

# Facilitator's Guide

## Family Readiness Group Training

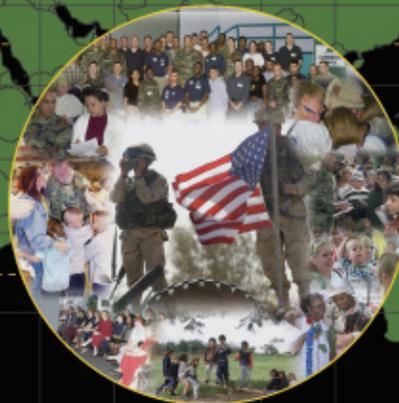


U.S. ARMY

OPERATION  
**READY**

Resources for Educating About Deployment and You Third Edition, 2006

GETTING PREPARED, STAYING PREPARED



ARMY COMMUNITY SERVICE  
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## I. PURPOSE OF FACILITATOR'S GUIDE FOR FRG TRAINING

The purpose of this facilitator's guide is to provide guidance on the preparation and conduct of FRG training. The overview section provides details about the FRG training components and files. Section III contains separate facilitator guides for the FRG training modules. Information for conducting an evaluation of the FRG training is provided in Section IV of this guide.

## II. OVERVIEW OF FRG TRAINING

The FRG training has been designed as a set of modules covering a diverse range of topics and issues. With this design, individuals have the flexibility to select and sequence any number of modules in different ways depending upon the interests of different audience groups. In addition, several modules have been designed to promote team building and to facilitate actual discussion and planning by having two audience groups present during training.

In this overview, the following information is provided about the FRG training:

- Description and audience group for FRG training modules
- Recommended training sequences for different audience groups
- Estimated training time and materials for FRG training modules.

### **Description of and Audience Group for FRG Training Modules**

The table on page 4 provides a list of the FRG training modules, a brief description of the module, and the potential audience groups for the module..

## II. OVERVIEW OF FRG TRAINING

FRG TRAINING MODULES		TARGET AUDIENCE GROUPS		
Title of Module	Brief Description of Module Content	Unit Leadership (primarily battalion and company level commanders, rear detachment commanders, Family Readiness Liaisons, and FRG Deployment Support Assistants)	FRG Volunteers (FRG Leaders, co-leaders, secretary, treasurer, committee chairpersons)	Key Caller
FRG Overview	Defines the mission, role, and structure of FRG program	X	X	X
FRG's Tasks in the Deployment Cycle	Identifies the FRG's role and activities in each phase of deployment cycle	X	X	X
FRG Leader and Unit Leadership Partnership for Effective FRGs	Defines the specific responsibilities of the FRG leader and unit leader and how this partnership works	X	X	
How to be an Effective FRG Leader	Identifies the knowledge, actions, and skills that make an FRG leader effective		X	
Getting Started	Defines the tasks FRG leaders need to perform when they become the leader of an FRG		X	
Expectations and Role of FRG Volunteers	Identifies the roles and responsibilities of key FRG volunteers and the support available to volunteers		X	X
Communicating with Families	Provides guidelines on how FRG mission essential activities are to be conducted	X	X	X
Dealing with the Media	Provides guidance on how to handle the media	X	X	
Resources and Funding for FRGs	Reviews Army regulation on funding of FRG operations; Identifies the tasks and responsibilities of unit leader, FRG leader and FRG Informal Fund manager	X	X	X
FRG's Role in Unit Casualty	Identifies the FRG's role in casualty situations	X	X	

*Note: Information on Working with Family Support Network, Crisis Intervention, and How to Work with Families is provided in the Operation READY RDC training series. FRG leaders and Key callers are advised to attend these trainings, preferably with their rear detachment commander. (See Facilitator's Guide on Rear Detachment Commander Training for further details.)*

## II. OVERVIEW OF FRG TRAINING

### Recommended Training Sequences for Different Audience Groups

The FRG training can be structured in different ways. Here are some options to consider.

#### JOINT TRAINING OPTION

Keep in mind that it is intended that both FRG leaders and unit leaders be in attendance whenever the module entitled “FRG Leader and Unit Leadership Partnership for Effective FRGs” is given. However, it is recommended that a more expanded joint training series with FRG leaders and unit leaders be developed and conducted. (See option below of a proposed sequencing of the modules for a joint training workshop.)

JOINT FRG TRAINING		
FRG Training Modules	One-Day Joint Training with FRG and Unit Leaders <i>(unit commanders, rear detachment commanders, FRLs, FRGDAs, and FRG leaders from a battalion and their companies)</i>	Half Day Follow-on Training for FRG Leaders <i>(primarily company-level FRG leaders)</i>
FRG Overview	1	
FRG’s Tasks in The Deployment Cycle	4	
FRG Leader and Unit Leadership Partnership for Effective FRGs	2	
How To Be an Effective FRG Leader		9
Getting Started		8
Expectations and Role of FRG Volunteers	(not applicable)	(can sit in when given to FRG volunteers, if desired)
Communicating with Families	3	
Dealing with the Media	6	
Resources and Funding for FRGs	7	
FRG’s Role in Unit Casualty	5	

*Note: FRG leaders are expected to participate in additional joint training with rear detachment commanders, see Operation READY Facilitator’s Guide on Rear Detachment Commander Training for further details.*

## II. OVERVIEW OF FRG TRAINING

### EXPERIENCED FRG LEADERS OPTION

Because of the release of AR 608-1, Appendix J in 2006, it is important that all FRG leaders be educated on this regulation and the implications for FRGs. For this reason, the following training is proposed for experienced FRG leaders.

#### FRG TRAINING FOR EXPERIENCED FRG LEADERS

<b>FRG Training Modules</b>	<b>Training Sequence</b>
FRG Overview	<b>1</b> <i>(review FRG mission, activities, structure, and what FRGs need to do in today's environment)</i>
FRG's Tasks in The Deployment Cycle	<b>5</b>
FRG Leader and Unit Leadership Partnership for Effective FRGs	<b>2</b> <i>(review to clarify unit leader and FRG leader responsibilities)</i>
How To Be an Effective FRG Leader	<i>(optional, but consider reviewing tips on maintaining morale and sustaining the FRG)</i>
Getting Started	<b>7</b> <i>(review assessment, planning and set-up tasks, and FRG leader resources)</i>
Expectations and Role of FRG Volunteers	<i>(not applicable)</i>
Communicating with Families	<b>4</b> <i>(review with emphasis on guidance for FRG activities, key issues, and things to remember about FRG's role)</i>
Dealing with the Media	<i>(optional)</i>
Resources and Funding for FRGs	<b>3</b>
FRG's Role in Unit Casualty	<b>6</b>

## II. OVERVIEW OF FRG TRAINING

### VOLUNTEER TRAINING OPTION

FRG volunteers will need training. Here is a proposed sequence for FRG volunteers.

#### FRG TRAINING FOR FRG VOLUNTEERS

<b>FRG Training Modules</b>	<b>Training Sequence</b>
FRG Overview	<b>1</b>
FRG's Tasks in The Deployment Cycle	<b>3</b>
FRG Leader and Unit Leadership Partnership for Effective FRGs	<i>(not applicable)</i>
How To Be an Effective FRG Leader	<i>(not applicable)</i>
Getting Started	<i>(not applicable)</i>
Expectations and Role of FRG Volunteers	<b>4</b>
Communicating with Families	<b>2</b>
Dealing with the Media	<i>(optional)</i>
Resources and Funding for FRGs	<i>(optional)</i>
FRG's Role in Unit Casualty	<i>(optional)</i>

*Note: Follow-on training would be conducted with key callers, see Operation READY Facilitator's Guide on Key Caller Training.*

## Training Time and Materials for FRG Training Modules

The table below provides an estimate of the length of time to conduct the module. The PowerPoint slides (PPT) can be downloaded by clicking the underlined link in the table below (PPT can also be accessed in the FRG Training folder). A list of the handouts for each module is provided. Some of the actual handouts may be found within this guide unless otherwise specified.

