Payments Using APF for the UPFRP Team Members

(1) The UPFRP volunteer will complete the Claim for Reimbursement for Expenditures on Official Business, SF-1164, Appendix M, and the Direct Deposit Sign up Form, SF-1199A(EG), Appendix K, if applicable.

(2) The UPFRP volunteer will deliver the completed claim in addition to any applicable receipts to the FRO for processing. Once approved, the FRO will provide the volunteer with an initialed and dated file copy/photo copy of the claim.

(3) The FRO will ensure the commander, or person designated in writing by the commander, authorizes the reimbursement by signing block 8 of Appendix M and Appendix K, if applicable, prior to filing the claim.

(4) The FRO, or person designated in writing by the commander, will file the UPFRP volunteer's claim directly with the unit's RO within 5 working days of receiving a completed claim.

(5) The FRO will ensure the reimbursement is made to the volunteer in a timely manner, normally within 10 working days.

d. Procedures for Payments Using NAF for UPFRP Volunteers

(1) The UPFRP volunteers will complete the Expenditure Request/Reimbursement for Unit, Personal and Family Readiness Funds, Appendix L, and the Direct Deposit Sign up Form, SF-1199A(EG), Appendix K, if applicable.

(2) The UPFRP volunteers will deliver the completed claim in addition to any applicable receipts to the FRO for processing. Once approved, the FRO will provide the volunteer with an initialed and dated file copy/photo copy of the claim.

(3) The FRO will ensure the commander, or person designated in writing by the commander, authorizes the reimbursement by signing block 8 of the Appendix L and Appendix K, if applicable prior to filing the claim.

(4) The FRO will take the claim directly to the local or assigned MCCS Finance Office for reimbursement within 5 working days of receiving a completed claim.

(5) The FRO will ensure the reimbursement is made to the volunteer in a timely manner, normally within 10 working days.

e. No-Cost Child Care for UPFRP-Required Trainings, Unit L.I.N.K.S. Workshops, Unit pre, mid and post-deployment briefs, Unit LifeSkills Workshops. It is critical to the mission of the UPFRP that no-cost child care services be 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 childcare. The local or assigned MCFTB will reimburse or provide for no-cost child care expenses incurred by attendees and volunteers who participate in UPFRP-related training as identified in this Order and unit sponsored trainings where the local or assigned MCFTB is a facilitator.

Reimbursements may be made to the participant directly or by acquiring child care services under a contract. Arranging for child care services in advance under a contract is the preferred method to prevent families from paying for these services up-front and subsequently waiting on the reimbursement. This does not allow for volunteers to be provided a check to cover childcare expenses prior to an event. Examples of such childcare services are services provided to a group of children at the local Child Development Center or when childcare is provided in a unit setting. When childcare expenses are incurred while participating in UPFRP-related activities not facilitated by the local or assigned MCFTB, i.e., unit family day, those are considered to be personal expenses but may be borne by the command if funds are available. Per the above guidance, child care reimbursements are authorized; however, they are not a guaranteed entitlement. 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.

f. Government Printing and Government Supply System. Utilization of the government printing and supply systems are authorized for official Marine Corps programs.

Chapter 7

Volunteer Recognition

1. Purpose. The purpose of this chapter is to establish standardized criteria and Certificates of Appreciation that shall be used to recognize UPFRP volunteers.

2. Background. The support and selfless service of the volunteers is extremely important to the success of the UPFRP. Many family readiness programs, such as L.I.N.K.S., would not be possible without the effort and devotion of the volunteer. The intent of Volunteer Recognition is to acknowledge the cumulative nature of volunteerism and assure that volunteer recognition is consistent.

(a) The Volunteer Tracking Tool shall be utilized to document volunteer hours and may be accumulated through any sanctioned volunteer program or event. Hours served are cumulative in nature rather than unit specific.

(b) Standardized certificates will be available for commands from a central location at each local or assigned MCCS.

(c) Commanders shall recognize UPFRP volunteers based on the criteria outlined in this chapter using the applicable, standardized Certificate of Appreciation.

(d) Commanders are not authorized to supplement the UPFRP Volunteer Recognition Awards to include unit-specific Certificates of Appreciation.

(e) Commanders shall recognize UPFRP Volunteers in an appropriate venue, with an appropriate audience, and with appropriate ceremony and protocol. Commanders are encouraged to plan their presentations to coincide with National Military Family Appreciation month, traditionally recognized in April. Commanders are further encouraged to participate in currently scheduled installation-sponsored events to serve as a venue to recognize UPFRP volunteers with standard certificates. Choosing these venues may reduce planning time and cost to the unit.

3. Authorized Certificates of Appreciation

(a) Standardized UPFRP Certificate of Appreciation

(b) Honor Certificate with bronze trim

- (c) Courage Certificate with silver trim
- (d) Commitment Certificate with gold trim
- (e) Commandant's Lifetime Achievement plaque

4. Awards Criteria and Corresponding Certificate

(a) Volunteer Award - Certificate of Appreciation. Less than one calendar year of volunteer service and/or less than 300 volunteer service hours will merit a UPFRP Certificate of Appreciation.

