

Personal Affairs

Guide for Soldier and Family Assistance Programs

For the Commander:

JAMES M. PALMERO
Colonel, General Staff
Chief of Staff

Official:

BRUCE W. MORRIS
Assistant Chief of Staff, G-6

History. This UPDATE printing publishes a new Change 1. The strikethrough and underscore method has been used to highlight changes.

Summary. This pamphlet provides guidance regarding the United States Army Recruiting

Command's Soldier and family assistance programs.

Applicability. This pamphlet is applicable to all personnel within the United States Army Recruiting Command.

Proponent and exception authority. The proponent for this pamphlet is the ~~Director for Personnel~~ Assistant Chief of Staff, G-1. The proponent has the authority to approve exceptions to this pamphlet that are consistent with controlling law and regulation. Proponent may delegate this approval authority, in writing, to the deputy director within the proponent agency in the grade of lieutenant colonel.

Suggested improvements. The proponent agency of this pamphlet is the ~~Director for Personnel~~ Assistant Chief of Staff, G-1. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQ USAREC, ATTN: RCPER-HR-SF, 1307 3rd Avenue, Fort Knox, KY 40121-2725.

Distribution. Distribution of this pamphlet has been made in accordance with USAREC Pam 25-30, distribution A. This pamphlet is published in the Recruiting Station Administration UPDATE and online at <http://apps.usarec.army.mil/im/RMP-ASB/Services/Forms/Pubs.htm#>

Contents (Listed by paragraph number)

Chapter 1

Introduction

Purpose • 1-1

References • 1-2

Explanation of abbreviations • 1-3

Objectives • 1-4

Initiatives to support SFA programs • 1-5

SFA programs • 1-6

Chapter 2

USAREC SFA Program

USAREC SFA Program • 2-1

Program publicity • 2-2

Responsibilities • 2-3

Chapter 3

Rctg Bde Symposia

Rctg Bde symposia • 3-1

Guidance for planning and conducting symposia • 3-2

Spouse attendance at USAREC symposia • 3-3

Funding guidance • 3-4

Chapter 4

FRG

General overview • 4-1

Definition • 4-2

Goals • 4-3

Command support • 4-4

Authorized support • 4-5

Chapter 5

Volunteer Management

Introduction • 5-1

Definition • 5-2

Principles of a successful volunteer program • 5-3

Functions of the volunteer manager • 5-4

Soliciting volunteers • 5-5

Chapter 6

Family Assistance Programs

General • 6-1

Financial readiness program • 6-2

Relocation readiness program • 6-3

Information, referral, and followup service program • 6-4

Army Family Advocacy Program • 6-5

EFMP • 6-6

AFTB • 6-7

Army Family Action Plan • 6-8

Chapter 7

Health Care

General • 7-1

TRICARE • 7-2

TRICARE Dental Program • 7-3

Chapter 8

Morale Support Activity

General • 8-1

IT • 8-2

Recreation center type activities • 8-3

Sports program • 8-4

Appendix A. References

Glossary

Chapter 1

Introduction

1-1. Purpose

This pamphlet provides guidance regarding the United States Army Recruiting Command's (USAREC's) Soldier and family assistance (SFA)

programs.

1-2. References

For required and related publications and prescribed and referenced forms see appendix A.

1-3. Explanation of abbreviations

Abbreviations used in this pamphlet are explained in the glossary.

1-4. Objectives

The objectives of the command's SFA programs are twofold:

- a. USAREC's desire to assist Soldiers and families by providing services that promote self-sufficiency, resiliency, stability, and readiness.
- b. USAREC's desire to create family readiness groups (FRGs) with members actively involved in solving problems, creating excellence, and pursuing personal growth and learning.

1-5. Initiatives to support SFA programs

a. All leaders within USAREC have a responsibility to support, encourage, and implement programs that improve the living and working environment of our Soldiers and their families. We have consolidated general program guidance into a single publication to aid commanders, staff members, Soldier and family assistance program managers (SFAPMs), and family members in developing and operating family life programs.

b. Recruiting brigades (Rctg Bdes), recruiting battalions (Rctg Bns), and Army Medical Department detachments are encouraged to develop additional programs that meet the needs of their commands. Requests to implement new programs not prescribed in this pamphlet and suggestions to improve the quality of any USAREC SFA program should be sent to Head-

quarters, United States Army Recruiting Command (HQ USAREC), ATTN: RCPER-HR-SF, 1307 3rd Avenue, Fort Knox, KY 40121-2725.

1-6. SFA programs

SFA programs are planned programs or activities that meet the needs and interests of commanders, Soldiers, and the recruiting family. Participation in these programs by Soldiers and family members is an individual versus official delegate capacity. See AR 608-1, paragraph 1-9, and chapter 3 of this pamphlet for guidance on funding SFA programs.

Chapter 2

USAREC SFA Program

2-1. USAREC SFA Program

The USAREC SFA Program is concerned with the personal and family needs of the recruiting force. It is based upon self-help; local problems are best resolved through local resources. Systemic problems that are beyond the influence of local resources should be referred through Rctg Bdes to HQ USAREC, ATTN: RCPER-HR-SF, for resolution.

a. The USAREC SFA Program is designed to identify community resources and make resources available to USAREC Soldiers and their families. The scope and services offered by this program are limited only by the imagination, capabilities, and size of the volunteer corps at each unit. Command commitment and involvement are essential.

b. The USAREC SFA Program is designed to:

(1) Provide recruiting commanders, at all levels, with staff assistance in identifying and meeting the needs of their organizations. USAREC Form 1056 (Soldier/Family Assistance Program Assessment Form) may be used for this purpose.

(2) Improve the working and living environments to include the well-being of Soldiers and families by helping solve complex personal and community social problems.

(3) Serve as the commander's liaison with family members by expressing the concerns and perspectives of family members pertaining to family issues.

c. To make the most of limited resources, existing services on local military installations or within the civilian community must be used. Army Community Service (ACS) assistance offices will not assume responsibility for services available elsewhere. They will coordinate, complement, and, when necessary, expand existing military and civilian services.

d. Organization. The USAREC SFA Program is a network of paid and unpaid staff that extends from HQ USAREC to recruiting stations (RSs). HQ USAREC primarily develops policy and provides guidance for Rctg Bdes and Rctg Bns. The Rctg Bde SFAPM has primary oversight responsibilities for respective Rctg Bns. The Rctg Bn SFAPM coordinates support for the Rctg Bn. Additionally, training programs for

volunteer supervisors and volunteer representatives are developed, coordinated, and sponsored by these activities. The SFAPM determines local requirements, establishes programs and services as required, and coordinates with other staff officers. The Rctg Bde and Rctg Bn staff provides guidance and administrative and logistical support to the SFAPM.

2-2. Program publicity

The USAREC SFA Program must be publicized to make commanders, staffs, Soldiers, and their families aware of the services offered. This can be done in several ways (i.e., RS bulletin boards, newsletters, command information classes, Web sites, conference calls, video teleconferences, telephone trees, FRGs, and training conferences).

2-3. Responsibilities

a. SFAPM. The SFAPM serves as the primary staff representative for all Rctg Bde or Rctg Bn family programs accordingly. Responsibilities include the following:

(1) Act as the eyes and ears of commanders on family issues in their areas of responsibility.

(2) Plan, develop, implement, and facilitate SFA programs for Rctg Bde or Rctg Bn personnel and their family members (i.e., relocation, sponsorship training, lending closet, morale support activities, Exceptional Family Member Program (EFMP), Army family team building (AFTB), medical, housing, spouse employment, and education).

(3) Work with Rctg Bde, Rctg Bn, recruiting company (Rctg Co), and RS personnel in evaluating needs and requirements unique to the area involved and establish new programs and procedures to meet those needs.

(4) Establish and maintain a referral system of state, local, and private agencies in the area in order to establish a referral system for SFA programs (i.e., American Red Cross (ARC), United Way, United Service Organizations, extension services).

(5) Ensure that each incoming Soldier is provided a health benefits packet.

(6) Attend meetings with local and military communities as required.

(7) Research, coordinate, and resolve problems encountered in SFA programs.