Estimated Time	Modules	PowerPoint Slides (PPT) <i>Click link below to access PPT.</i>	Handouts
1 hour	FRG Overview	<a href="#"><u><b>Objectives and Agenda FRG Overview</b></u></a>	<ul style="list-style-type: none"> <li>List of Acronyms</li> </ul>
1 ½ hours	FRG's Tasks in the Deployment Cycle	<a href="#"><u>Link</u></a>	<ul style="list-style-type: none"> <li>FRG Checklist (for each phase)</li> </ul>
30 minutes	FRG Leader and Unit Leadership Partnership for Effective FRGs	<a href="#"><u>Link</u></a>	<ul style="list-style-type: none"> <li>Sample Appointment Order</li> </ul>
2 ½ hours	How To Be an Effective FRG Leader	<a href="#"><u>Link</u></a>	<ul style="list-style-type: none"> <li>Volunteer Award Nominations</li> <li>Sample Template of FRG Meeting Minutes</li> <li>Overcoming Your Fear of Public Speaking</li> <li>Strength from Diversity</li> <li>Feedback from FRG Membership</li> <li>Coping with Stress</li> <li>Assessment of FRG Operations</li> <li>Group Discussion Scenarios</li> </ul>
1 ½ hours	Getting Started	<a href="#"><u>Link</u></a>	
1 hour	Expectations and Role of FRG Volunteers	<a href="#"><u>Link</u></a>	<ul style="list-style-type: none"> <li>Army Volunteer Corps Bill of Rights and Responsibilities</li> </ul>
1 hour	Communicating with Families	<a href="#"><u>Link</u></a>	<ul style="list-style-type: none"> <li>Sample Unit SOP on FRG Newsletter</li> <li>Coping with Stress</li> </ul>
20 minutes (without exercises); 1 hour (with exercises)	Dealing with the Media	<a href="#"><u>Link</u></a>	
1 ½ hours	Resources and Funding for FRGs	<a href="#"><u>Link</u></a>	<ul style="list-style-type: none"> <li>AR 608-1, Appendix J</li> <li>FRG Funding and Resources Frequently Asked Questions</li> </ul>
1 hour	FRG's Role in Unit Casualty	<a href="#"><u>Link</u></a>	

### Information About PowerPoint Files

A set of PowerPoint slides is available for each training module. In addition, there are PowerPoint slides containing the training agendas and objectives for different FRG trainings with different audience groups. The PowerPoint slides can be accessed by clicking the PPT link on page 8 or from the PPT folder. These slides are in the FRG Training file.

The text appearing on the PowerPoint slides are the talking points. Some slides contain additional talking points and explanations in the notes page. Instructions to the facilitator are also provided on the notes pages and appear in red italicized font. These instructions:

- Specify whether the facilitator should read the text in the notes page or on the PowerPoint slide
- Provide directions for conducting a group activity or discussion
- Indicate when a handout should be distributed to the audience.

Having provided the PowerPoint slides, the training facilitator's preparation burden is minimized. However, facilitators can and are encouraged to supplement the slides (or discussion) with information pertaining to their local community(s) and populations they serve.

When conducting the training, the PowerPoint slides may be projected from a LCD projector using the CD provided. If this is not feasible, then two alternatives are: 1) copy PowerPoint file to a jump (also called travel) drive or computer and project the copied file to a large screen from a computer, or 2) copy onto overhead transparencies and use an overhead projector.

### Information About FRG Module Facilitator Guides

A two-page facilitator's guide is available for each training module. These module-specific facilitator guides appear in the next section of this guide (the Facilitator's Guide for FRG Training). Each facilitator's guide contains the following information:

- Goals – states what the audience is expected to learn from the training
- References – indicates what sections of the Operation READY products (namely the Family Readiness Group Leader's Handbook and Rear Detachment Commander's Handbook) were used to develop the training module
- Proposed training facilitator – it is assumed that in many instances, the FRG training will be given by ACS/ Reserve Component Family Program staff; however, when other individuals can conduct the training, these individuals will be identified
- Audience group scenarios – identifies the different audience groups who could receive this training; in some cases, it will be recommended that two different groups participate in the training together
- Training format – all modules are given as an informational presentation; however, when group discussions or exercises are included this is noted
- Training time – provides an estimate of the length of training; Note that in some modules time needs to be allocated for group discussions or Q & A at the end of training
- Room requirements – describes the recommended room arrangements for conducting this training
- Facilitator's preparation – identifies the planning and training preparations and logistics needed to conduct this training; this section also identifies the handouts for the training.

## III. FACILITATOR'S GUIDE FOR FRG TRAINING MODULES

### FRG Overview: Facilitator's Guide

The facilitator's guide for the FRG Overview provides information about how and to whom this training module is to be given. Information about preparations and resources for this training is also provided.

<b>Goal</b>	The audience will develop a good understanding of the role of the Family Readiness Group.
<b>References</b>	<ul style="list-style-type: none"><li>• Operation READY's <i>Army Family Readiness Group Leader's Handbook</i>: Part I, Part II (sections 2.1 and 2.2), and Part III (subsection "handling traumatic situations" in section 3.3)</li><li>• AR 608-1, Appendix J</li></ul>
<b>Proposed training facilitator</b>	ACS/Reserve Component Family Programs staff are to give this presentation to FRG leaders and unit leaders
<b>Audience group scenarios</b>	<ol style="list-style-type: none"><li>1. FRG leaders</li><li>2. FRG leaders and unit leadership (unit commanders, rear detachment commanders, family liaison officers, FRG Deployment Support Assistants)</li><li>3. Unit leadership (unit commanders, rear detachment commanders, and family readiness liaisons)</li><li>4. FRG volunteers</li><li>5. FRG Deployment Support Assistants</li></ol>
<b>Training format</b>	Informational presentation
<b>Training time</b>	One hour (approximately)
<b>Room requirements</b>	This presentation requires a room large enough to accommodate the participants comfortably. The room should be arranged for maximum visibility of projected training slides/transparencies.

### Facilitator's Preparation

The facilitator is responsible for leading the workshop, which includes set up; printing or copying slides, handouts and other materials; and conducting training (including distributing materials). To prepare for this training, the following tasks need to be done:

#### Planning and training preparation

- Plan an icebreaker activity. (Conduct an icebreaker only if this module is the beginning of a series of training modules that will be conducted with the audience.)
- Review training slides.
- Assemble materials and copy/print the number of materials needed to include:
  - Operation READY FRG Leader's Handbook
  - Sample icebreaker activities (see files on CD, "FRG Training" and file labeled Icebreaker Activities)
  - List of Acronyms (see handouts section)
  - Provide a copy of PowerPoint slide set to each participant (optional, but highly recommended)
  - Provide a copy of the evaluation form for each participant.
  - Prepare transparencies, if using
  - Have PowerPoint file available, if using computer

#### Logistics

- Reserve a room large enough to accommodate the number of participants. If having refreshments, consider space for refreshments.
- Arrange for refreshments.
- Determine need for childcare and if necessary, make arrangements.
- Obtain equipment and supplies to include:
  - Pens and pencils for participants' use
  - Overhead transparency projectorOR
  - Laptop computer with LCD projector and screen

## **FRG Overview: Facilitator's Guide Selected Handout**

The handout listed here appears on the following page.

- List of Acronyms

## Acronyms

This is a list of acronyms and terms used in this training.

### SECTION I: ABBREVIATIONS

ACS	Army Community Service (provides a variety of family support services to Soldiers, retirees, civilian employees, and their families; located on garrison)
AER	Army Emergency Relief
AFTB	Army Family Team Building (a classroom and online training course for families)
AKO	Army Knowledge Online
APF	Appropriated Fund
APO	Army Post Office
AR	Army Regulation
ARC	American Red Cross
ARNG	Army National Guard
ASAP	Army Substance Abuse Program
ASIST	Applied Suicide Intervention Skills Training (chaplain program)
AVC	Army Volunteer Corps
AVCC	Army Volunteer Corps Coordinator
AW2	Army Wounded Warrior Program
BCT	Brigade Combat Team
BDE	Brigade
BN	Battalion
CAC	Casualty Assistance Center
CAO	Casualty Assistance Officer
CDC	Child Development Center
CDR	Commander
CDS	Child Development Services
CFSC	Community and Family Support Center
CMAOC	Casualty and Memorial Affairs Operation Center
CNO	Casualty Notification Officer
co	Company
CO	Commanding Officer
CYS	Child and Youth Services
DA	Department of the Army
DCS	Deployment Cycle Support
DMWR	Director, Morale, Welfare and Recreation
DoD	Department of Defense
DUSTWUN	Duty Status Whereabouts Unknown (casualty code)
EFMP	Exceptional Family Member Program
EIN	Employer Identification Number
ESGR	National Committee for Employer Support of the Guard and Reserve (an agency that provides assistance to Reserve and National Guard Soldiers who have problems with their civilian employers as a result of military training/deployment)
FAC	Family Assistance Center (a centralized location for all family resources that are needed when there is a large deployment or mass casualty, may operate 24 hours/day, 7 days/week)
FAP	Family Advocacy Program (assists with child and spousal abuse issues)
FCC	Family Childcare
FCP	Family Care Plan (a plan drawn up by the Soldier and approved by the unit commander to outline care of children when a parent is not available)
FPMIS	Family Program Management Information System