(b) Honor Award. 301 to 999 volunteer service hours will merit a UPFRP Certificate of Appreciation with bronze trim.

(d) Courage Award. 1000 to 1999 volunteer service hours will merit a UPFRP Certificate of Appreciation with silver trim.

(e) Commitment Award. 2000 to 3499 volunteer service hours will merit a UPFRP Certificate of Appreciation with gold trim.

(f) Commandant's Award. 3500 or above volunteer service hours will merit a UPFRP CMC Lifetime Achievement plaque, Letter of Appreciation, and CMC Coin.

5. Records Management. All Commanders, M&RA and MCCA shall ensure that all APF and NAF records are maintained per the appropriate SSIC of reference (cc).

Chapter 8

Yellow Ribbon Reintegration Program

1. Purpose. The purpose of this chapter is to establish policies, procedures, responsibilities and reporting requirements for the Yellow Ribbon Reintegration Program (YRRP).

2. Background. The YRRP provides joint service deployment and reintegration support for National Guard and Reserve units and Individual Augments (IA) within the Reserve community, to include: all Sister Service reserve components, Selected Marine Corps Reservists (SMCR), Individual Mobilization Augmentees (IMA) and Individual Ready Reserve (IRR) and their spouses and designated parents/extended family members. The YRRP will be implemented from the pre-deployment phase through the reconstitution phase of a reserve unit or IA, ensuring services are made available to all members of the Marine's family to include designated parents/extended family members. Additionally, the program is designed to provide like-services and information to members of the National Guard or sister reserve units when they or their family members are geographically separated from the parent command. Reference (x) authorizes personnel to receive reintegration training within the 60-day/6-month training limitation that applies to standard drills and annual training requirements.

3. Tasks

a. MARFORRES shall execute the program within all Major Subordinate Commands (MSC) of the reserve forces.

b. Mobilization Command (MobCom) shall ensure access to programs for all IRR members.

c. Employing Force Commands (EFC) shall inform reserve members and their spouse and designated parents/extended family members of command activities and timelines.

4. Requirements. The following is a list of timeline-sensitive requirements tasked to each reserve command applicable to a deploying unit as well as an Individual Augment.

a. Pre-Deployment. Accomplish the following not later than 30 days prior to departure from home.

(1) Conduct a warrior preparation brief delivered to all reserve members and their spouses and designated parents/extended family members.

(2) Ensure a pre-deployment health assessment is completed by all deploying reserve members.

(3) Conduct pre-deployment briefs for all deploying units/members and their spouses and designated parents/extended family members to ensure they are aware of the entitlements, personal finance and benefits and family support systems.

b. 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.

c. Reconstitution. Accomplish the following not later than 30 days prior to return.

(1) Conduct a pre-return stress brief for leaders in theater.

(2) Conduct a Warrior Transition Brief for reserve units/members in theater coinciding with the in-theater operational pause.

(3) Coordinate Return and Reunion briefs for spouses and designated parents/extended family members to ensure they are aware of potential challenges that may be encountered following the return of their Marine.

d. Post-Deployment

(1) Ensure all Marines complete a Post-Deployment Health Assessment (PDHA) within 5 days of return.

(2) Conduct reintegration briefs and Return and Reunion briefs for reserve units/members and spouses and designated parents/extended family members within 30 days of return.

(3) Conduct a post-deployment stress brief for leaders between 45 and 60 days after return.

(4) Conduct the following between 60 and 120 days after return.

(a) Conduct a Warrior Transition II brief (must be completed prior to the Pre-Deployment Health Return Assessment (PDHRA) for Marines).

(b) Ensure all reserve members complete a PDHRA.

(5) Conduct additional post-deployment briefs for all returning units/members and their families to ensure they are aware of resources available to them during the reintegration process between 90 and 180 days after return.

e. The UPFRP will include proactive two-way communication with reserve members and their families, I&R, Volunteer Management, and Readiness and Deployment Support, which will include event coordination.

f. The UPFRP shall meet the requirements determined by reference (e) to provide standardized education and support to reserve units/members and their families from the pre-deployment phase to the post-deployment phase.

g. Standardized education and support, as outlined in reference (e), shall be delivered at the unit level for all SMCR Marines, at the OP Sponsor level for IMA Marines and at the command level and through the various support networks within MobCom for IRRs. Education and support that fulfill the requirements of reference (e) shall be initiated through official communication from the commander.

h. Information and Referral support shall be provided to reserve units/members and their spouses and designated parents/extended family members regarding location, installation, and community resources.

i. Provide all deploying reserve members and their spouses and designated parents/extended family members, a deployment guide that covers all phases of deployment and will also provide additional resource information. Do not provide more than five guides per Marine.

j. For reserve members and their spouses and designated parents/extended family members located less than 30 miles or 30 minutes from a USMC installation or location, the first level of education and support shall be USMC resources. If unable to access USMC resources, reserve members and spouses and designated parents/family members may access the nearest Joint

Family Support Assistance Program (JFSAP) or Family Service Center.

k. Reserve commanders shall coordinate all requirements and planned programming with the JFSAP to ensure the maximum use of local resources.

l. Units sponsoring YRRP events will ensure that all reserve members and spouse and designated parents/extended family members are welcomed and receive the same quality support regardless of military service or unit affiliation.

m. The only YRRP events that will be closed to Sister Service reserve members and their spouse and designated parents/extended family members are events that are considered classified, where a unit received significant casualties or other criteria that might require it to be closed to other attendees.

n. Transitioning Marines

(1) Reserve Commanders are encouraged to pay close attention to Marines nearing the end of their active or drilling obligation. Ensure that the reserve members and their spouses and designated parents/extended family members receive adequate information and access to resources prior to their transition to either the IRR or discharge.