(8) Ensure that each Rctg Co has a current list of community resources in its area. Lists should be updated at least quarterly.

(9) Conduct SFA assessments to assist the commander with assessing the command.

(10) Conduct staff assistance visits when requested.

(11) Ensure that SFA articles are provided for publication in Rctg Bde or Rctg Bn newsletters and mailed to each family member.

(12) Support the command Sponsorship Program in accordance with AR 600-8-8.

(13) Ensure that FRGs are organized at Rctg Bde, Rctg Bn, and Rctg Co level accordingly.

(14) Attend FRG meetings when possible and

provide technical assistance as needed.

(15) Ensure that the brigade leadership team or battalion leadership team is back briefed on all plans, progress, and achievements of FRGs within their unit.

(16) Ensure that FRG issues are developed and forwarded through command channels for resolution.

(17) Inform the FRG of the commander's guidance and decisions concerning support initiatives.

(18) Ensure that Soldiers receive information on FRG activities.

(19) Provide a single point of contact between the Rctg Bde, Rctg Bn, Rctg Co, and RS volunteers accordingly.

(20) Work with Rctg Bde or Rctg Bn staff and personnel at the Rctg Co and RS level to recruit and maintain an active volunteer force in accordance with AR 608-1.

(21) Develop and carry out an orientation and training program for volunteers to include holding periodic training and/or information exchange sessions.

(22) Work with Rctg Bde and Rctg Bn staff to obtain formal training of volunteers at Department of the Army (DA) or USAREC-sponsored training programs.

(23) Maintain effective communication with those who directly supervise volunteers to ensure volunteers are adequately supervised and appropriately developed.

(24) Ensure accurate records are kept of volunteer hours worked, training attended, and awards earned.

(25) Arrange appropriate volunteer award ceremonies at a minimum annually.

(26) Monitor all volunteer activities, provide counseling as necessary, and conduct program evaluations.

(27) Ensure that volunteers sign ~~DA Form 4712 (Volunteer Agreement for Appropriated Fund Activities)~~ DD Form 2793 (Volunteer Agreement) and have a written job description.

(28) Serve as a beneficiary counseling and assistance coordinator (BCAC) for military personnel and their family members to obtain medical care information needed for treatment through the Direct Care Medical Program, Defense Enrollment Eligibility Reporting System, and Family Member Dental Plan (United Concordia).

(29) Attend the TRICARE Course and TRICARE regional training conferences to become knowledgeable of TRICARE and Direct Care Medical Program; comply with prescribed policies and procedures.

(30) Provide assistance to individuals, if needed, with timely followup on claims until final payment or determination is made.

(31) Educate, advise, and assist personnel assigned near and away from installations on the use of medical care programs available to them.

(32) Inbrief all new Soldiers concerning health care benefits.

(33) Provide information updates on health

benefits through Rctg Bde and Rctg Bn newsletters, direct mailings, and FRG channels.

(34) Advise the commander of any trends that adversely impact Soldiers and their families.

(35) As required, assist providers, provider claim clerks, and secretaries with understanding military health care programs. When necessary assist Soldiers and family members with resolving billing issues.

(36) Establish, monitor, and update telephone network between family members.

(37) Guidelines for volunteer service will be maintained by each SFAPM. Volunteer guidelines may be obtained by contacting HQ USAREC, RCPER-HR-SF. These guidelines should be adapted to meet Rctg Bde or Rctg Bn needs accordingly. A Rctg Bde or Rctg Bn may have as many volunteers as needed to execute the missions of the USAREC SFA Program. Volunteers are considered employees for purposes of the Federal Employee Compensation Act and the Federal Tort Claims Act when performing official responsibilities.

(38) Attend Career Field 51 training annually.

b. Rctg Bde commanders are responsible for:

(1) Ensuring each Rctg Bn has a viable and adequately funded SFA program.

(2) Ensuring that each Rctg Bde and Rctg Bn SFAPM, at a minimal, have a private office with a dedicated telephone line to conduct business.

(3) Appointing, in writing as an additional duty, an SFA liaison officer (LO) to assist the Rctg Bn SFAPM. Copies of these appointments will be forwarded to HQ USAREC, RCPER-HR-SF.

c. Rctg Bde SFA LOs serve as the focal point for the coordination of the USAREC SFA Program within the Rctg Bde, as well as between Rctg Bdes and military installations. Typically the Rctg Bde SFA LO is the Rctg Bde Chief of Staff. The SFAPM should first refer systemic problems to the Rctg Bde SFA LO. Rctg Bde SFA LO's responsibilities include the following:

(1) Notifying HQ USAREC, RCPER-HR-SF, of arrivals and departures of Rctg Bn SFAPMs.

(2) Ensuring SFA issues are forwarded through command channels for resolution.

(3) Assisting SFAPMs with solving systemic problems that cannot be solved at Rctg Bn level.

d. Rctg Bn commanders are responsible for the implementation and management of their SFA program. Responsibilities include the following:

(1) Establishing priorities and allocating resources to the SFA program to meet the Rctg Bn needs.

(2) Identifying needs and resource requirements to their respective Rctg Bdes.

(3) Monitoring and evaluating their programs.

(4) Ensuring that a good working relationship is established between local military and civilian social service agencies and SFAPMs.

(5) Identifying an appropriate area for SFA

volunteers to work. This area may be shared with other personnel, but must be conducive to the program's objectives.

(6) Ensuring that the Rctg Bn has an SFA function at least quarterly (i.e., family night, organizational day, picnics or cookouts, awards and promotion ceremonies, etc.) that include family members.

(7) Requesting TRICARE Basic and Advance Student Course training through HQ USAREC, RCPER-HR-SF, for the SFAPM within 60 days of hiring.

(8) Actively encouraging the recruitment, training, use, and retention of a volunteer corps to support and lend strength to the program.

(9) Ensuring that an ongoing system of recognition be developed and implemented.

(10) Ensuring that each child born while his or her parents are assigned to USAREC receives a USAREC Form 1046 (USAREC Birth Certificate).

(11) Ensuring that each spouse that is reassigned outside of USAREC due to a permanent change of station move or retirement receives a USAREC Form 1047 (USAREC Spouse Appreciation Certificate).

(12) Encouraging recruiters to program their work so that they can have weekends and Federal holidays off.

(13) Ensuring that each dual military couple receives a DA Family Readiness Packet.

Chapter 3 Rctg Bde Symposia

3-1. Rctg Bde symposia

Rctg Bde symposia are conferences held to identify issues that pertain to Soldiers and family members and to provide solutions to enhance Soldiers and families within USAREC.

3-2. Guidance for planning and conducting symposia

The following guidance applies for planning and conducting Rctg Bde symposia.

a. Afteraction reports from previously conducted conferences at the Rctg Bde, Rctg Bn, and Rctg Co level are good tools to use in planning a symposium. The Rctg Bde headquarters can provide assistance and information on previously held conferences.

b. When possible, commanders are encouraged to conduct symposia at no cost to the Government. Family members are more willing to incur the cost of the symposium if it is conducted in conjunction with quarterly Rctg Bn and Rctg Co training conferences. Accordingly, every effort should be made to minimize the family member's personal expense when planning a symposium, notwithstanding, only delegates will be placed on invitational travel orders (ITOs). Delegates for a Rctg Bde symposium will not exceed ~~one~~ two individuals on ITOs from each Rctg Bn; a Rctg Bn symposium will not exceed ~~one~~ two individuals on ITOs from each Rctg Co. The individuals on ITOs are chartered to return to their units and communi-

cate the information learned with the other spouses within their area.

c. Symposia should be conducted separately from Rctg Bn and Rctg Co training conferences when appropriate and if funding is available. If funding is not available, the Command Quarterly Budget Execution Review process will be used to request funds. Conference approval will be in accordance with USAREC Reg 37-14.