## FRG TRAINING

FRG	Family Readiness Group
FRGDA	Family Readiness Group Deployment Support Assistant
FRL	Family Readiness Liaison
FRP	Family Readiness Plan
GFTB	Guard Family Team Building (a classroom and online training course for families)
GWOT	Global War on Terrorism (the action commenced after 9/11/2001 to fight terrorism)
HQ	Headquarters
HQDA	Headquarters, Department of the Army
IMCFSN	Integrated Multi-Component Family Support Network
JAG	Judge Advocate General (the military's attorneys)
KIA	Killed in Action
MIA	Missing in Action (casualty code for a Soldier who is not known to have been killed but is unaccounted for)
MFLC	Military Family Life Consultants
MOS	Military One Source (web site)
MP	Military Police
MTF	Military Treatment Facility
MWR	Morale, Welfare and Recreation
NAF	Non-Appropriated Funds
NCO	Noncommissioned Officer; any Soldier in the grade of E-5 through E-9
NCOIC	Noncommissioned Officer In Charge; usually the senior ranking Soldier in a group
NG	National Guard; the state-funded reserve force
NSI	Not seriously injured (casualty code)
OMK	Operation Military Kids
PAO	Public Affairs Officer (responsible for clearing all interaction with the media)
PDP	Pre-deployment Processing
PNOK	Primary Next Of Kin
POA	Power of Attorney
POC	Point of Contact
POW	Prisoner of War
PTSD	Post-Traumatic Stress Disorder
R&R	Rest and Recuperation (a period of time given to Soldiers who are in a combat area; they may be permitted to return to the U.S. or another designated area)
RC	Reserve Component
RCAS	Reserve Component Automation System
RD	Rear Detachment
RDC	Rear Detachment Commander (an officer appointed and assigned on orders to act as the commander at home station during a deployment)
RDOIC	Rear Detachment Officer in Charge
REG	Regulation
RRC	Regional Readiness Command (Reserves)
SI	Seriously injured (casualty code)
SNOK	Secondary Next of Kin
SOP	Standing Operating Procedure/Standard Operating Procedure (a written document specifying how certain actions are accomplished; unique to each unit/installation)
SRP	Soldier Readiness Processing (a process which begins when a unit is notified of pending deployment; consists of personnel, finance, medical and dental records review and examinations for Soldiers only)
STACC	Short-Term Alternative Child Care (paid child care during unit-/FRG-sponsored events)
TRICARE	Military Medical Health Plan
UMT	Unit Ministry Team

USAR	United States Army Reserve
USO	United Service Organization (a service organization that provides travel and other services for Soldiers, retirees, and family members)
vFRG	Virtual Family Readiness Group (web site)
VA	Department of Veterans Affairs (administers and adjudicates all VA benefit claims; responsible for operation of VA Medical Centers; provides rehabilitation services for wounded Soldiers and bereavement counseling)
VCCUS	Volunteer Child Care in the Unit setting (child care provided during unit-/FRG-sponsored events without pay)
VFW	Veterans of Foreign Wars
VHA	Variable Housing Allowance; an additional amount given to Soldiers to offset the high cost of housing when living in non-military-supported duty locations (e.g., recruiters)
VSI	Very seriously injured (casualty code)
WIA	Wounded in Action
WIC	Women, Infants and Children program

## **SECTION II: SELECTED KEY TERMS**

**Active Army** Soldiers on continuous active duty

**Alert** Emergency call to be ready for further action

**Augmentee** A soldier who is assigned to one unit but temporarily attached to another unit during an emergency, exercise, or actual deployment.

**Caregiver** A person who takes care of one who cannot take care of themselves; may or may not be a family member

### **Family Care Plan (FCP)**

A written document that must be prepared by each dual-military family and single parent and kept on file at the unit. The family care plan specifies who has been designated to care for family members when parents are mobilized or deployed, and includes necessary powers of attorney and other required authorization forms.

### **Family Readiness Plan (FRP)**

A written plan prepared by the company, battery, or troop unit commanders. Battalion commanders and above will be responsible for coordinating unit family readiness plans in their commands.

**Privacy Act** Privacy Act Law protects personal information. It defines when Federal Agencies can collect, store and release personal information, and requires Federal Agencies to inform people when their information will be collected, and for what use.

**Telephone Tree** A roster of unit personnel, their adult family members, and their telephone numbers. The tree—

- Usually begins with a primary POC and “branches out” to other personnel.
- Must be marked FOR OFFICIAL USE ONLY and include a Privacy Act statement.

## FRG's Tasks in the Deployment Cycle

The facilitator's guide for the FRG's Tasks in the Deployment Cycle provides information about how and to whom this training module is to be given. Information about preparations and resources for this training is also provided.

<b>Goal</b>	The audience will develop an understanding of what the FRG is expected to do in each phase of the deployment cycle.
<b>References</b>	Operation READY's <i>Army Family Readiness Group Leader's Handbook</i> : Part IV (sections 4.1 to 4.5)
<b>Proposed training facilitator</b>	ACS/Reserve Component Family Programs staff are to give this presentation to FRG leaders and unit leaders
<b>Audience group scenarios</b>	<ol style="list-style-type: none"> <li>1. FRG leaders</li> <li>2. FRG leaders and unit leadership (unit commanders, rear detachment commanders, and family readiness liaisons)</li> <li>3. Unit leadership (unit commanders, rear detachment commanders, and family readiness liaisons)</li> <li>4. FRG volunteers</li> <li>5. FRG leaders and their FRG volunteers</li> <li>6. FRG Deployment Support Assistants</li> </ol>
<b>Training format</b>	Informational presentation
<b>Training time</b>	One hour and a half (approximately)
<b>Room requirements</b>	This presentation requires a room large enough to accommodate the participants comfortably. The room should be arranged for maximum visibility of projected training slides/transparencies. If audience groups 2 and 5 (see above) are present, then it is suggested that participants sit in groups (either by battalion for group 2 or by FRG for group 5).
<b>Facilitator's Preparation</b>	The facilitator is responsible for leading the workshop, which includes set up; printing or copying slides, handouts and other materials; and conducting training (including distributing materials). To prepare for this training, the following tasks need to be done:

**Planning and training preparation**

- Review training slides
- Assemble materials and copy/print the number of materials needed to include:
  - FRG Leader's Handbook (Note: This is not necessary if a handbook was provided at the beginning of training.)
  - FRG's checklist for each deployment phase found in Part IV of the FRG Leader's Handbook. (Please note there is an FRG Leader and FRG checklist in each phase) (Note: May be used as an alternative handout to handbook)
  - Provide a copy of PowerPoint slide set to each participant (optional, but highly recommended)
  - Prepare transparencies, if using
  - Have PowerPoint file available, if using computer

**Logistics**

- Reserve a room large enough to accommodate the number of participants. If having refreshments, consider space for refreshments.
- Arrange for refreshments.
- Determine need for childcare and if necessary, make arrangements.
- Obtain equipment and supplies to include:
  - Pens and pencils for participants' use
  - Overhead transparency projectorOR
  - Laptop computer with LCD projector and screen

## FRG Leader and Unit Leadership Partnership for Effective FRGs

The facilitator's guide for the FRG Leader and Unit Leadership Partnership for Effective FRGs provides information about how and to whom this training module is to be given. Information about preparations and resources for this training is also provided.