(2) MARFORRES (MobCom) shall assume responsibility and serve as the main point of contact for resources for all members of the IRR.

o. Individual Marines

(1) Marines activated from the IRR or as IAs must be afforded equal access to programs and resources as identified by YRRP initiatives. Due to the unique challenges posed by geographical dispersion of individuals lacking traditional Marine Corps unit affiliation, MARFORRES (MobCom) will coordinate events utilizing the JFSAP for the intended services.

(2) MARFORRES (MobCom) is the lead agency for coordinating IRR Marine access to the YRRP; however, Marine Corps components are directed to provide equal access to services to the individual Marines and their spouses and designated parents/family members.

5. Joint Family Support Assistance Program (JFSAP). The following is provided for informational purposes to ensure active and reserve commanders, FROs, Marines and their spouses and designated parents/extended family members have situational awareness on the duties of the JFSAP as a resource.

a. The Deputy Under Secretary of Defense for Military Community and Family Policy (DUSD(MC&FP)) coordinates with state government officials to provide quality of life support within each state through the JFSAP.

b. The JFSAP will coordinate federal, state and local resources in addition to installation MCFTB resources in support of the needs of reserve units/members and their spouses and designated parents/extended family members. The JFSAP also coordinates with MARFORRES in the direct delivery of this support to reserve units/members and their spouses and designated parents/extended family members.

c. The JFSAP coordinates with unit commanders to be a repository quality of life resource to reserve units/members and their spouses and designated parents/extended family members.

d. JFSAP provides Military Family Life Consultants and Child and Youth Behavioral Military Life Consultants to augment state and local resources.

e. JFSAP provides mobile training teams to be available in demand for pre-deployment briefings and 30-day reintegration programs.

6. Joint Family Resource Center (JFRC). The DUSD (MC&FP) provides for a JFRC to support MARFORRES, MARFORRES staff and MARFORRES group commanders.

7. MARFORRES Reporting Requirements

a. Quarterly reports shall be submitted not later than the 15th day of January, April, July and October. Reports shall be compiled from data collected through unit points of contact, submitted to CMC (MRZ). Report Control Symbol DD-1754-04 (external RCS DD-RA(Q) 2223) is assigned to this reporting requirement.

b. Quarterly reports shall be in two parts and consist of the following information.

(1) Forecast planned events. Events, activities, programs, dates, times, locations, sponsors, partners, anticipated number of participants (service member/spouse/designated parents/extended family members), and unresourced requirements planned for the next quarter.

(2) Completed events. Events, activities, programs, dates, times, locations, sponsors, partners, actual number of participants (service member/spouse/designated parents/extended family members), and unresourced requirements conducted the previous quarter. This report shall also include lessons learned, best practices, media reports, participant satisfaction, evaluations and comments.

APPENDIX A

NAVMC 11654 (5-09) (EF)

FOUO - Privacy Sensitive when filled in.

Print Form

Unit, Personal and Family Readiness Program Authorization

This Authorization is solely for use by the Unit, Personal and Family Readiness Program (UPFRP) and is not to be confused with the Record of Emergency Data (RED). While information provided may be the same for both the UPFRP Authorization and the RED, the RED is the official record and will be referred to for all official communication outside the parameters of the UPFRP, e.g. casualty notification.

PRIVACY ACT STATEMENT

AUTHORITY: 10 USC 5013; EO 9397; 10 USC 5041 PRINCIPAL PURPOSE(S): To obtain required information for sponsors, spouses and designated contacts for the identified Unit, Personal and Family Readiness Program to enable the unit Commander and designated staff members and authorized volunteers to communicate in an accurate, rapid, and efficient manner with sponsor, spouse and Designated Contacts on matters relating to their Unit, Personal and Family Readiness Program. Access to personally identifiable information contained on data sheets will be on an official "need to know" basis and granted only to authorized persons with current certificates showing completion of requisite Personally Identifiable Information Training.

ROUTINE USES(S): None.

DISCLOSURE: Participation is mandatory for sponsors. Sponsors must provide a primary and secondary contact path. It is also mandatory for married sponsors to provide a primary contact path for spouse or a signed Opt-out Form should the spouse choose not to participate. For military personnel, generally MCO 1754.9, chapter 2, paragraph 3, m and specifically chapter 4, paragraph 2.a(2)(3) are lawful orders and are punitive in nature. Violations may result in disciplinary action under Article 92 of Uniform Code of Military Justice, and/or other adverse administrative action. It is not mandatory for single sponsors to provide required information for anyone other than themselves. All designated contacts must be over the age of 18 with the exception of a spouse. The current Unique ID, "Last Name, Last Four" is required as it is essential to identify the sponsor and his/her designated contacts.