3-3. Spouse attendance at USAREC symposia

a. Spouses who are invited to attend symposia as delegates may be placed on ITOs. As such, they would be entitled to receive reimbursement for meals and lodging expenses incurred incident to attendance at the conference subject to current Joint Federal Travel Regulation provisions. Family delegates from the local area can only be reimbursed for meals while attending working breakfasts, luncheons, and/or dinners. These may be purchased using Rctg Bn SFA funds. The cost of each working meal should not exceed the allowable meal per diem rate for that particular meal. Family members (i.e., spouses) who are not delegates attending working breakfasts, luncheons, and/or dinners may not have their meals purchased by the Rctg Bn.

b. Family delegates must play an active role in the symposium by expressing perspectives, issues, and concerns. Delegates selected to attend are expected to pass information and lessons learned to their chain of command, other Soldiers, and spouses in the unit (Rctg Co or RS) they are representing. Selection of delegates should be based upon criteria relevant to the symposium. Additionally, the number of delegates should be limited to no more than one per RS at Rctg Co level conferences and no more than five from each Rctg Co at Rctg Bn level conferences.

3-4. Funding guidance

a. The following are proper SFA program expenditures:

(1) Relocation information (e.g., costs incurred in obtaining and providing ACS-type packets and materials).

(2) Newsletters (with articles that support SFA programs).

(3) Travel in an official capacity to a conference or training session (e.g., as an unpaid consultant (bonafide volunteer, delegate, or speaker)), but not for incidental benefits such as improvement of morale.

(4) Referral information (e.g., social service directories).

(5) Office equipment, supplies, and support for family functions or activities (e.g., the Rctg Bn family assistance program).

(6) Self-help and guidance publications.

(7) Supplies and equipment for the lending closet operated as an internal part of the Rctg Co level SFA relocation service.

(8) SFA symposia.

(a) Delegate travel and per diem (must use

ITOs).

(b) Subject matter experts, instructors, and speakers. Priority will be with obtaining military members as speakers. Rctg Bde SFA funds may be used to reimburse travel and per diem expenses incurred by military speakers at SFA symposia. Civilian speakers and instructors can be contracted only with prior USAREC approval. The Commanding General, USAREC, is the approving authority for civilian instructor and speaker contracting on an exception basis with requests submitted to HQ USAREC, ATTN: RCRLM-SFA, 1307 3rd Avenue, Fort Knox, KY 40121-2725.

(9) General support for activities or functions authorized in this pamphlet (e.g., providing copier machine service, administrative, etc.).

(10) Bus transportation is authorized only for situations authorizing delegate travel via ITOs for official use only. The availability of public transportation must be considered prior to contracting.

b. Authorized volunteer reimbursable expenses may include childcare, training, travel, telephone bills, mileage, newsletters, Government dining facility meal surcharge, and other appropriate expenses. Rctg Bn approval is required before expenses are incurred.

c. The following are some of the unauthorized SFA support program expenditures:

(1) Purchase of televisions and stereo systems for office, Rctg Bn, or Rctg Co use.

(2) Operation of services that directly compete with commercial enterprises (e.g., purchase of bus service in areas with public transportation or for spouses for shopping or sight-seeing).

(3) Purchase of additional telephone service.

(4) Purchase of equipment and supplies for other than SFA programs or activities.

(5) Purchase of high school lists, yearbooks, medical consultations, or similar items.

(6) Nondelegate family member travel, lodging, and meal expenses (i.e., other than food and nonalcoholic beverage items that are an integral part of a family life program or activity).

(7) Volunteer uniforms and refreshments.

Chapter 4

FRG

4-1. General overview

a. The FRG is designed to be a link between units and families. FRGs have assisted families in becoming more knowledgeable of the support programs and services available and have helped families become more self-sufficient. Through FRG efforts, we have a much more efficient use of community resources. When Soldiers know that their families are being taken care of, stress is reduced and their focus on the details of the mission is improved.

b. There is a strong correlation between contacts and FRGs. When a new spouse is contacted by another spouse and has subsequent contacts, studies indicate that this contact engenders feelings that they can count on the sys-

tem and have a general sense of well-being. Positive spouse attitudes account for a 30 percent increase in retention.

4-2. Definition

An FRG is an organization of family members, volunteers, and Soldiers belonging to a unit that together provides information and assistance to others in the group. They provide a network of communication between family members and the chain of command and a climate of mutual support within the group. They are merely people helping people.

4-3. Goals

Each FRG will reflect the particular needs of the unit and of the families who are members. Despite differences, however, FRGs all have basic goals. The basic goals include social support, communication system, and family activities.

a. FRGs help spouses feel a part of the unit. By providing social support, FRGs help ensure that Soldiers and their families are cared for, know that they are important, that their needs can be identified, and that they are a part of a network that is geared toward improving the well-being for the entire organization.

b. Communication is probably the single element that can spell success between a well-functioning FRG and a failure. It is critically important to consistently provide reliable information. It is important to listen to the needs and provide information in a caring way, and not make those needing the information or asking the questions feel that they are stupid, uninformed, or incapable of understanding.

c. FRGs should perform the following duties at a minimum:

(1) Provide mutual assistance and involvement.

(2) Act as a system of communication.

(3) Assist with problem solving.

(4) Welcome and orientation of new families.

(5) Prevent isolation.

(6) Link families to unit.

(7) Help involve families in unit activities.

(8) Refer family needs to appropriate resources.

(9) Provide support to families when Soldier or spouse is away.

(10) Assist in developing chains of concern.

d. Duties an FRG should not include:

(1) Becoming a surrogate mother or father.

(2) Becoming a social worker, a hotel, taxi service, or baby-sitting service.

(3) Lending money, cars, or expensive items.

(4) Dividing into groups like enlisted or officer wives.

(5) Duplicating other community activities.

4-4. Command support

Each FRG operates through the unit and takes its tone from the commander. Without clear-cut support and the active backing of the commander, the FRG will not develop effectively and will spend a great deal of its energy fighting

the system. The group legitimacy comes primarily from the commander's willingness to support volunteers. It is also important for commanders to know that this does not mean that they will have to devote excessive worktime to FRG roles. This link basically calls for regular scheduled meetings with FRG leaders, knowledge of the FRG's planned activities, offer of unit resources and facilities, and creation of a climate of caring for family members and recognition of the FRG leaders and volunteers.

a. Elements of the unit system (SFAPMs, chaplains, first sergeants, adjutants, personnel) all need to develop a working relationship with FRG leaders in order to establish an efficient information exchange system. Additionally, FRG leaders are a wealth of information for the unit system to provide feedback on perceptions, needs, and reactions of family members. The two-way communication established can improve unit and family morale incredibly.

b. Access to meeting places within the unit is an important asset for the FRG. Unit rooms and lawns are the most accessible and acceptable meeting places depending on the size of the group and the function or activity.

c. There are many agencies in the community dedicated to the needs of the Army family that can support the FRG and thereby ease some of the additional workload on units as a result of FRG activities. The ARC, United Service Organizations, and community human resource agencies can help in providing training of FRG volunteers.

4-5. Authorized support

Volunteers in FRGs are sanctioned as official volunteers under Title 10, United States Code, section 1588. This legislation allows the Army to accept volunteers in ACS, unit SFA programs, and installation mayoral programs. These officially sanctioned volunteers are considered Federal employees for liability issues, are authorized certain kinds of support, and, where budgeted for and approved by the commander, can have certain expenses reimbursed with nonappropriated funds (NAF) that arise as a result of their volunteer service. Authorized support falls into these three categories: Appropriated funds; NAF in accordance with AR 608-1, paragraph 3-3; and FRG-generated funds. The first two depend on command approval and availability.

a. There are six types of appropriated fund support available to volunteers that can be provided with command planning and approval.

(1) Official mail. In accordance with AR 608-1 volunteers are authorized to use official mail. It must be for an official, mission-related purpose, and be approved by the command. Official mail cannot be used to send social items such as recipes, birth announcements, bowling league scores, or information about revenue-producing items or events.

(2) FRG newsletters. The FRG newsletter may contain two types of information, official and unofficial. Official FRG information relates

to command and mission-essential information that the commander believes families should have to be better informed. This includes information about the Army, unit, benefits, unit or FRG-sponsored activities, and programs and services available. There are other restrictions on newsletters. They must be published in one color ink only and should be limited to a maximum of 16 printed pages. Frequency of publication depends on what the command feels is appropriate. Additionally, the newsletter must state whether it contains official or unofficial information. However, NAF or FRG-generated funds can be used for mailings, and the content does not affect the printing. Additional information on newsletters may be found in both AR 25-30 and DA Pam 608-47.