<b>Goal</b>	The audience will develop a good understanding of how the FRG leader-unit leader partnership works.
<b>References</b>	<ul style="list-style-type: none"> <li>• Operation READY's <i>Army Family Readiness Group Leader's Handbook</i>: Part III (sections 3.1 and 3.2)</li> <li>• AR 608-1, Appendix J</li> </ul>
<b>Proposed training facilitator</b>	ACS/Reserve Component Family Programs staff
<b>Audience group scenarios</b>	FRG leaders and unit leadership (unit commanders, rear detachment commanders, family readiness liaisons, and FRG Deployment Support Assistants)
<b>Training format</b>	Informational presentation
<b>Training time</b>	30 minutes (approximately)
<b>Room requirements</b>	This presentation requires a room large enough to accommodate the participants comfortably. The room should be arranged for maximum visibility of projected training slides/transparencies. It is recommended that the FRG leaders and unit leaders sit grouped together at tables by unit and/or by battalion to facilitate FRG leader-unit leader dialogue before, during and after the presentation.
<b>Facilitator's Preparation</b>	<p>The facilitator is responsible for leading the workshop, which includes set up; printing or copying slides, handouts and other materials; and conducting training (including facilitating communication between FRG leaders and unit leaders as well as distributing materials). To prepare for this training, the following tasks need to be done:</p> <p><b>Planning and training preparation</b></p> <ul style="list-style-type: none"> <li>• Plan an icebreaker activity. (Conduct an icebreaker only if this is the first of a series of modules or only module to be conducted with this audience.)</li> </ul>

- Review training slides
- Assemble materials and copy/print the number of materials needed to include:
  - FRG Leader's Handbook (Note: This is not necessary if a handbook was provided at the beginning of training.)
  - Sample icebreaker activities (see files on CD, "FRG Training" and file labeled Icebreaker Activities)
  - Sample Appointment Order (see handouts section)
  - Provide a copy of PowerPoint slide set to each participant (optional, but highly recommended)
  - Prepare transparencies, if using
  - Have PowerPoint file available, if using computer

**Logistics**

- Reserve a room large enough to accommodate the number of participants. If having refreshments, consider space for refreshments.
- Arrange for refreshments.
- Determine need for childcare and if necessary, make arrangements.
- Obtain equipment and supplies to include:
  - Pens and pencils for participants' use
  - Overhead transparency projectorOR
  - Laptop computer with LCD projector and screen

## **Overview of the Rear Detachment Role: Facilitator's Guide Selected Handout**

The handout listed here appears on the following page.

- Sample Appointment Order

## Sample Appointment Order

(DATE)

MEMORANDUM FOR (Name of Volunteer)

SUBJECT: Appointment of (Name of Position)

1. This is to confirm your appointment as (position) of (enter company/unit name) Family Readiness Group for a period of one year (or whatever time period is agreed upon) beginning (date).
2. Your activities as (position) must be in accordance with the attached position description, AR 608-1, Appendix J, and unit FRG SOPs. Your Point of Contact on my staff is (enter name of point of contact, if other than commander).
3. Please accept my sincere thanks for volunteering for this position, a most important duty for our Family Readiness Group.

Encl  
Position description

(Commander's Signature Block)

Copy furnished:  
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## How To Be An Effective FRG Leader

The facilitator's guide for How to Be an Effective FRG Leader provides information about how and to whom this training module is to be given. Information about preparations and resources for this training is also provided.

<b>Goal</b>	FRG leaders will develop a good understanding of what it takes to be an effective FRG leader. FRG leaders will think about and use this information as a guide during the time they serve as an FRG leader.
<b>References</b>	Operation READY's <i>Army Family Readiness Group Leader's Handbook</i> : Part II (section 2.3) and Part III (sections 3.1 to 3.3)
<b>Proposed training facilitator</b>	ACS/Reserve Component Family Programs staff
<b>Audience group</b>	FRG leaders (and co-leaders)
<b>Training format</b>	Informational presentation with group discussions and exercises
<b>Training time</b>	Two and half hours (approximately) (includes exercises and discussions)
<b>Room requirements</b>	This presentation requires a room large enough to accommodate the participants comfortably. The room should be arranged for maximum visibility of projected training slides/transparencies. To facilitate FRG leader networking and group work, it is suggested that FRG leaders sit at tables seating 6–8 people. Consider having a mix of experienced and new FRG leaders at tables to provide the opportunity for mentoring.
<b>Facilitator's Preparation</b>	<p>The facilitator is responsible for leading the workshop, which includes set up; printing or copying slides, handouts and other materials; and conducting training (including facilitating group activities, promoting FRG leader connections, and distributing materials). To prepare for this training, the following tasks need to be done:</p> <p><b>Planning and training preparation</b></p> <ul style="list-style-type: none"> <li>• Review training slides</li> <li>• Assemble materials and copy/print the number of materials needed to include:             <ul style="list-style-type: none"> <li>– FRG Leader's Handbook</li> </ul> </li> </ul>

- Volunteer Award Nominations (see handout section)
- Sample Template for FRG Meeting Minutes (see handout section)
- Overcoming Your Fear of Public Speaking (see handout section)
- Strength from Diversity (see handout section)
- Feedback from FRG Membership (see handout section)
- Coping with Stress (see handout section)
- Assessment of FRG Operations (see handout section)
- Group Discussion Scenarios (see handout section)
- Provide a copy of PowerPoint slide set to each participant (optional, but highly recommended)
- Prepare transparencies, if using
- Have PowerPoint file available, if using computer

#### **Logistics**

- Reserve a room large enough to accommodate the number of participants. If having refreshments, consider space for refreshments.
- Arrange for refreshments.
- Determine need for childcare and if necessary, make arrangements.
- Obtain equipment and supplies to include:
  - Flip chart paper on easel and colored markers
  - Masking tape for securing chart paper
  - Pads of notepaper for participants' use, especially for group exercises
  - Pens and pencils for participants' use
  - Overhead transparency projectorOR
  - Laptop computer with LCD projector and screen

## **How To Be An Effective FRG Leader: Facilitator's Guide Selected Handouts**

The handouts listed here appear on the following pages.

- Volunteer Award Nominations
- Sample Template for FRG Meeting Minutes
- Overcoming Your Fear of Public Speaking
- Strength from Diversity
- Feedback from FRG Membership
- Coping with Stress
- Assessment of FRG Operations
- Group Discussion Scenarios

## Volunteer Award Nominations

There may be occasions when the unit or FRG wants to recognize a volunteer with a special award outside of the unit's award system. For information about various volunteer awards that are available in the military and civilian community, check with the following agencies/offices:

- Army Volunteer Corps Coordinator
- Army Community Service Director
- National Guard Family Program office for your state
- Army Reserve Family Program Coordinator
- Local Voluntary Action Center
- Directors of Volunteers in Agencies (DOVIA)
- Your governor's Office of Volunteerism
- Civilian organizations that utilize the talents of volunteers.

When making inquiries about awards, be sure to get the nomination form and to find out the due date for submitting completed nomination forms.

### How to Prepare a Nomination for Submission

Review the eligibility requirements. Before preparing a submission, review the eligibility requirements to determine that the individual you wish to nominate meets the award program criteria. Many organizations will disqualify the nominee immediately if the requirements are not met.

Write and prepare submission. When preparing a submission, it is always important to keep in mind and to address the criteria on which the award is being given. Different awards or agencies often have different requirements. These requirements are typically listed in the award program materials. In addition, it is important to provide the information requested. Typically you will be asked to provide the following:

- Information about the program the volunteer serves. Give information about the mission and activities of the FRG program, how many families are supported, how many hours are volunteered, and the relevance to the award category.
- A general description of the volunteer's role and/or duties performed
- The number of volunteer hours contributed to the FRG
- A general description of the volunteer's accomplishments and/or important contributions (e.g., special project initiated and completed) (note: this is what you want the volunteer to be recognized for so you need to demonstrate the significant contribution made)
- Supporting information (e.g., examples of written or verbal comments made about the volunteer; copy of thank you letter or commendation letter in files; references). (Note: In some instances, you may need to ask others to prepare or sign a document to support the volunteer's nomination. When approaching others with your request, it is helpful to provide them with a description of the award program objectives and eligibility requirements.)

Here are some other tips on how to write a nomination:

- Develop an outline first.
- Use action words and state clearly what the volunteer has done. Emphasize the results achieved or how others benefited from what the volunteer did. For example: "Through good working relationships with military leaders and other volunteers, Susie planned and executed a picnic on July 4, serving over 500

military and civilian family members. She was directly responsible for the high attendance. Families verbally stated it was helpful to be with other families while Soldiers were deployed," instead of, "She worked well with others." Another example, "The Family Readiness Group's membership participation increased 75 percent under Jane's leadership."

- Be specific. Provide quantitative information (e.g., number of volunteer hours, number of families assisted).
- Make it easy to read. Always submit a typed nomination form and supporting documentation. Allow "white" or "clear" space on the forms. If the nomination form or supporting documents look "too full" or "too cluttered," it may not be accepted. Don't try to be fancy with various typefaces or unique formats.
- Define any acronyms used (e.g., FRG).
- Write a well organized document.