Sponsor Name : _____

Unit : _____

Family Readiness Officer : _____

Instructions :

I hereby authorize the unit commander and designated members of the unit's Family Readiness Command Team, to include but not limited to, the unit Family Readiness Officer (FRO) and designated UPFRP Volunteers to communicate with my spouse*, and individuals I have listed below, hereinafter referred to as "Designated Contacts" on matters pertaining to the UPFRP. Designated Contacts must be 18 years of age or older, with the exception of a spouse.

*Designated Contact #1 : _____

*It is mandatory for spouses to be listed as Designated Contact #1 for married sponsors or submit a signed Opt-Out Form.

Designated Contact #2: _____

Designated Contact #3: _____

Designated Contact #4: _____

Communication will be in compliance with Marine Corps Order 1754.9, Unit, Personal and Family Readiness Program, and deemed by the unit commander to be relevant, appropriate and in accordance with his vision and intent for his UPFRP.

The UPFRP may use the Mass Communication Tool as one method of effecting clear and direct communication on matters pertaining to personal and family readiness (readiness and deployment support, information and referral and official command communications) between the sponsor, spouse* and Designated Contacts. (DoN Systems of Record Notice M01754-5)

The UPFRP will use the Volunteer Tracking Tool as one method of effecting clear and direct communication on matters pertaining to volunteer opportunities. (DoN Systems of Record Notice NM01754-2)

Sponsor Signature : _____

Sponsor Name : _____

Rank : _____

Sponsor Initial _____

Reset Form

Unit, Personal and Family Readiness Program Authorization

Sponsor Name : _____

Unit : _____

Family Readiness Officer : _____

Instructions :

All Sponsors: All Sponsors are required to provide LAST NAME, FIRST NAME, LAST 4 OF SSN, BIRTHDATE, ONE PRIMARY CONTACT PATH AND ONE SECONDARY CONTACT PATH to enable reliable and timely delivery of communication from the command. The Sponsor may choose from any of the available delivery paths listed below. Standard text messaging charges will apply. Designated Contacts must be 18 years of age or older, unless a spouse. Ensure information is complete.

Single Sponsors : Designated Contacts are optional.

Married Sponsors : Spouse* shall be entered as Designated Contact #1. One primary contact path and one secondary contact path to enable reliable and timely delivery of communication from the command to the spouse is required unless/until a signed Opt-Out Form is on file with the unit.

(*Spouse has the right to Opt-Out; however, information for the spouse is required until an Opt-Out Form with signatures is submitted to the unit at which time the information for the spouse will be deleted. Opting out is not a recommended course of action due to the benefits of receiving official communication, information and referral services from the UPRP. Should the Spouse Opt-Out, all family readiness communication from the command including deployment-related communications, will be the responsibility of the sponsor.)

Language Codes : A Code other than E (English) will alert the FRO that the Designated Contact is not fluent or may have difficulty understanding communications in English. There is no guarantee that translation will be available should another language code be provided.

E=English S=Spanish (Europe or Latin America) J=Japanese F=French I=Italian P=Portuguese

Contact Codes: For all Designated Contacts, enter the appropriate contact code. * Designated Contacts must be 18 years of age or older with the exception of a spouse

S=Spouse *C=Child P=Parent *F=Family member or other contact

Sponsor Information (Mandatory) For military personnel, generally chapter 2, paragraph 3.m and specifically chapter 4, paragraph 2.a(2) of MCO 1754.9 are lawful orders and punitive in nature. Violations may result in disciplinary action under Article 92 of the Uniform Code of Military Justice and/or other adverse administrative action. **REQUIRED: LAST NAME, FIRST NAME, SSN (LAST 4), DATE OF BIRTH, PRIMARY/SECONDARY PATHS OF CONTACT**

UIC	Last Name	First Name	MI	SSN (last 4)	Contact Code
M					
Address			Apt No.	Date of Birth (MM/DD/YYYY)	
City			State	Zip	Country
Work E-Mail Address		Home E-Mail Address		Alternate E-Mail Address	
Work Cell Phone	Personal Cell Phone		Work Phone	Ext.	Home Phone
SMTP Text Device (email address-standard texting charges will apply)			SMS SMPP Text Device (telephone #-standard texting charges will apply)		
Language					

Unit, Personal and Family Readiness Program Authorization

Sponsor Name : _____

Unit : _____

Family Readiness Officer : _____

Designated Contact #1

It is mandatory for married sponsors to provide required information for their spouse as Designated Contact #1 unless/until an Opt-Out Form with signatures is submitted to the unit at which time the information for the spouse will be deleted. REQUIRED: LAST NAME, FIRST NAME, PRIMARY/SECONDARY PATH OF CONTACT