(3) Government facilities. Volunteers may use Government facilities to include dedicated office space, desk (or desk drawers if more than one volunteer uses the same desk), equipment, supplies, and telephones needed to accomplish their assigned duties.

(4) Government vehicles. In accordance with USAREC Reg 56-1, paragraph 3-2, an FRG volunteer may ride in a Government-owned vehicle when all of the following circumstances exist:

(a) The Rctg Bn commander determines that the use of the vehicle is for official purposes and that the failure to provide such would have an adverse effect on Soldier morale.

(b) The vehicle is driven by a Government employee who is acting in his or her capacity as a Government employee and who possesses a valid license to operate the vehicle.

(c) The use of the vehicle can be provided without detriment to the accomplishment of the unit's needs.

(d) The FRG volunteer has signed ~~DA Form 4742~~ DD Form 2793 and has been given a written job description that notes the specific duties that will be performed while using the Government-owned vehicle. DA Form 5671 (Parental Permission) is required when accepting volunteer services from unmarried family members under the age of 18. These forms should be signed by the Rctg Bn commander as the accepting official or by the Rctg Co commander when written delegation has occurred.

(e) In reference to transportation of volunteers, official purposes include providing services, attending planning meetings and conferences, and serving as a consultant. Government vehicles will not be used to obtain training for volunteers because only NAF may be used for training.

(f) Rctg Bn commanders may delegate this authority to Rctg Co commanders in writing.

(g) Providing transportation support to volunteers will not be used as justification to request additional vehicles.

(5) Volunteer access to rosters. FRG leaders and volunteers are entitled to rosters containing names, addresses, and telephone numbers for Soldiers and families within the unit. There must be an official need and command

approval. This information may only be used for the purpose for which it is requested. It cannot be used for any other purpose, nor can it be transferred, loaned, or sold to another activity.

(6) ITOs. In accordance with JTR, Volume II, appendix E, ITOs are not authorized for SFA volunteers in their capacity as volunteers. However, ITOs are authorized to be issued to volunteers performing a direct service for the Government, such as experts, consultants, and other advisors, to travel to confer with Government officials in connection with the performance of that service. Some examples of this would include the Army Family Action Plan Conference, family symposia, AFTB, and activities of this type. ITOs may not be issued solely for the purpose of obtaining training. You must be able to demonstrate that volunteers are being sent because their input is needed, or that they will be consulting with other volunteers or paid Government officials regarding the delivery of Government services. In these situations, training opportunities may be available, but this is not the primary reason for the volunteer's attendance. Reimbursement can be made from either appropriated funds or NAF, depending on command approval and availability.

b. There are at least three authorized areas of NAF support. Use of NAF depends on availability and command approval.

(1) Training and travel. In accordance with AR 215-1, commanders may, at their discretion, authorize NAF to pay for travel and training of volunteers to improve their effectiveness in assigned roles or to enable them to accept increasingly responsible challenges. If it is determined that a volunteer and the organization would benefit from training held at another site or as part of a regularly scheduled conference or workshop, NAF can be used to cover enrollment, expenses, travel, and per diem.

(2) Reimbursement of incidental expenses. Many volunteers take a lot of money out of their pockets in order to provide their volunteer services. In accordance with AR 215-1 and AR 608-1, volunteers can be provided reimbursement for these out-of-pocket expenses like childcare, training, travel, telephone bills, mileage, newsletter, Government dining facility meal surcharge, and other appropriate expenses. Either appropriated funds or NAF may be used, depending on command approval and availability of funds. Request for childcare reimbursements should be filed on USAREC Form 1057 (Request for Child Care Reimbursement).

(3) Awards, banquets, and/or mementos. In accordance with AR 215-1, paragraph 4-11 and USAREC written guidelines, NAF may be authorized for volunteer recognition programs. NAF may be used for programs such as awards, banquets, or mementos if budgeted for and approved by the Rctg Bn commander.

c. FRG-generated funding. FRGs are authorized to host fund-raising events to raise money to support FRG activities. FRGs are not required to get private organization status and

approval if their funds do not exceed \$1,000.

d. Budget.

(1) SFA program funds are allocated annually to each Rctg Bde. The authority to establish the amount and the criteria and methodology to further allocate these funds to Rctg Bn level rests with the Rctg Bde commander. As there are many different programs competing for the same funds, it is imperative that these funds be used wisely and to family members' best interests.

(2) Requests for SFA programs or for significant changes to an ongoing program which requires additional manpower or dollars will be processed through existing resource submissions.

(3) Each Rctg Bde is responsible for developing an annual SFA program budget. All SFA programs must be considered during the budgetary process to ensure that all funding requirements are identified. Each SFAPM must develop a budget for his or her activity. These budgets will be considered by the Rctg Bde when developing the Rctg Bde's budget.

(4) Appropriated fund support for SFA programs will be in accordance with AR 608-1, paragraph 3-3. Proposed programs not specifically covered by this pamphlet will be submitted to HQ USAREC, ATTN: RCPER-HR-SF, for approval prior to the expenditure of funds.

Chapter 5 Volunteer Management

5-1. Introduction

Volunteerism is a tradition within the Army. Volunteers play a particularly important role within USAREC because of the unique difficulties USAREC families experience. These differences include spending little time with spouses because of military duties, the feeling of isolation due to living in civilian communities or assignments far from home. Many of USAREC's SFA programs would be impossible to provide at the current level of quality and quantity of services without the dedicated support of volunteers. The spirit of volunteerism is competing with a host of other interests of the potential volunteer (i.e., the desire for paid employment, the desire to pursue educational or recreational interests, family responsibilities, etc.). We must provide solid volunteer opportunities, sound management, and an ability to grow.

5-2. Definition

One who provides voluntary service to a museum or family support program operated by the Army. (A family support program is defined as ACS, SFA, unit FRG, and installation mayoral program.)

5-3. Principles of a successful volunteer program

Nine principles are needed to implement a successful volunteer program. They are:

a. Removing barriers to volunteering so as to broaden the potential volunteer pool.

- b. Recognizing that volunteers are not “free.”
- c. Appreciating that volunteers contribute more than the sum of their labors.
- d. Moving away from the concept of the volunteer as an amateur.
- e. Assuring that the mutual expectations of volunteers and their organizations are met.
- f. Developing, not “using” the volunteer.
- g. Involving volunteers in management.
- h. Looking beyond volunteer numbers.
- i. Looking to collaborate among nonprofit organizations as a means to maximize volunteer opportunities and effectiveness.

5-4. Functions of the volunteer manager

Managing volunteers involves the same general functions as managing any other resource. There are five functions identified for all managers. They are:

- a. Planning. Selecting a course of action to reach some goal through specific objective setting, resource identification, and allocation.
- b. Organizing. Defining and grouping tasks required to reach a goal and coordinating inter-related activities.
- c. Staffing. Recruiting, selecting, and matching volunteers with appropriate activities and providing the necessary training.
- d. Directing. Motivating good work, communicating goals and standards, and acknowledging volunteer support for SFA activities.
- e. Controlling. Evaluating performance success.

5-5. Soliciting volunteers

There are eight basic steps to soliciting and using volunteers in USAREC. They are:

- a. Identifying the need for a volunteer. This is always the first step. Volunteers are intended to supplement your staff or provide a service that might not otherwise be offered due to a shortage in staff or increased workloads. A volunteer is your nonpaid staff and, as identified earlier, requires all the same types of management as your paid staff.
- b. Program planning and administration. Goals and objectives must be clearly developed before you begin writing the job description. Elements of a job description include the following:
 - (1) Title of the position and organization offering it.
 - (2) Where the work is performed.
 - (3) Objectives of the position.
 - (4) Major responsibilities or description of duties.
 - (5) Time required (minimum availability and commitment).
 - (6) Qualifications (whether required and/or desirable).
 - (7) Orientation, training, and supervision provided.
 - (8) Supervision and evaluation.
 - (9) Whether or not the regular use of a motor vehicle, private or government-owned, is required, and if required, the specific volunteer duties that will be performed while using the ve-

hicle.