Review your document and paperwork to be submitted. In many instances, when nomination forms are reviewed, organizations use a point system to "score" different sections. Therefore review your submission to ensure directions have been followed correctly.

## Sample Template for FRG Meeting Minutes

Minutes of \_\_\_\_\_ Family Readiness Group Meeting  
(date)

1. Meeting called to order at (time) by (name of presider).  
(Everyone attending should have a copy of the agenda.)
2. Present were:  
(list names of all attending)
3. Review minutes of the last meeting (these can be read by the secretary, or each person may be given a copy to read).  
  
Ask for additions or corrections.  
  
Minutes stand approved as read or corrected.
4. Read the FRG Informal Fund manager's report (even if no action occurred). (Note: Monthly reports are submitted to unit commander and one retained in fund manager's files.)
5. Committee reports.
6. Review unfinished business.
7. Introduce new business.  
(The secretary should keep accurate notes of what is discussed and what votes are taken. Motions should be asked for on anything that requires a vote of the membership, after sufficient discussion.)
8. Announcements.
9. Adjournment (ask for motion and second, and vote for adjournment). There being no further business, the meeting was adjourned at (time).

(Name)

FRG Secretary

## Overcoming Your Fear of Public Speaking

**Breathe.** Take a few deep breaths before you begin speaking; stop and breathe between sentences.

**Self Talk.** Tell yourself you are not going to die; others have done this and lived. You know your material. You are good.

**Visualize.** Imagine yourself talking to the group. Imagine the time, place, how you will feel, and what you will say. Imagine how confident you are.

**Solid Stance.** Don't sway back and forth or side to side. Don't lock your knees. Relax!

**Arrive Early.** Allow time to be sure everything is ready, and get acquainted with the room—how it feels, smells, looks.

**Greet Your Audience.** Before you begin, say hello to a few people. Then you will know a few people by name and will know what interests your audience.

**Food.** Eat nutritional food, and avoid sugar and caffeine.

**Pace Yourself.** Pace yourself so your energy stays constant.

**Practice.** Practice your material and your non-verbal messages, such as hand movements, eye contact, and stance.

**Find an "Amen Corner."** Find a friendly face that you can look to for confidence, but don't lock onto that face.

**Water.** Have a glass of water handy; it helps with dry mouth. If you forget where you are or what you were going to say, take a quick sip to give yourself time to recover.

**Don't Read Your Presentation.** This will make you more nervous. Practice, practice, practice so you will need your notes only for numbers and to assist you in remembering your key points.

**Practice.** Practice in front of a friend; use a video camera, a tape recorder, or a mirror.

**Get Training.** Take AFTB module entitled "Effective Public and Media Relations" module in level 3.

## Strength from Diversity

It is important that the individuals participating in the FRG are representative of the unit's families. For example, both officer and enlisted families should participate. To make the FRG appealing to all families requires being aware of the diversity of the membership and recognizing the strengths that can come from having a diverse group. Think about the diverse needs, interests, talents, and other characteristics in your FRG as you answer the questions below.

1. List at least three different characteristics of your FRG membership. Beside each characteristic, write how this characteristic strengthens the group. (For example, young spouses often have many concerns during a deployment. Their concerns have led the FRG to invite guest speakers to get information of interest to many families.)
2. What strategies are needed for ALL members to feel involved in the FRG? Note: It may be necessary to use different strategies with different groups.
3. Describe a conflict in your FRG and identify how diversity contributed to the conflict. How has this conflict been resolved OR if unresolved, how can the conflict be handled?

## Feedback From FRG Members

Your FRG is here to provide information, referral assistance and support to all members of the unit and their families – both immediate and extended as well as other individuals that Soldiers have identified to us. We recognize that participation in the FRG is voluntary. However, we encourage you to participate in FRG activities or to remain connected with FRG (via telephone tree) so that helpful information and assistance can be provided to you. To help us (and the unit commander) determine how the FRG can meet your needs on an ongoing basis, we need your input and feedback. Please take a moment to address the issues of concern to you at the present time.

### Assistance

1. What information or support can the FRG provide or obtain that would be helpful to you?
  
2. a. Some members live far away and it is important to us that we reach you. How well is the FRG doing in reaching you? (For example, do you receive calls from a key caller, receive FRG newsletter, and, if available, have access to battalion's vFRG web site?)  
  
b. How can we assist you where you live?

### Participation

1. a. You (or you may know others who) would like to participate but currently do not participate. What is the reason?  
  
b. What can we do that would help individuals and families get involved and/or feel a part of the FRG?
2. If you have participated in the past, but currently do not. What is the reason?
3. a. If you are an active participant, what keeps you involved?  
  
b. What does the FRG do that is important to you?

### Closing

1. What, if any, other comments or suggestions would you like to make?

**Thank you for taking a moment to do this. You can provide feedback at any time.**

## Coping With Stress Fact Sheet

### Signs of Stress

Stress occurs when a situation or multiple demands overwhelm an individual's ability to cope. Individuals display stress in different ways. Be aware of the symptoms and signs of stress so that you can take action when you feel stressed.

### NORMAL STRESS SYMPTOMS

#### Physical Symptoms

- Chest pain
- Pounding heart
- Dryness of mouth and throat
- Shortness of breath
- Muscle aches (e.g., pain in neck or lower back)
- Trembling, nervous tics, easily startled
- Stuttering, other speech difficulties
- High-pitched nervous laughter
- Grinding teeth; clenched jaw
- Fatigue
- Frequent need to urinate
- Excessive sweating
- Stomach problems (e.g., diarrhea, indigestion, queasiness, vomiting)
- Headache
- Muscle tension
- High blood pressure

#### Emotional Symptoms

- Difficulty sleeping
- Nightmares
- Feeling powerless, helpless or insecure
- Fear
- Anxiety
- Sadness
- Depression
- Restlessness
- Worrying
- Anger
- Mood swings
- Confusion
- Forgetfulness

#### Behavioral Symptoms

- Loss of appetite or excessive appetite
- Inability to concentrate
- Impulsive behavior
- Irritability; decreased anger control
- Increased alcohol, tobacco or drug use
- Apathy; inactivity
- Withdrawal or isolation
- Crying spells; crying for no reason; overpowering urge to cry or run

## Tips For Managing Stress

It is important to deal with stress in effective ways. When stress is not addressed, it can affect your health, job, relationships with other people, and other aspects of your life. Here are some tips on ways to manage stress. These tips are designed to increase your ability to cope with situations and reduce your level of stress.

### Maintain health and well-being

- ☆ Take good care of yourself. Exercise, eat properly, and get enough sleep. Maintaining your health is very important, especially in highly stressful situations.
- ☆ Avoid using alcohol and drugs.
- ☆ Try to have a sense of humor. Laughter is a helpful way to relieve stress.

### Manage your time or change situation

- ☆ Take one thing at a time. Determine priorities and pace yourself accordingly.
- ☆ Be realistic about what you can and can't do. Ask for help when you need it.
- ☆ Know your limits. Say "no" when you need to do so.
- ☆ Be flexible. Accept that you don't have control over some situations. Give in occasionally.
- ☆ Avoid things that make you feel worse. For example, limit the time spent watching the news.

### Take action when "stressed out"

- ☆ Do activities that help you relax. Meditate, walk, listen to music, write in a journal, or whatever works for you to help you relax.
- ☆ Do something fun and enjoyable.
- ☆ Take a break. When possible, take a few days off. In busy times, taking a five minute break or brief walk can be helpful to reenergize.
- ☆ Talk with others about your feelings. Talk to family, friends, and others. You may find that other people are experiencing the same feelings, and you are not alone.
- ☆ Get professional help, if necessary. Seek professional help if you are feeling too stressed or experiencing thoughts of suicide, hopelessness or extreme anger. Seeking help is a healthy thing to do. Contact your local religious leader, mental health association, or other agencies in your community that provide counseling services.