Last Name	First Name	MI	Contact Code
Address			Apt No.
City	State	Zip	Country
Work E-Mail Address	Home E-Mail Address	Alternate E-Mail Address	
Work Cell Phone	Personal Cell Phone	Work Phone	Ext. Home Phone
SMTP Text Device (email address-standard texting charges will apply)		SMS SMPP Text Device	
Language			

Designated Contact #2 - OPTIONAL FOR ALL SPONSORS/ PERSON LISTED MUST BE 18 YEARS OF AGE OR OLDER

Last Name	First Name	MI	Contact Code
Address			Apt No.
City	State	Zip	Country
Work E-Mail Address	Home E-Mail Address	Alternate E-Mail Address	
Work Cell Phone	Personal Cell Phone	Work Phone	Ext. Home Phone
SMTP Text Device (email address-standard texting charges will apply)		SMS SMPP Text Device	
Language			

Sponsor Initial _____

3 of 4
FOR OFFICIAL USE ONLY

Unit, Personal and Family Readiness Program Authorization

Sponsor Name : _____

Unit : _____

Family Readiness Officer : _____

Designated Contact #3 - OPTIONAL FOR ALL SPONSORS/ PERSON LISTED MUST BE 18 YEARS OF AGE OR OLDER

Last Name		First Name		MI	Contact Code
Address		Apt No.			
City	State	Zip	Country		
Work E-Mail Address	Home E-Mail Address		Alternate E-Mail Address		
Work Cell Phone	Personal Cell Phone	Work Phone	Ext.	Home Phone	
SMTP Text Device (email address-standard texting charges will apply)		SMS SMPP Text Device			
Language					

Designated Contact #4 - OPTIONAL FOR ALL SPONSORS/ PERSON LISTED MUST BE 18 YEARS OF AGE OR OLDER

Last Name		First Name		MI	Contact Code
Address		Apt No.			
City	State	Zip	Country		
Work E-Mail Address	Home E-Mail Address		Alternate E-Mail Address		
Work Cell Phone	Personal Cell Phone	Work Phone	Ext.	Home Phone	
SMTP Text Device (email address-		SMS SMPP Text Device (telephone #-standard texting charges will apply)			
Language					

Sponsor Initial _____

APPENDIX B

NAVMC 11657 (2-10) (EF)

Print Form

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 sponsor 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 1754.9, it is mandatory for the sponsor to provide requested information or a completed Opt-Out Form (NAVMC 11657) on behalf of a spouse if they do not wish to have the spouse contacted by authorized representatives of the Unit, Personal and Family Readiness Program. For military personnel, generally MCO 1754.9, paragraph 3.m of chapter 2 and specifically paragraph 2.a(2) of chapter 4 is a lawful order 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 sponsor'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 sponsor. 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 sponsor 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 sponsor at any time. If I wish to benefit from the services provided by the Unit, Personal and Family Readiness Program, either I or my sponsor may contact the Family Readiness Officer and provide required information. This Opt-Out Form will be cancelled effective the date I or my sponsor 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 sponsor's Family Readiness Officer.

Signature of Spouse Date
Name of Spouse

Reset Form

APPENDIX C

NAVMC 11653 (02-10) (EF)

Volunteer Application for USMC Family Readiness Volunteers

PRIVACY ACT STATEMENT

AUTHORITY: Section 1588 of Title 10, U.S. Code, and E.O. 9397.

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.

ROUTINE USES: This information will be used to assess eligibility, qualifications and overall suitability.

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. If selected, volunteers will be required to register on the Volunteer Tracking Tool per MCO 1754.9.

Position Applying For :

Family Readiness 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

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:

Volunteer Application for USMC Family Readiness Volunteers

General Information :

Page 2 of 3

Are you available to attend monthly meetings? Yes No

Are you available during office hours? Yes No

If yes, how many hours are you available : _____ hours per week

Are you registered on the Volunteer Tracking Tool? Yes No

Additional information or comments you would like to include with this volunteer application
(attach certificates if training is listed)

Administrative Information (To be completed by command representative)

Date application received : _____

Application screened by : _____

Date interview scheduled with commander : _____

Interview conducted by : _____

Selected for :

Family Readiness Advisor Family Readiness Assistant

Appointed in writing via letter dated : _____

DD Form 2793 dated and filed : _____

Command representative completing Administration Information :

Title Name

Signature Date

APPENDIX D

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.

Reset

Adobe Professional 8.0

APPENDIX E

NONAPPROPRIATED FUND POSITION DESCRIPTION

JOB TITLE: Family Readiness Officer (FRO) (Lieutenant Colonel command level)

SERIES: 0301

PAY LEVEL: NF-04

SUMMARY OF DUTIES: Reports to the unit commander.

Serves as the primary representative to provide command family readiness outreach, support and assistance to the unit's military personnel and their families at the Lieutenant Colonel command level. Exercises sound judgment and initiative in carrying out responsibilities. 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.

Represents the unit commander 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 Family Readiness Program and the FRO is the primary staff member responsible for carrying out the commander's vision and intent.