(10) The first and second line supervisor.

c. Recruitment. The more specific the volunteer need, the more focused the recruitment must be. The recruitment approach must be varied to attract people with different motivations for volunteering. There are several recruitment strategies that may be used:

(1) Newspapers. Feature and news stories, ads, volunteer opportunity columns, or picture coverage of volunteers at work. Only FRG-generated funds are to be used for this purpose.

(2) Bumper stickers. Can be obtained through national volunteer organizations.

(3) Radio and television. Public service messages, interviews or talk shows, or news stories.

(4) Presentations and speeches. To private organizations, church groups, schools, professional organizations, special interest groups, and unit FRGs.

(5) Brochures and other printed materials.

(6) Job notices.

(7) Person-to-person. The most effective approach of all. Personal friends of staff or volunteers on a one-to-one basis.

(8) Identify target audience. Design recruitment with the volunteer you want in mind. Tailor job descriptions and marketing programs to attract volunteers from the population you wish to attract.

(9) Study present volunteers. Who are they? How did they become volunteers? What are the impressions of the organizations for which they work?

(10) Study potential market. Study potential market segments to which the organization may appeal. Talk to people in this market group to identify what type of volunteer jobs would appeal to them.

d. Screening, interviewing, and selecting volunteers. Volunteers, like paid staff, must be selected with careful planning to make success more likely. Not everyone wanting to volunteer will make a good volunteer or be able to perform as expected in any job. When interviewing, try to identify knowledge, skills, abilities, and interests, which are appropriate for the job. Plan questions to give you some insight into why the applicant wants to volunteer. The interview is essentially a controlled conversation during which you get and give information. All interviews can and should be planned.

e. Orientation and training. Develop an orientation program for all volunteers to include working with program coordinators to ensure that all volunteers have appropriate initial and ongoing job training. The command staff should participate in orientation when possible. Identify and develop in-service training and job-related training for volunteer positions. Guidelines for volunteer service will be maintained by each SFAPM. These guidelines should be adapted to meet the Rctg Bn's needs.

f. Supervision and evaluation. Maintain effective communication with those who directly

supervise volunteers to ensure volunteers are adequately supervised and appropriately utilized. Advise and counsel volunteers on job placements and opportunities, and problems that may arise between command and volunteer staff. Plan and develop procedures for terminating volunteers.

(1) Those employing volunteers believe that they must accept every volunteer who indicates a desire to volunteer, and that once on board, they can only hope the volunteer moves or quits if they don't work out.

(2) Any volunteer who does not meet performance objectives can be terminated. This, of course, is the last step after all other actions to correct the situation have been tried and have failed. Counseling, coaching, and assigning of responsibility to another volunteer may solve the problem. A breach of ethics or confidentiality, however, may be grounds for immediate action. All actions, including counseling sessions, should be carefully documented.

g. Recordkeeping. Efficient maintenance of records is an important facet of your volunteer performance. This includes maintaining records of hours donated, job performed, training received, and awards given. It is important to maintain this information to assist in volunteer growth and documentation for use in obtaining future volunteer or paid positions.

h. Awards and recognition. Appreciation and recognition are two key motivational factors that are important to volunteer programs. Volunteers need the same kinds of feedback and support systems as paid staff members if their needs for personal growth and job satisfaction are to be met. Recognition is not just a way to say thank you; it is a response to individual interests and reasons for being involved. Recognition and support systems need to be consciously designed and carefully implemented. They must also be varied, as people have varied and changing motivations.

(1) Rctg Bn. Recognition varies from Rctg Bn to Rctg Bn. Most Rctg Bns have certificates and letters of appreciation signed by the Commanding General, pins, plaques, training sessions, luncheons, retreats, volunteer of the year programs, etc. Some Rctg Bns also participate in state volunteer recognition programs such as the Governor's Volunteer Recognition Awards Program.

(2) Major Army command (MACOM). Rctg Bns wishing to award volunteers who have provided exceptional service with recognition above the Rctg Bn level, through their Rctg Bde, may nominate them for a MACOM-level award. This command's criteria for the award and nominating procedures may be obtained from the HQ USAREC, Soldier and Family Assistance Branch, or found in USAREC Reg 672-14.

(3) DA. The Army has a hierarchy of honorary public service awards that are used to recognize private citizens, including foreign nationals, and noncareer civilian employees who make contributions to benefit the Army. The awards include medals and certificates and may be ap-

proved at various levels of command up to the Secretary of the Army. Information concerning these awards may be found in AR 672-20, chapter 9.

(a) Certificate of Appreciation for Patriotic Civilian Service. Consists of a certificate and lapel button. The award is governed to recognize patriotic civilian service that contributes to the mission of an Army activity, command or staff agency, or to the welfare of Army personnel. The Secretary of the Army or MACOM commander may make this award, or the authority may be redelegated to subordinate commanders at the discretion of the MACOM commander. Nominations to be approved by the Secretary of the Army will be personally endorsed by major commanders and submitted to the Executive Secretary, Army Incentive Awards Board.

(b) Commanders Award for Public Service. Consists of a bronze medal and lapel pin. The certificate used is a DA Form 5231 (Commander's Award for Public Service). This award is given to recognize service or achievements that contribute significantly to an Army activity, command, or staff agency. A nomination will normally cover a minimum period of 1 year of service. Approval authority is only command O6 and above, commanders exercising court-martial authority, agency heads, and subordinate officials of general officer rank or civilian equivalent.

(c) Outstanding Civilian Service Award. Consists of a bronze medal, rosette, and citation certificate. The Secretary of the Army or MACOM commander may award this medal to private citizens when they make a substantial contribution that is of significance to the MACOM concerned.

(d) Decoration for Distinguished Civilian Service. Consists of a gold medal, rosette, and a citation certificate signed by the Secretary of the Army. The Secretary of the Army awards this medal to those who provide distinguished service that makes a substantial contribution to the accomplishments of the Army's mission.

Chapter 6

Family Assistance Programs

6-1. General

The Rctg Bn SFAPM will operate as many of the programs and services covered in this chapter as possible. As a minimum, the relocation readiness program, AFTB Program, and the information, referral, and followup service program will be provided. Prior to implementation of any additional family-related services or programs, approval will be obtained from HQ USAREC.

6-2. Financial readiness program

Soldiers assigned to USAREC often have financial obligations that differ from Soldiers assigned to other Army units and activities. The primary cause of this is the lack of installation support and services. Thus, many living expenses that are avoided by living on or near an installation are incurred by the USAREC Soldier. The fi-

ancial services offered are designed to help Soldiers improve their credit reliability and reputation, to reduce levels on indebtedness, and to make their money work for them. Accordingly, ACS volunteers should be prepared to assist Soldiers and their families to obtain information regarding budget development, debt liquidation, and obtaining emergency funds when required.

a. Debt liquidation assistance. These services should be provided in conjunction with reputable programs sponsored by public or private agencies at no cost to the Government. It is important to stress to the Soldier that this program requires his or her direct participation and openness.

b. Budget development and financial planning. These services provide guidance and information on the development of budgets and the achievement of future financial stability and growth. As with debt liquidation, budget and financial planning services should be provided in conjunction with reputable programs sponsored by public or private agencies at no cost to the Government.

c. Army Emergency Relief (AER).

(1) AER provides financial assistance to Soldiers and family members in need. Assistance can be provided as a loan, grant, or a combination loan and grant. AER is not in the small loan business; therefore, general criteria for the disbursement of AER funds has been established. Interest on the loan is not charged regardless of the loan period. Commanders should review AR 930-4 for specific and detailed information concerning the program.

(2) To obtain AER assistance, Soldiers should contact their SFAPM. The SFAPM will contact the nearest AER section or similar activity of another military service (e.g., Naval Relief Society). If the section is beyond reasonable commuting distance, the ARC will be contacted. The AER officer, military service counterpart, or the ARC representative will process the request for assistance in accordance with their directives. In those cases in which the local ARC Chapter refuses to assist the Soldier, the commander should immediately contact HQ USAREC, RCPER-HR-SF, for guidance and intervention.