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### Military One Source (MOS)

MOS is also available to you. This military resource provides confidential counseling and assistance 24 hours a day through a toll-free number and Internet access:

- From the United States: 1-800-342-9647.
- From outside the United States ONLY: (toll free) 800-3429-6477 or call collect: 484-530-5908.
- Online: <http://www.militaryonesource.com>

*Sources: National Mental Health Association; Mayo Clinic; AE PAM 600-8-109-1, Family-Focused Deployment Guide; Family Readiness Guide: A Deployment Guide for 3rd COSCOM Soldiers, Civilians and Families*

## Assessment of FRG Operations

This form provides a framework for reviewing FRG operations and procedures and determining where changes may be needed. This form is a tool that can be used at the end of a FRG leader's tenure or during the train-up/preparation phase of the deployment cycle. This form is for internal use only. After giving careful thought to these issues, the FRG leader may want to discuss important matters with the unit commander or share relevant information with the next leader of the FRG.

Time period covered by this assessment: (month/year to month/year)

<b>FRG Operations and Activities</b>	<b>Strengths</b> <i>(What has worked well?)</i>	<b>Weaknesses</b> <i>(What has not worked well? What needs improvement?)</i>	<b>Other Comments</b> <i>(including recommendations)</i>
POLICIES <i>(unit's FRG Budget SOP and FRG newsletter SOP, FRG Informal Fund SOP)</i>			
RESOURCES <i>(use of unit resources, FRG's Informal Fund)</i>			
VOLUNTEERS <i>(number, positions, recruitment, training, management and supervision)</i>			

**FRG TRAINING**

<b>FRG Operations and Activities</b>	<b>Strengths</b> <i>(What has worked well?)</i>	<b>Weaknesses</b> <i>(What has not worked well? What needs improvement?)</i>	<b>Other Comments</b> <i>(including recommendations)</i>
FRG member meetings			
FRG staff and committee meetings			
FRG newsletters			
FRG telephone tree and e-mail			
Social activities			
Other (specify)			

## Group Discussion Scenarios

**Scenario 1:** You have been the FRG leader for 8 months now and you are feeling stressed out. You are overwhelmed by the ongoing demands of FRG and families calling you. You are feeling low and worried about your spouse who is currently deployed in Iraq. You have declined offers of assistance from other FRG staff and are trying to persevere, but it is not working too well. What do you do?

**Scenario 2:** Three months after Soldiers have returned, the FRG conducted a few activities, but very few people showed up. In the months that follow, the FRG continues to conduct activities, but very few people show up. What is happening? What should the FRG be doing?

## Getting Started

The facilitator's guide for Getting Started provides information about how and to whom this training module is to be given. Information about preparations and resources for this training is also provided.

<b>Goal</b>	FRG leaders will know how to get their FRG fully prepared to carry out the FRG mission. FRG leaders will be able to develop and implement a clear plan of action.
<b>References</b>	Operation READY's <i>Army Family Readiness Group Leader's Handbook</i> : Part II (section 2.3) and Part III (sections 3.2 and 3.3)
<b>Proposed training facilitator</b>	ACS/Reserve Component Family Programs staff
<b>Audience group</b>	FRG leaders (and co-leaders)
<b>Training format</b>	Informational presentation
<b>Training time</b>	One hour and a half (approximately)
<b>Room requirements</b>	This presentation requires a room large enough to accommodate the participants comfortably. The room should be arranged for maximum visibility of projected training slides/transparencies. To facilitate communication among FRG leaders before, during and after the training, it is suggested that FRG leaders sit at tables seating 6–8 people. An alternative is to pair up experienced FRG leaders with new leaders at tables to promote mentoring.
<b>Facilitator's Preparation</b>	<p>The facilitator is responsible for leading the workshop, which includes set up; printing or copying slides, handouts and other materials; and conducting training (including promoting connections between FRG leaders and distributing materials). To prepare for this training, the following tasks need to be done:</p> <p><b>Planning and training preparation</b></p> <ul style="list-style-type: none"> <li>• Plan an icebreaker activity. (Conduct an icebreaker only if this module is the first module of the training series or follow-on training conducted with a group of FRG leaders.)</li> <li>• Review training slides</li> <li>• Assemble materials and copy/print the number of materials needed to include:             <ul style="list-style-type: none"> <li>– FRG Leader's Handbook (Note: This is not necessary if a handbook was provided at the beginning of training.)</li> </ul> </li> </ul>

- Sample icebreaker activities (see files on CD, “FRG Training” and file labeled Icebreaker Activities)
- Provide a copy of PowerPoint slide set to each participant (optional, but highly recommended)
- Prepare transparencies, if using
- Have PowerPoint file available, if using computer

**Logistics**

- Reserve a room large enough to accommodate the number of participants. If having refreshments, consider space for refreshments.
  - Arrange for refreshments.
  - Determine need for childcare and if necessary, make arrangements.
  - Obtain equipment and supplies to include:
    - Flip chart paper on easel and colored markers
    - Masking tape for securing chart paper
    - Pens and pencils for participants’ use
    - Overhead transparency projector
- OR
- Laptop computer with LCD projector and screen

## Expectations and Role of FRG Volunteers

The facilitator's guide for the Expectations and Role of FRG Volunteers provides information about how and to whom this training module is to be given. Information about preparations and resources for this training is also provided.

<b>Goal</b>	The audience will have a clear understanding of the FRG volunteers' role.
<b>References</b>	Operation READY's <i>Army Family Readiness Group Leader's Handbook</i> : Part III (section 3.2 which includes a subsection on "volunteer management")
<b>Proposed training facilitator</b>	ACS/Reserve Component Family Programs staff
<b>Audience group scenarios</b>	<ol style="list-style-type: none"> <li>1. FRG leaders and FRG volunteers</li> <li>2. FRG volunteers</li> <li>3. FRG leaders, unit leadership (unit commanders, rear detachment commanders, family readiness liaison, FRG Deployment Support Assistants), and FRG volunteers</li> </ol>
<b>Training format</b>	Informational presentation
<b>Training time</b>	One hour (approximately)
<b>Room requirements</b>	This presentation requires a room large enough to accommodate the participants comfortably. The room should be arranged for maximum visibility of projected training slides/transparencies. If this presentation is being given to audience group 1 or 3, then it is suggested that individuals representing the same unit sit at tables together.
<b>Facilitator's Preparation</b>	<p>The facilitator is responsible for leading the workshop, which includes set up; printing or copying slides, handouts and other materials; and conducting training (including distributing materials). To prepare for this training, the following tasks need to be done:</p> <p><b>Planning and training preparation</b></p> <ul style="list-style-type: none"> <li>• Plan an icebreaker activity. [Conduct an icebreaker only if this module is the first of a series of training modules or the only module that will be conducted with the audience. If this module is being conducted with audience group 1 or 3 (see above), then</li> </ul>

consider having an icebreaker, especially if the groups have not trained together previously.]

- Review training slides.
- Assemble materials and copy/print the number of materials needed to include:
  - FRG Leader's Handbook (Note: This is not necessary if a handbook was provided at the beginning of training.)
  - Sample icebreaker activities (see files on CD, "FRG Training" and file labeled Icebreaker Activities)
  - Army Volunteer Corps Bill of Rights and Responsibilities (see Operation READY Smart Book)
  - Provide a copy of PowerPoint slide set to each participant (optional, but highly recommended)
  - Prepare transparencies, if using
  - Have PowerPoint file available, if using computer

#### **Logistics**

- Reserve a room large enough to accommodate the number of participants. If having refreshments, consider space for refreshments.
- Discuss with unit commander/rear detachment commanders who will be attending to be prepared to talk about their unit's policies on reimbursement of volunteer expenses.
- Arrange for refreshments.
- Determine need for childcare and if necessary, make arrangements.
- Obtain equipment and supplies to include:
  - Flip chart paper on easel and colored markers
  - Masking tape for securing chart paper
  - Pens and pencils for participants' use
  - Overhead transparency projectorOR
  - Laptop computer with LCD projector and screen

## Communicating With Families

The facilitator's guide for Communicating with Families provides information about how and to whom this training module is to be given. Information about preparations and resources for this training is also provided.