Implements the Unit Family Readiness Program in its mission to support individual Marines in attaining family readiness. Support to families shall encompass Marines, spouses, children, and designated parents/extended family members of Marines. Conducts proactive outreach, rapport development and multi-faceted communication efforts to facilitate meaningful two-way communication between the command and its Marines and families.

Assures the unit conforms to applicable guidance and regulations in the execution of the Unit Family Readiness 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, 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 Family Readiness Program Newsletter, official unit website, unit toll-free phone numbers, and other media. Monitors and analyzes usage patterns for communications methods, to include Marine Online Readiness Roadmaps.

Partners with PAO as appropriate. Distributes marketing materials developed and provided by HQMC and/or MCCS. Develops and implements Unit 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, MCCS, Marine and Family Services, Marine Corps Family Team Building, MCCS Area Coordinator, and other on-base and off-base resources. Communicate purpose and extent of the

family support programs to Marines and extended family members. Actively encourage family member use of available resources and programs.

Plans, coordinates and executes administrative and logistical requirements, in partnership with the MCCA Area Coordinator, MCFTB, or other applicable entities for Unit Family Readiness Program events such as Family Days, pre-, during and post-deployment events, and others as required.

Coordinates and attends Family Readiness Command Team meetings. Attends closing ceremonies for MCFTB trainings/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 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 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 Program 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 will 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 and their families at the Lieutenant Colonel 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 Family Readiness Program. Knowledge of military lifestyle and organizational structure with a clear understanding of the role of the Unit 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 in order to support the Unit Family Readiness Program.

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

APPENDIX F

NONAPPROPRIATED FUND POSITION DESCRIPTION

JOB TITLE: Family Readiness Officer (FRO) (Colonel command level)

SERIES: 0301 **PAY LEVEL:** NF-04

SUMMARY OF DUTIES: Reports to the unit commander.

Serves as the primary representative to provide command family readiness outreach, support and assistance to the unit's military personnel and their families at the Regiment/Group command level. Exercises sound judgment and initiative in carrying out responsibilities. 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.

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 Family Readiness Program and the FRO is the primary staff member responsible for carrying out the commander's vision and intent.

Implements the Unit Family Readiness Program in its mission to support individual Marines in attaining family readiness. Support to families shall encompass Marines, spouses, children, and designated parents/extended family members of Marines. Conducts proactive outreach, rapport development and multi-faceted communication efforts to facilitate meaningful two-way communication between the command and its Marines and families.

Assures the unit (and subordinate units) conform to applicable guidance and regulations in the execution of the Unit Family Readiness Program and remains ready to successfully undergo the scrutiny of higher-headquarters assessments.

Supervises family readiness program volunteers to include: assigning and distributing work, 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 Family Readiness Program Newsletter, official unit website, unit toll-free phone numbers, and other media. Monitors and analyzes usage patterns for communications methods, to include Marine Online Readiness Roadmaps.

Partners with PAO as appropriate. Distributes marketing materials developed and provided by HQMC and/or MCCS. Develops and implements Unit 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, MCCS, Marine and Family Services, Marine Corps Family Team Building, MCCS Area Coordinator, and other on-base and off-base resources. Communicate purpose and extent of the

family support programs to Marines and extended family members. Actively encourage family member use of available resources and programs.

Plans, coordinates and executes administrative and logistical requirements, in partnership with the MCCS Area Coordinator, MCFTB, or other applicable entities for Unit Family Readiness Program events such as Family Days, pre-, during and post-deployment events, and others as required.

Coordinates and attends Family Readiness Command Team meetings. Attends closing ceremonies for MCFTB trainings/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 MCCS 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 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 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 Program 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 MCCS (e.g., Directors of MCFTB and Marine and Family Services) and others regarding the effectiveness of MCCS programs and services. Marines and their family members through use of an established assessment tool will 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 and their families at the Regiment/Group command level, exercise sound judgment and initiative in carrying out responsibilities, work with latitude for independent action to ensure overall program effectiveness and effective use of resources. Skill to supervise people in the accomplishment of work.

Skill to maintain personal contacts and collaborate 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.

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 Family Readiness Program. Knowledge of military lifestyle and organizational structure with a clear understanding of the

role of the Unit 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 in order to support the Unit Family Readiness Program.

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

APPENDIX G

NONAPPROPRIATED FUND POSITION DESCRIPTION

JOB TITLE: Family Readiness Officer (FRO) (General Officer command level)

SERIES: 0301

PAY LEVEL: NF-04

SUMMARY OF DUTIES: Reports to the unit commander. Serves as the primary representative to provide command family readiness outreach, support and assistance to the unit's military personnel and their families at the Division/Wing command level. Exercises judgment and initiative in carrying out established responsibilities. 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.

Represents the Marine Corps at internal and external meetings or forums to address 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 Family Readiness Program and the FRO is the primary staff member responsible for carrying out the commander's vision and intent.

Implements the Unit Family Readiness Program in its mission to support individual Marines in attaining family readiness. Support to families shall encompass Marines, spouses, children, and designated parents/extended family members of Marines. Conducts proactive outreach, rapport development and multi-faceted communication efforts to facilitate meaningful two-way communication between the command and its Marines and families.