6-3. Relocation readiness program

This program provides information, guidance, and assistance to support Soldiers and their families when moving into a new community. This program is an essential element of the sponsorship program and may be supplemented by the Rctg Bn welcome or hospitality program.

a. Each year, the Rctg Bn will prepare a fact sheet on local conditions, resources, and other special interest items for each Rctg Co. The fact sheet will be included in the Rctg Bn welcome packet. This will enable incoming personnel to learn about their new communities before they arrive.

b. The SFAPM will provide assistance to personnel designated as sponsors. Assistance will include:

(1) Methods for locating a temporary or permanent rental unit.

(2) Community services and facilities both on post (nearest installations) and in the local community.

(3) Programs and services available through the Rctg Bn SFA office.

(4) During inprocessing, the SFAPM will:

(a) Ensure the welcome packets, to include Rctg Co fact sheets, recreational information, and other resource information was received, and if not, provide a packet to the Soldier.

(b) Conduct or participate an orientation briefing according to AR 600-8-8.

(c) Provide a roster of Rctg Bn key personnel to newcomers.

c. Lending closet. Administer the lending closet to assist Soldiers in establishing a new household. The temporary loan of household items need not be restricted to personnel who are in the process of relocating. The types of items to be made available should be determined locally; however, the emphasis should be short-term household needs. An accountability system should be established to administer the lending closet. CTA 50-909 lists the military loner kit which would serve well the intended purpose of the lending closet.

d. The SFAPM may provide family members with information and assistance when seeking services for educational planning, paid employment positions, or volunteer opportunities. A base program includes having information files on military and civilian educational opportunities (e.g., scholarship and financial assistance programs).

6-4. Information, referral, and followup service program

The information, referral, and followup service program provides commanders, Soldiers, and their families with information regarding military and civilian community resources. This objective is met by linking Soldiers and their families requesting assistance with the appropriate agency or service. The program should also identify problems in service delivery systems and consider long-range community planning.

a. Information services. The program must maintain an accurate, up-to-date directory on available resources. The resource directory may be in the form of card files or an automated system. It should have the following components:

(1) An alphabetical listing, by name, of all, public, private, and voluntary agencies providing essential services. The listing should be cross-referenced when appropriate.

(2) An alphabetical listing of each agency service.

(3) An area listing of agencies in commonly accepted geographical subdivisions (i.e., counties, parishes, cities, and towns).

(4) Each agency directory will include the following descriptive material:

(a) Name, address, and telephone number of the director and contact person.

- (b) Business telephone number.
 - (c) Emergency telephone number and after hours telephone number and service hours (days and hours).
 - (d) Area served.
 - (e) Branch offices' addresses and telephone numbers.
 - (f) Type of agency.
 - (g) Service accessibility.
 - (h) Fees for service.
 - (i) Eligibility requirements.
 - (j) Intake process.
 - (k) Services provided.
- (5) The resource directory will be updated semiannually.

b. Referral services. The term referral services differs from information services in that a Soldier or family member generally presents a problem situation to the SFAPM and requires professional specialized counseling.

(1) Adequate provisions of service consists of sound practices that result in linking Soldiers and their families to needed services. Interviewing should be limited to obtaining sufficient information to make an assessment to provide accurate information or referral. Information recorded must be accurate and pertinent to an assessment of the problem. If a Soldier seems about to follow through without assistance, information should be gathered without further staff participation. In this case, provisions will be made for call back. Referral is made when assessment of the problem indicates that further assistance is needed from available services.

(2) Followup will consist of contacting the referral agency and the Soldier to find out whether or not contact has been made and the service is being provided. Followup will be recorded on DA Form 5897 (Army Community Service (ACS) Client Case Record). If the Soldier has not contacted the appropriate agency, the SFAPM should reassess the Soldier's situation to determine if other appropriate action can be taken.

c. Training. Training is provided to volunteers by the Rctg Bn volunteer supervisor to ensure adequate delivery of information and referral services. The Rctg Bn volunteer supervisor should attend the SFA course conducted by HQ USAREC, Soldier and Family Assistance Branch. Graduates of the course are not required to take the DA ACS course to qualify to be a volunteer supervisor. It is recommended that other volunteers attend the course as well. Request for course attendance should be sent through the Rctg Bde to HQ USAREC, RCPER-HR-SF.

(1) Preservice training consists of skills training in the areas of interviewing techniques and attitudes, listening skills, communications, and proper telephone usage. It includes assessment techniques, information and referral procedures, followup data recording, maintenance of records, and use of resource files. Training and techniques of limited short-term crisis intervention to handling calls from the lonely, suicidal, despondent, and angry inquirer will also be provided.

(2) In-service training for volunteer supervi-

sors and other volunteers must continue on a regular basis and should include updating the ACS volunteer's understanding and knowledge of appropriate topics. These topics will include the operation of human service systems (i.e., legal, health, aging, welfare, governmental, and education). In-service training should also address techniques that assist workers in maintaining personal perspectives. This training should be planned and coordinated by the Rctg Bn ACS officer and volunteer supervisor.

6-5. Army Family Advocacy Program

This is a specialized program to prevent child or spouse maltreatment and its attendant problems. The Family Advocacy Program (FAP) promotes public awareness within the recruiting community and coordinates professional intervention at all levels within the civilian and military community.

a. Family advocacy program manager (FAPM). The HQ USAREC FAPM will:

(1) Coordinate the prevention, direct services, administration, evaluation, and training efforts of the FAP throughout USAREC to ensure compliance with AR 608-18.

(2) Serve as point of contact at HQ USAREC for all incidents of family violence or any related FAP issues.

(3) Consolidate and analyze statistical data on family violence.

(4) Report date on prevention programs implemented to Headquarters, Department of the Army FAP.

(5) Develop a USAREC-wide prevention education program to:

(a) Inform all personnel about the seriousness of spouse and child abuse, including the causes, effects, and remedies.

(b) Publicize procedures for reporting incidents of spouse and child abuse and available services.

(6) Identify needed resources, submit budget requirements, and manage allocated funds.

(7) Complete 30 hours of continuing education annually regarding spouse abuse, child abuse, and prevention methodology in accordance with AR 608-18, paragraph 1-7e(17).

(8) Monitor the use of the Office of the Secretary of Defense FAP funds and personnel in accordance with guidance from the DA FAPM.

b. Rctg Bde commanders will:

(1) Establish a program for prevention, reporting, investigation, and treatment of spouse and child abuse as outlined in AR 608-18.

(2) Ensure subordinate commanders schedule time annually for recruiters to attend mandatory domestic violence awareness classes in accordance with AR 608-18.

(3) Ensure subordinate commanders schedule time annually for recruiters to attend USAREC-mandatory prevention classes.

(4) Ensure recruiters involved in spouse or child abuse allegations are reported to the nearest servicing military installation for review by the installation's case review committee (CRC).

(5) Enforce mandatory counseling recom-

mended by the CRC, civilian agency, or court ordered for recruiters involved in spouse and child abuse.

(6) Ensure enforcement of the Lautenberg Amendment.

(7) Ensure the Rctg Bde FAPM has the office space and equipment to perform the administrative functions necessary for his or her position.

(8) Include the Rctg Bde FAPM when planning and allocating resources.

c. Each unit (Rctg Bn, Rctg Co, and RS) commander or his or her designee will:

(1) Attend spouse and child abuse education programs annually.

(2) Schedule time annually for recruiters to attend mandatory domestic violence classes in accordance with AR 608-18.

(3) Schedule time annually for recruiters to attend USAREC mandatory prevention classes.

(4) Report suspected spouse and child abuse to the designated report point of contact. Ensure that the incident is reported to the Rctg Bde FAPM and the nearest servicing military installation for review by that installation's CRC. Ensure that criminal violations are reported to the appropriate law enforcement personnel (coordinate with the brigade judge advocate).

(5) Ensure proper reporting in accordance with USAREC Reg 380-4 (see fig 6-1).

(6) Have someone in the chain of command attend CRC case presentations pertaining to their recruiters.