<b>Goal</b>	The audience (especially FRG leaders and volunteers) will know how FRG activities are to be performed.
<b>References</b>	<ul style="list-style-type: none"> <li>• Operation READY's <i>Army Family Readiness Group Leader's Handbook</i>: Part III (section 3.3, which includes subsections on "communicating with Army families" and "handling traumatic situations")</li> <li>• AR 608-1, Appendix J</li> </ul>
<b>Proposed training facilitator</b>	ACS/Reserve Component Family Programs staff are to give this presentation to FRG leaders and unit leaders
<b>Audience group scenarios</b>	<ol style="list-style-type: none"> <li>1. FRG leaders</li> <li>2. FRG leaders, unit leadership (unit commanders, rear detachment commanders, Family Readiness Liaison, and FRG Deployment Support Assistants), and FRG volunteers</li> <li>3. FRG leaders and their FRG volunteers</li> </ol>
<b>Training format</b>	Informational presentation
<b>Training time</b>	One hour (approximately)
<b>Room requirements</b>	This presentation requires a room large enough to accommodate the participants comfortably. The room should be arranged for maximum visibility of projected training slides/transparencies.
<b>Facilitator's Preparation</b>	<p>The facilitator is responsible for leading the workshop, which includes set up; printing or copying slides, handouts and other materials; and conducting training (including distributing materials). To prepare for this training, the following tasks need to be done:</p> <p><b>Planning and training preparation</b></p> <ul style="list-style-type: none"> <li>• Review training slides.</li> <li>• Assemble materials and copy/print the number of materials needed to include: <ul style="list-style-type: none"> <li>– FRG Leader's Handbook (Note: This is not necessary if a</li> </ul> </li> </ul>

- handbook was provided at the beginning of training.)
- Sample Unit SOP on FRG Newsletter (see Operation READY Smart Book)
  - Coping with Stress (see handout section)
  - Provide a copy of PowerPoint slide set to each participant (optional, but highly recommended)
  - Prepare transparencies, if using
  - Have PowerPoint file available, if using computer
- Logistics
- Reserve a room large enough to accommodate the number of participants. If having refreshments, consider space for refreshments.
  - Discuss with unit commanders who will be attending to be prepared to discuss their vision of FRG activities; unit policies, particularly with regard to FRG newsletter; and details about the company/battalion vFRG Website, if set up.
  - Arrange for refreshments.
  - Determine need for childcare and if necessary, make arrangements.
  - Obtain equipment and supplies to include:
    - Flip chart paper on easel and colored markers
    - Masking tape for securing chart paper
    - Pens and pencils for participants' use
    - Overhead transparency projector
- OR
- Laptop computer with LCD projector and screen

## **Communicating With Families: Facilitator's Guide Selected Handouts**

The handout listed here appears on the following pages.

- Coping with Stress Fact Sheet

## Coping With Stress Fact Sheet

### Signs of Stress

Stress occurs when a situation or multiple demands overwhelm an individual's ability to cope. Individuals display stress in different ways. Be aware of the symptoms and signs of stress so that you can take action when you feel stressed.

### NORMAL STRESS SYMPTOMS

#### Physical Symptoms

- Chest pain
- Pounding heart
- Dryness of mouth and throat
- Shortness of breath
- Muscle aches (e.g., pain in neck or lower back)
- Trembling, nervous tics, easily startled
- Stuttering, other speech difficulties
- High-pitched nervous laughter
- Grinding teeth; clenched jaw
- Fatigue
- Frequent need to urinate
- Excessive sweating
- Stomach problems (e.g., diarrhea, indigestion, queasiness, vomiting)
- Headache
- Muscle tension
- High blood pressure

#### Emotional Symptoms

- Difficulty sleeping
- Nightmares
- Feeling powerless, helpless or insecure
- Fear
- Anxiety
- Sadness
- Depression
- Restlessness
- Worrying
- Anger
- Mood swings
- Confusion
- Forgetfulness

#### Behavioral Symptoms

- Loss of appetite or excessive appetite
- Inability to concentrate
- Impulsive behavior
- Irritability; decreased anger control
- Increased alcohol, tobacco or drug use
- Apathy; inactivity
- Withdrawal or isolation
- Crying spells; crying for no reason; overpowering urge to cry or run

## Tips For Managing Stress

It is important to deal with stress in effective ways. When stress is not addressed, it can affect your health, job, relationships with other people, and other aspects of your life. Here are some tips on ways to manage stress. These tips are designed to increase your ability to cope with situations and reduce your level of stress.

### Maintain health and well-being

- ☆ Take good care of yourself. Exercise, eat properly, and get enough sleep. Maintaining your health is very important, especially in highly stressful situations.
- ☆ Avoid using alcohol and drugs.
- ☆ Try to have a sense of humor. Laughter is a helpful way to relieve stress.

### Manage your time or change situation

- ☆ Take one thing at a time. Determine priorities and pace yourself accordingly.
- ☆ Be realistic about what you can and can't do. Ask for help when you need it.
- ☆ Know your limits. Say "no" when you need to do so.
- ☆ Be flexible. Accept that you don't have control over some situations. Give in occasionally.
- ☆ Avoid things that make you feel worse. For example, limit the time spent watching the news.

### Take action when "stressed out"

- ☆ Do activities that help you relax. Meditate, walk, listen to music, write in a journal, or whatever works for you to help you relax.
- ☆ Do something fun and enjoyable.
- ☆ Take a break. When possible, take a few days off. In busy times, taking a five minute break or brief walk can be helpful to reenergize.
- ☆ Talk with others about your feelings. Talk to family, friends, and others. You may find that other people are experiencing the same feelings, and you are not alone.
- ☆ Get professional help, if necessary. Seek professional help if you are feeling too stressed or experiencing thoughts of suicide, hopelessness or extreme anger. Seeking help is a healthy thing to do. Contact your local religious leader, mental health association, or other agencies in your community that provide counseling services.

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### Military One Source (MOS)

MOS is also available to you. This military resource provides confidential counseling and assistance 24 hours a day through a toll-free number and Internet access:

- From the United States: 1-800-342-9647.
- From outside the United States ONLY: (toll free) 800-3429-6477 or call collect: 484-530-5908.
- Online: <http://www.militaryonesource.com>

*Sources: National Mental Health Association; Mayo Clinic; AE PAM 600-8-109-1, Family-Focused Deployment Guide; Family Readiness Guide: A Deployment Guide for 3rd COSCOM Soldiers, Civilians and Families*

## Dealing With the Media

The facilitator's guide for Dealing with the Media provides information about how and to whom this training module is to be given. Information about preparations and resources for this training is also provided.

<b>Goal</b>	The audience will know what to do and say when approached by the media.
<b>References</b>	<ul style="list-style-type: none"> <li>• Operation READY's <i>Army Family Readiness Group Leader's Handbook</i>: Part III (the topic of "media guidance" appears in section 3.3)</li> <li>• AFTB's "Effective Public and Media Relations" module (level 3)</li> </ul>
<b>Proposed training facilitators</b>	<ul style="list-style-type: none"> <li>• ACS/Reserve Component Family Programs staff – to coordinate training</li> <li>• Public Affairs Office – to conduct training for FRG leaders and unit leadership</li> <li>• Senior military leader or unit PAO – to conduct training for unit leaders</li> </ul>
<b>Audience group scenarios</b>	<ol style="list-style-type: none"> <li>1. FRG leaders</li> <li>2. FRG leaders and unit leadership (unit commanders, rear detachment commanders)</li> <li>3. Unit leadership (unit commanders, rear detachment commanders)</li> <li>4. Family Readiness Liaisons and FRG Deployment Support Assistants</li> </ol>
<b>Training format</b>	Informational presentation; mock-up interview exercises highly recommended
<b>Training time</b>	20 minutes (approximately, without exercises); One hour (approximately with exercises)
<b>Room requirements</b>	This presentation requires a room large enough to accommodate the participants comfortably. The room should be arranged for maximum visibility of projected training slides/transparencies.
<b>Facilitator's Preparation</b>	The facilitator is responsible for leading the workshop, which includes set up; printing or copying slides, handouts and other materials; and conducting training (including distributing materials). To prepare for this training, the following tasks need to be done:

**Planning and training preparation**

- Review training slides unless presentation being given by PAO or military leaders.
- Assemble materials and copy/print the number of materials needed to include:
  - FRG Leader's Handbook. Provide a copy if participants do not already have a copy.
  - Provide a copy of PowerPoint slide set to each participant (optional, but highly recommended); If guest speaker giving presentation, determine how copies of their presentation will be made available.
  - Prepare transparencies, if using
  - Have PowerPoint file available, if using computer

**Logistics**

- Reserve a room large enough to accommodate the number of participants.
- Arrange for Public Affairs Officer to serve as guest speaker and/or be on hand to answer questions. Also may want to arrange for senior military leader to serve as presenter if the audience is battalion or company level commanders.
- Obtain equipment and supplies to include:
  - Flip chart paper on easel and colored markers
  - Masking tape for securing chart paper
  - Pens and pencils for participants' use
  - Overhead transparency projectorOR
  - Laptop computer with LCD projector and screen

## Resources for Funding FRGs

The facilitator's guide for the Resources and Funding of FRGs provides information about how and to whom this training module is to be given. Information about preparations and resources for this training is also provided.