Assures the unit (and subordinate units) conform to applicable guidance and regulations in the execution of the Unit Family Readiness Program and remains ready to successfully undergo the scrutiny of higher-headquarters assessments.

Supervises family readiness program volunteers to include: assigning and distributing work, 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 Family Readiness Program Newsletter, official unit website, unit toll-free phone numbers, and other media. Monitors and analyzes usage patterns for communications methods, to include Marine Online Readiness Roadmaps.

Partners with PAO as appropriate. Distributes marketing materials developed and provided by HQMC and/or MCCS. Develops and implements Unit 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, MCCS, Marine and Family Services, Marine Corps Family Team Building, MCCS Area Coordinator, and other on-base and off-base resources. Communicate purpose and extent of the

family support programs to Marines and extended family members. Actively encourage family member use of available resources and programs.

Plans, coordinates and executes administrative and logistical requirements, in partnership with the MCCS Area Coordinator, MCFTB, or other applicable entities for Unit Family Readiness Program events such as Family Days, pre-, during and post-deployment events, and others as required.

Coordinates and attends Family Readiness Command Team meetings. Attends closing ceremonies for MCFTB trainings/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 MCCS 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 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 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 Program 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 MCCS (e.g., Directors of MCFTB and Marine and Family Services) and others regarding the effectiveness of MCCS programs and services.

Marines and their family members through use of an established assessment tool will 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 and their families at the Division/Wing command level, exercise judgment and initiative in carrying out responsibilities, work independently with established guidance to ensure program effectiveness and effective use of resources. Skill to supervise people in the accomplishment of work.

Skill to maintain personal contacts and collaborate with key personnel in the Marine Corps, principal assistants to the Unit Commander, and representatives of comparable private sector organizations to coordinate work efforts of the Marine Corps Family Readiness outreach program.

Skill to represent the Marine Corps at internal and external meetings or forums to address family readiness issues and functions.

Knowledge of philosophies, policies and procedures governing the Unit Family Readiness Program. Knowledge of military lifestyle and organizational structure with a clear understanding of the role of the Unit 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 in order to support the Unit Family Readiness Program.

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

APPENDIX H

UNIT COMMANDER FAMILY READINESS OFFICER (FRO) STAFFING CHECKLIST (sample)

To submit a request for a civilian Family Readiness Officer, complete all of the information requested on the checklist and send to Ms. Christine Horton at hortonc@usmc-mccs.org or fax to (703) 432-0436. Your request will be forwarded to MRZ for briefing to Director, MR.

Official name of requesting unit UIC: (as listed in MCTFS)

UIC:

POC:

Duty station/location of requesting unit:

Unit Higher Headquarters (HHQ):

Endorsement provided by HHQ: Yes No

(If "Yes", attach endorsement)

Select appropriate level of command:

- General Officer command
- command-screened Colonel
- command-screened Lieutenant Colonel

Indicate preferred hire date (Day/Month/Year):

Date of next change of command:

Justification: (Provide relevant information to justify the hiring of a civilian Family Readiness Officer (FRO) in support of unit family readiness program. Be as detailed and specific as possible thinking in terms of value-added for the unit program. [e.g. How many Marines (broken down by officer/enlisted) are or will be supported by unit program? How many dependents? Are dependents co-located with sponsor? What is the current status of unit family support program? Is there a Marine Corps command (AD or RS) with a FRO co-located or in close proximity to requesting unit? Is this a deploying unit? Will this unit's training require sponsors to be away from dependents for extended periods of time? Add additional information to justify hire. Use additional sheets as required.)

APPENDIX I

VOLUNTEER POSITION DESCRIPTION

JOB TITLE: Family Readiness Advisor (volunteer)

SUMMARY OF DUTIES: Reports to the Commanding Officer.

Family Readiness Advisor (Volunteer)

Each unit is required to have at minimum, one Family Readiness Advisor. The Family Readiness Advisor(s) must be an experienced spouse and/or designated parent/extended family member of an enlisted or officer member of the unit and should ideally be geographically proximate to the unit. Use of both spouse and parent/extended family member Advisors would 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/extended family members represent a largely untapped resource. Many of them 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 Family Readiness Program the opportunity to benefit from their experiences. The role of the Family Readiness Advisor(s) is to:

- o Serve laterally with the Family Readiness Command Team leadership to support the Unit Family Readiness Program.
- o Act in concert laterally with the Family Readiness Officer, Executive Officer, Sergeant Major, Chaplain, and other Family Readiness Advisor(s) in support of the commander.
- o Serve as an additional feedback mechanism from the families to the Command Team and attend all Unit Family Readiness Program meetings
- o Contribute content to family readiness communications and assist in development of unit communication strategies.
- o Provide family insight to the Family Readiness Command Team regarding the overall Unit Family Readiness Program and family well-being
- o Participate in Family Readiness Command Team planning and assessment activities as determined by the commander
- o Make every attempt to attend family readiness-related functions such as Pre-Deployment Briefs, family days, and Return and Reunion Briefs.
- o 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 Family Readiness Advisor must receive formal training from the Family Readiness Program Trainer at MCFTB within 30 days of appointment. The Family Readiness Advisor must attend a L.I.N.K.S. session. A large part of promoting family readiness is encouraging the education that prepares Marines and families. The Family Readiness Advisor must be a strong supporter for all of the MCFTB functions and MCCA 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.