(7) Ensure Soldiers attend individual or group counseling programs established by CRC, civilian agency, court ordered, or self-referred for recruiters involved in spouse or child abuse incidents.

(8) Regardless of job requirements, ensure recruiters attend mandated counseling. Failure to do so will adversely impact mission.

(9) Report any recruiter, to the Rctg Bde FAPM, who is convicted of a misdemeanor crime of domestic violence. In accordance with the Lautenberg Amendment, commanders will notify all Soldiers that it is unlawful to possess firearms and ammunition if they have a conviction of a misdemeanor crime.

(10) Attempt to have firearms removed from a recruiter's home or immediate possession if there has been a perceived or expressed threat to spouse or children.

d. Each Rctg Bde FAPM will:

(1) Oversee the FAP at the Rctg Bde.

(2) Coordinate the prevention, direct services, and administration of the FAP within his or her Rctg Bde area. Prevention efforts will include one or more of the following:

(a) Practical Application of Intimate Relationship Skills.

(b) Family Wellness Program.

(c) Family Effectiveness Training.

(d) Stress Management/Change Management.

(3) Develop a Rctg Bde-wide community education program to:

(a) Inform all personnel annually, in accor-

dance with AR 608-18, about the seriousness of spouse and child abuse, including the causes, effects, and remedies.

(b) Provide annual mandatory prevention training to recruiters and their families.

(c) Publicize procedures for reporting incidents of spouse and child abuse.

(d) Promote awareness of services available to families in crisis.

(e) Emphasize the importance of total community involvement in the Rctg Bde FAP.

(4) Serve as the central point of contact for all FAP briefings or training requests related to the FAP or to family violence.

(5) Identify needed Operation and Maintenance, Army resources to the Rctg Bde. Submit budget requirements to the comptroller (coordinate with the Rctg Bde comptroller for procedures).

(6) As needed, but at a minimum of once a quarter, provide verbal and/or written reports to the chain of command on the status of the FAP, emerging prevention and treatment issues and trends, and results of prevention programs conducted.

(7) Ensure each unit commander is briefed on the FAP within 45 days prior to or following assumption of command.

(8) Ensure coordination with the victim witness liaison in cases involving criminal prosecution.

(9) Attend, as soon as they come on board at Rctg Bde, the first available Medical Command Family Advocacy Staff Training and subsequent Family Advocacy Training Advance classes.

(10) Attend annual Career Field 51 and DA-sponsored FAP conference.

(11) Conduct an assistance visit at each Rctg Bn a minimum of once a year to check program compliance.

e. The Rctg Bn SFAPM will:

(1) In accordance with AR 608-18, advise command staff on protocol regarding emergency procedures to stabilize situations and ensure victim protection in cases where abuse has occurred.

(2) Refer all abuse cases to Rctg Bde FAPM for followup and monitoring.

(3) Assist commanders in establishing network of community shelters and safe havens for victims of domestic violence.

6-6. EFMP

Soldiers assigned to USAREC may not realize that there are many military and civilian agencies that can assist them. Accordingly, the SFAPM must be prepared to provide the Soldier or other family members with assistance. The SFAPM should contact the nearest installation's ACS center for detailed information concerning agencies and services in the immediate vicinity of the child. Additionally, the Soldier should be advised to enroll in the EFMP prescribed in AR 608-75. The Rctg Bn commander should be advised of the family's situation so that the Soldier can be counseled regarding the provisions of this important program.

6-7. AFTB

The AFTB Program is a commander's program designed to enhance personal and family preparedness by providing education and training in a wide variety of knowledge, skills, and behaviors intended to significantly enhance the overall readiness of the recruiting force.

a. The Rctg Bde and Rctg Bn SFAPM will be charged with the responsibility for educating, advising, and assisting family member volunteers with respect to the AFTB Program.

b. Training. AFTB instructor training will be conducted by DA-certified master trainers to meet the USAREC goal of one AFTB instructor per Rctg Co.

c. AFTB instructors will conduct at least one AFTB class per quarter or a total of four classes per year. Instructors may meet this requirement by conducting AFTB classes during annual training conferences.

d. Rctg Bde and Rctg Bn SFAPMs will submit AFTB reports to HQ USAREC quarterly.

6-8. Army Family Action Plan

The Army Family Action Plan (AFAP) seeks input from Soldiers and Army families regarding the most significant issues that affect their well-being. These critical issues, solicited directly from Soldiers and family members are provided to leaders and worked toward resolution.

a. The AFAP operates at every level, with annual AFAP conferences conducted at Rctg Bde, and biannual conferences conducted at HQ USAREC level. It is the input that these community-minded individuals make, based on their experience and knowledge, that leads to improved quality of life.

b. All quality of life issues are eligible candidates for AFAP and should be submitted through the chain of command.

c. Issues that can be resolved at HQ USAREC level become part of the USAREC AFAP. Issues that require higher headquarters action are forwarded to Headquarters, Department of the Army, AFAP for consideration.

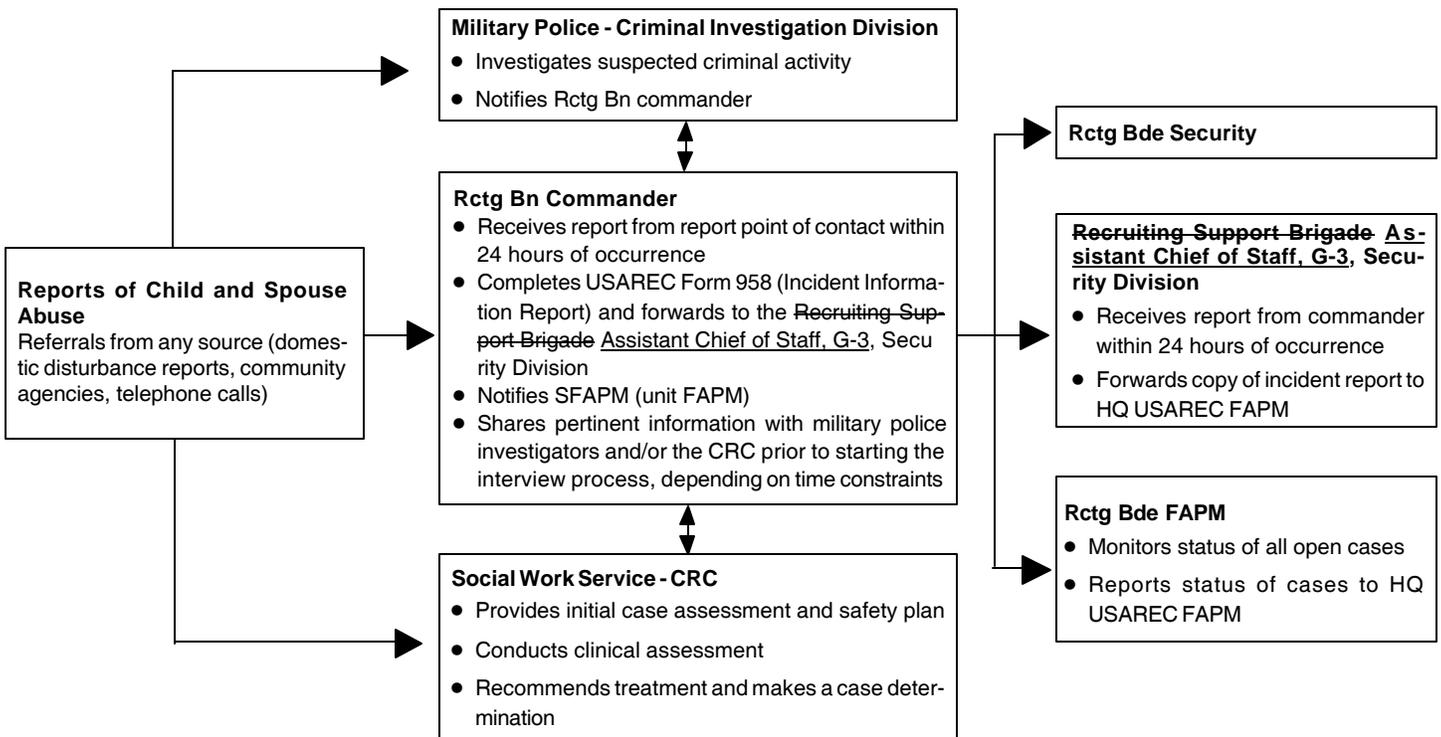


Figure 6-1. Family advocacy reporting procedures (suspected abuse incident flowchart)

Chapter 7 Health Care

7-1. General

The health care program for obtaining care, treatment, or services from civilian health care providers is TRICARE and the Direct Care Program. These programs provide different health care entitlements to different groups. Therefore, it is imperative that all Soldiers and their families be advised of health care entitlements and procedures by their Rctg Bn BCAC. Trained BCACs will be assigned in accordance with USAREC Reg 40-8. The BCAC will be charged with the responsibility for educating, advising, and assisting the military family with respect to health care entitlements. Educating the military family member will include the timely issuance of the health care service packet prescribed by USAREC Reg 40-8. To ensure that current and accurate health care information is provided to the beneficiary, detailed compliance with USAREC Reg 40-8 is required.