<b>Goal</b>	The audience will know the Army regulation on FRG funding and resources. Unit leadership will know their responsibilities related to funding and resourcing their FRG. FRG leaders will know what resources are available to support different FRG activities and how to access these resources. The FRG Informal Fund manager will know their responsibilities related to the FRG's Informal Fund.
<b>References</b>	<ul style="list-style-type: none"> <li>• Operation READY's <i>Army Family Readiness Group Leader's Handbook</i>: Part III (section 3.1 and section 3.2, which contains subsections on "administrative matters" and "resource management")</li> <li>• AR 608-1, Appendix J</li> </ul>
<b>Proposed training facilitator</b>	ACS/Reserve Component Family Programs staff
<b>Audience group scenarios</b>	<ol style="list-style-type: none"> <li>1. FRG leaders</li> <li>2. FRG leaders and unit leadership (unit commanders, rear detachment commanders, Family Readiness Liaisons)</li> <li>3. Unit leadership (unit commanders, rear detachment commanders)</li> <li>4. FRG leaders, unit leadership, and FRG Informal Fund managers (Treasurers)</li> <li>5. FRG volunteers</li> <li>6. FRG Deployment Support Assistants</li> </ol>
<b>Training format</b>	Informational presentation
<b>Training time</b>	One hour and a half (approximately)
<b>Room requirements</b>	This presentation requires a room large enough to accommodate the participants comfortably. The room should be arranged for maximum visibility of projected training slides/transparencies. If audience groups 2 and 4 are present, then consider having attendees sit grouped by units to facilitate discussions about these issues relative to their FRG.

### **Facilitator's Preparation**

The facilitator is responsible for leading the workshop, which includes set up; printing or copying slides, handouts and other materials; and conducting training (including facilitating discussions between FRG leaders and unit leaders and distributing materials). To prepare for this training, the following tasks need to be done:

#### **Planning and training preparation**

- Review training slides
- Assemble materials and copy/print the number of materials needed to include:
  - FRG Leader's Handbook (Note: This is not necessary if a handbook was provided at the beginning of training.)
  - AR 608-1, Appendix J (see Operation READY Smart Book)
  - FRG Funding and Resources Frequently Asked Questions (see Operation READY Smart Book)
  - Provide a copy of PowerPoint slide set to each participant (optional, but highly recommended)
  - Prepare transparencies, if using
  - Have PowerPoint file available, if using computer

#### **Logistics**

- Reserve a room large enough to accommodate the number of participants.
- Determine need for childcare and if necessary, make arrangements.
- Obtain equipment and supplies to include:
  - Flip chart paper on easel and colored markers
  - Masking tape for securing chart paper
  - Pens and pencils for participants' use
  - Overhead transparency projectorOR
  - Laptop computer with LCD projector and screen

## FRGs Role in Unit Casualty

The facilitator's guide for the FRG's Role In Unit Casualty provides information about how and to whom this training module is to be given. Information about preparations and resources for this training is also provided.

<b>Goal</b>	The audience will understand the FRG's role when a unit casualty occurs. The FRG leader will know how to prepare for these trauma situations.
<b>References</b>	Operation READY's <i>Army Family Readiness Group Leader's Handbook</i> : Part III (the topic "trauma support" appears in section 3.3) and Part IV (the topic "casualty and trauma in the unit" appears in section 4.2)
<b>Proposed training facilitator</b>	ACS/Reserve Component Family Programs staff
<b>Audience group scenarios</b>	<ol style="list-style-type: none"> <li>1. FRG leaders and FRGDA</li> <li>2. FRG leaders and unit leadership (unit commanders, rear detachment commanders, and Family Readiness Liaisons)</li> </ol>
<b>Training format</b>	Informational presentation
<b>Training time</b>	One hour (approximately)
<b>Room requirements</b>	This presentation requires a room large enough to accommodate the participants comfortably. The room should be arranged for maximum visibility of projected training slides/transparencies. It is recommended that the FRG leaders and unit leaders sit grouped together at tables by unit and/or by battalion to facilitate FRG leader-unit leader dialogue on this issue.
<b>Facilitator's Preparation</b>	<p>The facilitator is responsible for leading the workshop, which includes set up; printing or copying slides, handouts and other materials; and conducting training (including facilitating discussion between unit leaders and FRG leaders and distributing materials). To prepare for this training, the following tasks need to be done:</p> <p><b>Planning and training preparation</b></p> <ul style="list-style-type: none"> <li>• Review training slides</li> <li>• Assemble materials and copy/print the number of materials needed to include:</li> </ul>

- FRG Leader's Handbook. Provide a copy to participants if they do not already have.
- Provide a copy of PowerPoint slide set to each participant (optional, but highly recommended)
- Prepare transparencies, if using
- Have PowerPoint file available, if using computer

**Logistics**

- Reserve a room large enough to accommodate the number of participants.
- Consider having a senior military leader present or asking unit leaders present at the training to discuss casualty notification procedures for the installation or unit, respectively.
- Determine need for childcare and if necessary, make arrangements.
- Obtain equipment and supplies to include:
  - Flip chart paper on easel and colored markers
  - Masking tape for securing chart paper
  - Pens and pencils for participants' use
  - Overhead transparency projectorOR
  - Laptop computer with LCD projector and screen

## IV. EVALUATION OF FRG TRAINING

It is recommended that an evaluation of the training conducted with different audience groups be conducted after all training modules have been given. The purpose of this evaluation is to provide the facilitator with information that will be useful for conducting FRG training with different audience groups in the future. An evaluation form, which appears on the following page, is provided for your use.

## Evaluation For FRG Training Form

Date: \_\_\_\_\_

### 1. What group did you represent at the training?

- Unit Commander
  - Rear Detachment Commander
  - Family Readiness Liaison (FRL)
  - Family Readiness Group Deployment Support Assistant (FRGDA)
  - Mobilization and Deployment Assistant
  - Family Readiness Group Leader
  - Family Readiness Group Volunteer (please specify FRG position on line below)
- 
- Other (please specify: ) \_\_\_\_\_

### 2. What training did you receive? (check all that apply)

- FRG Overview
- Communicating with Families
- Resources and Funding for FRGs
- FRG's Tasks in The Deployment Cycle
- FRG's Role in Unit Casualty
- FRG Leader and Unit Leadership Partnership for Effective FRGs
- How to be an Effective FRG Leader
- Getting Started
- Dealing with the Media
- Expectations and Role of FRG Volunteers
- Working with Family Support Network
- Crisis Intervention
- How to Work with Families

### III. FACILITATOR'S GUIDE FOR FRG TRAINING MODULES

Not Applicable
Strongly Disagree
Disagree
Agree
Strongly Agree

**3. Please rate the following statements about the training:**

**ASPECT OF TRAINING**

Presentation was clear.	<input type="radio"/>				
Topics and issues covered were information I needed to know.	<input type="radio"/>				
Level of detail given on topics was sufficient.	<input type="radio"/>				
Sequence of training modules was logical.	<input type="radio"/>				
The number of group discussions held was acceptable.	<input type="radio"/>				
Situations used in group exercises were useful for practicing how to handle situations.	<input type="radio"/>				
Handouts provide useful information and are a helpful resource to have.	<input type="radio"/>				
This training has increased my understanding of what FRGs do.	<input type="radio"/>				
This training has increased my understanding of the FRG leader role.	<input type="radio"/>				
This training has increased my understanding of role of FRG volunteers.	<input type="radio"/>				
<b><i>(FRG leaders complete the following 3 statements)</i></b>					
This training has increased my understanding of how to conduct FRG leader tasks.	<input type="radio"/>				
This training has given me a good understanding of how to handle issues a FRG leader may face.	<input type="radio"/>				
Having completed this training, I feel well prepared to be a FRG leader.	<input type="radio"/>				
<b><i>(All attendees except FRG leaders complete the next 2 statements)</i></b>					
This training has given me a good understanding of the issues an FRG may face.	<input type="radio"/>				
Having completed this training, I know how to work with and/or to support FRG leaders.	<input type="radio"/>				

**Comments:**

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**4. What suggestions, if any, do you have for improving this training?**

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