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

MINIMUM QUALIFICATIONS: The Family Readiness Advisor shall be the experienced spouse or designated parents/extended family members of a member of the unit and should ideally be geographically proximate to the unit. The Family Readiness Advisor shall possess knowledge of family readiness programs, unit structure, and unit procedures. The Family Readiness Advisor shall 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. The Family Readiness Advisor shall 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.

APPENDIX J

VOLUNTEER POSITION DESCRIPTION

JOB TITLE: Family Readiness Assistant (volunteer)

SUMMARY OF DUTIES: Reports to the Family Readiness Officer (FRO).

Family Readiness Assistants are to assist the FRO in the execution of the Unit Family Readiness Program. The Family Readiness Assistant shall embody the unit commander's family readiness goals and possess a desire to work with Marines and their families in order 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. Will keep the FRO apprised of issues or contacts made with unit families.
- Initiating individual contact with families as necessary and directed by the FRO
- 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 Family Readiness Program, and to promote visibility/accessibility among unit members and families, Family Readiness Assistants should make every attempt to attend all family readiness related functions.

The Family Readiness Assistant shall complete Family Readiness Assistant Training within 30 days of appointment. The Family Readiness Assistant must also attend an appropriate L.I.N.K.S. session prior to or within three months after appointment.

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 protect Personally Identifiable Information.

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

MINIMUM QUALIFICATIONS: The Family Readiness Assistant shall be the experienced spouse or designated parents/extended family member of a member of the unit and should ideally be geographically proximate to the unit. The Family Readiness Assistant shall possess knowledge of family readiness programs, unit structure, and unit procedures. The Family Readiness Assistant shall 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. The Family Readiness Assistant shall 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.

APPENDIX L

NAVMC 11652 (Rev. 05-09)

FOUO - Privacy Sensitive when filled in.

Print Form

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		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										
	b. Title (FRO, Volunteer, Vendor)		c. Phone Number												
5. Expenditures <table style="width:100%; font-size: small;"> <tr> <td>A - Volunteer Awards/Recognition (001)</td> <td>F - Direct/Overhead Exp - Comm (006)</td> </tr> <tr> <td>B - Volunteer Reimbursements (002)</td> <td>G - Direct/Overhead Exp - Travel (007)</td> </tr> <tr> <td>C - Light Refreshments (003)</td> <td>H - Direct/Overhead Exp - Other (008)</td> </tr> <tr> <td>D - Unit Parties/Picnics (004)</td> <td>I - MWR Support (009)</td> </tr> <tr> <td>E - UFR Child Care (005)</td> <td>J - Marine Corps Ball (010)</td> </tr> </table>						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)
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	(c) Item Description and Location of Purchase		Amount Requested										
(a)	(b)														
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) Approving Official Name _____ Sign _____ Date _____			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. Claimant Sign Here _____ Date _____												
9. This claim is certified correct and proper for payment (UFRFA / CFO). Authorized Certifying Official Name _____ Sign _____ Date _____			10. Cash Payment Receipt 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											

Reset Form

FOR OFFICIAL USE ONLY.

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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.

APPENDIX N

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 the unit's Organizational Communication Tool.

WITHIN 30 DAYS OF TAKING COMMAND

- Read MCO 1754.9.
- Provide a full-time primary duty FRO. (Ch 2 3a(5))
- Provide for a Deputy FRO. (Ch 2.3a(7))
- Provide for an Administrative Assistant. (Ch 3 4)
- Receive an in-brief from the unit's FRO to include budget brief. (Ch 2 3e)
- Publish the UPFRP Policy Statement. (Ch 2 3a(12))
- Appoint collateral duty Deputy FROs. (Ch 2 3b(1))
- Send an official message using the Mass Communication Tool. (Ch 2 3a(27))
- Assign a Responsible Officer. (Ch 2 3a(21))
- Attend Family Readiness Command Team training. (Ch 2 3a(10))

WITHIN 45 DAYS OF TAKING COMMAND

- Draft an emergency notification policy. (Ch 2 3a(30))

- ◇ Get a list of volunteers. Start to recruit if required.
(Ch 2 3a(11))

WITHIN 60 DAYS OF TAKING COMMAND

- Request a brief from the supporting MCCS Director. (Ch 2 3a(8))
- Conduct a family readiness assessment using the Family Readiness Assessment Tool. (Ch 2 3a(13))

WITHIN 120 DAYS OF TAKING COMMAND

- Conduct a FRO Evaluation Survey. (Ch 3.12)
- △ Attend Family Readiness Command Team training. (Ch 2 3b(4))
- △ Conduct a family readiness assessment using the Family Readiness Assessment Tool. (Ch 2 3b(5))

- Required by active and reserve component
- Required by active component only
- ◇ Recommended action for active and/or reserve component
- △ Required by the reserve component only