7-2. TRICARE

TRICARE is a regionally-managed health care program for active duty (AD) and retired members of the uniformed services, their families, and survivors. TRICARE brings together the health care resources of the Army, Navy, and Air Force and supplements them with networks of civilian health care professionals. The goal is to provide better access and quality service while maintaining the capability to support military operations.

a. All AD members and their families, retirees and their families, and survivors who are not eligible for Medicare may participate in at least one of the three TRICARE options. While all AD personnel are automatically enrolled in an option called TRICARE Prime, they must complete an enrollment form any time they are assigned into a new TRICARE region.

b. Other eligible individuals (family members and retirees) may choose among TRICARE Prime, TRICARE Standard, and TRICARE Extra. The options are especially designed to fit individual preferences and lifestyles, and ensure efficient use of military health care resources.

c. TRICARE Prime Remote is an option available for AD service members and Reserve Component members on orders for AD for 30 days or more who meet the following criteria:

(1) Reside more than 50 miles from a military medical treatment facility, and

(2) Work more than 50 miles from a military medical treatment facility (workplace is defined as where you go to work on a regular basis, not necessarily where your unit address is located).

d. Soldiers are required to complete and mail in an enrollment form to be able to access TRICARE Prime Remote. Enrollment forms may be obtained by calling the toll free number at 1-888-647-6676.

7-3. TRICARE Dental Program

The TRICARE Dental Program is a dental program for all seven uniformed services (Army, Air Force, Coast Guard, Marine, Navy, National Oceanic and Atmospheric Administration, and Public Health Service). The plan covers spouses and dependent children of AD family members residing in the continental United States, Guam, the US Virgin Islands, and Puerto Rico. It does not cover AD members. To enroll in the program, AD members must complete DD Form 2494 (TRICARE--Active Duty Family Member Dental Plan Enrollment Election). The minimum enrollment period is 12 months. AD members must have 12 months left on their current term of service to enroll. Soldiers must contact their Rctg Bn BCAC to enroll or for more detailed information.

Chapter 8 Morale Support Activity

8-1. General

The USAREC morale support activity consists of three program elements. Information and travel (IT), recreation center type activities, and sports programs. These programs provide the authority to conduct special events and purchase food items.

8-2. IT

This program must be operated on a self-sustaining, pay-as-you-go basis (i.e., appropriated funds will not be used). Services should be limited to coordinating with IT offices at nearby military installations and local recreational facilities.

8-3. Recreation center type activities

This program provides opportunities for Soldiers and their families to participate in physical, personal, and self-development leisure and education-related activities. The program includes instructional classes ranging from physical fitness to operating a microcomputer, community involvement, exhibits, ethnic festivals, lectures, cultural exchanges, competitive sports and games activities, human relations services through ACS, family action planning groups, alcohol and drug abuse programs, education offices, and similar social service activities. Meals (i.e., not including alcoholic beverages) served as an integral part of these activities may be purchased with appropriated funds where attendance at the meal is necessary for full participation by members without missing essential formal discussions.

8-4. Sports program

This program provides an opportunity for organized sport events and teams. Participation in intramural (command) or local park and recreation leagues is encouraged. Uniforms, equipment, and registration fees cannot be purchased with SFA program appropriated funds.

Appendix A References

Section I Required Publications

AR 25-30

The Army Publishing Program. (Cited in para 4-5a(2).)

AR 215-1

~~Administration of Army~~ Morale, Welfare, and Recreation Activities and Nonappropriated Fund Instrumentalities. (Cited in paras 4-5b(1), 4-5b(2), and 4-5b(3).)

AR 600-8-8

The Total Army Sponsorship Program. (Cited in paras 2-3a(12) and 6-3b(4)(b).)

AR 608-1

Army Community Service ~~Program~~ Center. (Cited in paras 1-6, 2-3a(20), 4-5, 4-5a(1), 4-5b(2), and 4-5d(4).)

AR 608-18

The Army Family Advocacy Program. (Cited in paras 6-5a(1), 6-5a(7), 6-5b(1), 6-5b(2), 6-5c(2), 6-5d(3)(a), and 6-5e(1).)

AR 608-75

Exceptional Family Member Program. (Cited in para 6-6.)

AR 672-20

Incentive Awards. (Cited in para 5-5h(3).)

AR 930-4

Army Emergency Relief. (Cited in para 6-2c(1).)

CTA 50-909

Field and Garrison Furnishings and Equipment. (Cited in para 6-3c.)

DA Pam 608-47

A Guide to Establishing Family Support Groups. (Cited in para 4-5a(2).)

JTR, Volume II

DOD Civilian Personnel. (Cited in para 4-5a(6).)

USAREC Reg 37-14

Travel and Conferences. (Cited in para 3-2c.)

USAREC Reg 40-8

~~The Health Benefits Advisor (HBA)~~ Beneficiary Counseling and Assistance Coordinators. (Cited in para 7-1.)

USAREC Reg 56-1

Management of Government-Owned Vehicles. (Cited in para 4-5a(4).)

USAREC Reg 380-4

Security Program. (Cited in para 6-5c(5).)

USAREC Reg 672-14

United States Army Recruiting Command Volunteer Service Award. (Cited in para 5-5h(2).)

Section II Related Publication

JFTR, Volume I

Uniformed Service Members.

Section III

Prescribed Forms

USAREC Form 1046

USAREC Birth Certificate. (Cited in para 2-3d(10).)

USAREC Form 1047

USAREC Spouse Appreciation Certificate. (Cited in para 2-3d(11).)

USAREC Form 1056

Soldier/Family Assistance Program Assessment Form. (Cited in para 2-1b(1).)

USAREC Form 1057

Request for Child Care Reimbursement. (Cited in para 4-5b(2).)

Section IV Referenced Forms

DA Form 4742

~~Volunteer Agreement for Appropriated Fund Activities.~~

DA Form 5231

Commander's Award for Public Service.

DA Form 5671

Parental Permission.

DA Form 5897

Army Community Service (ACS) Client Case Record.

DD Form 2494

TRICARE--Active Duty Family Member Dental Plan (FMDP) Enrollment Election.

DD Form 2793

Volunteer Agreement.

USAREC Form 958

Incident Information Report.

Glossary

ACS

Army Community Service

AD

active duty

AER

Army Emergency Relief

AFAP

Army Family Action Plan

AFTB

Army family team building

ARC

American Red Cross

BCAC

beneficiary counseling and assistance coordinator

CRC

case review committee

DA

Department of the Army

EFMP

Exceptional Family Member Program

FAP

Family Advocacy Program

FAPM

family advocacy program manager

FRG

family readiness group

HQ USAREC

Headquarters, United States Army Recruiting Command

IT

information and travel

ITO

invitational travel order

LO

liaison officer

MACOM

major Army command

NAF

nonappropriated funds

Rctg Bde

recruiting brigade

Rctg Bn

recruiting battalion

Rctg Co

recruiting company

RS

recruiting station

SFA

Soldier and family assistance

SFAPM

Soldier and family assistance program manager

USAREC

United States Army Recruiting Command