



FAMILY READINESS GROUP

REAL: Readiness Essentials for Army Leaders



ENGAGING • CONNECTING • EMPOWERING

Introduction

Did you know that Family Readiness Groups (FRGs) have been around since the Revolutionary War days? Families have ALWAYS been an important facet of Military life and yes, FRGs as we know them to be today have changed a lot since General George Washington was around.

Readiness is based on the smallest unit being prepared, that unit is the individual Soldier. If the Soldier's Family is not prepared, the Soldier is not prepared. When the unit is not prepared, the Army is unprepared. While the state of being happy, healthy, and resilient is a personal responsibility, it is greatly improved when the tools and resources are quickly accessible. The Family Readiness Group is a resource with knowledge of programs and services available to assist in preparing Soldiers and Family members for military life. It is critical that every Soldier and Family Member are well-informed and well-prepared.

Family Readiness is defined as Families who are prepared and equipped with the skills and tools to successfully meet the challenges of the military lifestyle. Family Readiness Group (FRG) volunteers are an integral part of the planning and preparation that goes into making FRGs successful.

You see, FRGs matter and we need you! We need you to talk about how FRGs help one another, talk about the fun experiences, talk about the wonderful support offered, and start recruiting more volunteers. FRGs are a viable part of our Military culture.

This book is your toolkit to gain a good understanding of your roles and responsibilities. This guide will give you many of the resources needed to be successful in your position within the FRG. You will need to add local resources that are available in your community.

This is a collaboration of efforts and best practices from FRG Leaders, Family Readiness Support Assistants, Command Teams and Army Community Service throughout the Army, to include active duty, National Guard, and Reserve. Use it to guide you as a resource throughout your journey with the Army to ensure command teams, volunteers, FRSAs, FRLs and Families have the right tools and resources readily available.

Remember how we stated FRGs have been around since the Revolutionary War? Well it appears that Martha Washington held receptions for our newly arrived men and women, visiting dignitaries and visiting member of Congress. Even though FRGs have changed a lot since then, it also appears Martha Washington really understood that FRGs mattered.

Family Readiness Group Smart Book

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Military Family Readiness:

The state of being prepared to effectively navigate the challenges of daily living experienced in the unique context of military service.

Additional Information

For full text of DoDI 1342.22
www.dtic.mil/whs/directives/corres/pdf/134222p.pdf

For a Summary of Changes
www.militaryonesource.mil/134222/summary-of-changes

For more information about the Family Readiness System
www.militaryonesource.mil/frs

DoDI 1342.22 Military Family Readiness

Department of Defense Instruction (DoDI) 1342.22, “Military Family Readiness,” published July 3, 2012 updates policy, responsibilities, and procedures for delivering family readiness services to service members and their families.

Background

By canceling DoD Directive 1342.17, “Family Policy,” DoDI 1342.22 now serves as DoD’s primary source of family readiness policy guidance. In recognition of the changing nature of today’s all-volunteer military force and in response to lessons learned from a decade of combat operations, the DoDI modernizes the Department’s approach to family readiness. The DoDI’s establishment of a Family Readiness System (FRS) outlines diverse options for accessing a network of integrated services to help families easily find the support they need for everyday life in the military. This approach underscores the importance of partnerships and collaboration among all those who serve military families. The policy also provides guidance for regular assessment of service member and family needs, annual reporting on service usage, accreditation of services, and program evaluation to ensure family readiness goals are being met. Policy updates will help DoD better meet the needs of all service members and their families, regardless of branch of Service, active or Reserve status, or geographic location.





The Family Readiness System

The FRS is the network of agencies, programs, services, and people, and the collaboration among them, that promotes the readiness and quality of life of service members and their families. The FRS features a variety of access points, such as installation Military and Family Support Centers, the Joint Family Support Assistance Program, and Military OneSource, through which families can connect with the FRS and find services, including

- Child abuse prevention and response services**
- Child development programs **
- Domestic violence prevention and response services**
- Deployment assistance
- Exceptional family member support**
- Emergency family assistance*
- Family readiness in the Reserve Components*
- Information and referral
- Morale, welfare, and recreation services**
- Non-medical individual and family counseling**
- Personal and family life education
- Personal financial management services*
- Relocation assistance*
- Transition assistance**
- Youth programs **

**Policy requirements, including updates, for relocation assistance, personal financial management services and family readiness in the Reserve Components, have been integrated into DoDI 1342.22 (canceling DoDI 1338.19, DoDI 1342.27, and DoDI 1342.23, respectively).*

***While DoDI 1342.22 addresses these services as a part of the FRS, separate policy governs these services.*

Implementation Plan

- The DoD Components are required to issue implementing guidance in accordance with the DoDI.
- Military Community & Family Policy (MC&FP) will work closely with the Services to implement new policy requirements and promote clear and consistent messaging about the FRS.
- The full text of [DoDI 1342.22](#) and a [Summary of Changes](#) are available online.



(1) Where Defense Agencies, DoD Field Activities, and other DoD Components are tenant organizations on an installation hosted by a DoD entity that provides family support for the tenant organizations, a separate EFA plan is not required to be developed by such tenant organizations. If the tenant organizations have unique circumstances that are not addressed in the host installation EFA plan, the tenant organization shall develop and maintain an appropriate contingency plan that addresses the gaps in the host installation EFA plan.

(2) Where Defense Agencies, DoD Field Activities, and other DoD Components are tenant organizations hosted by non-DoD entities, appropriate contingency plans are required.

d. Is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity by any person, organization, or other entity against the United States, its departments, agencies, officers, employees, or agents, or any other person.

3. DEFINITIONS. See Glossary.

4. POLICY. It is DoD policy that:

a. The role of personal and family life shall be incorporated into organizational goals related to the recruitment, retention, morale, and operational readiness of the military force.

b. **Service members and their families have primary responsibility for their well-being. Family readiness services enhance members' and families' abilities to fulfill that responsibility.**

c. The type and level of family readiness services provided to Service members and their families shall be correlated to needs resulting from the unique challenges associated with military service across three domains of family readiness:

(1) Mobilization and deployment readiness.

(2) Mobility and financial readiness.

(3) Personal and family life readiness.

d. Family readiness services shall be provided through a system that maximizes the **network of agencies, programs, services, and individuals in a collaborative manner to promote military family readiness**, hereinafter referred to as the family readiness system (FRS). The FRS shall:

(1) Be allocated resources to accomplish its mission.

(2) Be designed, funded, and managed:

1. Referral of individuals for emergency relief supplies and donations.
2. Collection and protection of information obtained from individuals served by the EFAC.
3. Documentation of EFA activities and preparation of an after-action report as required in paragraph 6.e. of this enclosure.

(2) Training. Those responsible for functions in subparagraph 3.1.(1)(c)4. and providers of the services listed in subparagraph 3.1.(1)(c)5. of this section shall be regularly trained on installation EFA plans and procedures.

(3) Education. DoD personnel and their families shall be provided with information on installation emergency response procedures, including location(s) of the EFAC in the event of an incident.

(4) EFA Exercises. EFA plans shall be:

(a) Tested annually as part of installation emergency management exercises in accordance with Reference (m).

(b) Updated annually to address recommendations made in response to installation emergency management exercises, if any.

m. Transition Assistance. Transition assistance services that prepare separating Service members and their families to reenter the civilian work force shall be provided in accordance with DoDD 1332.35 (Reference (ac)).

4. SERVICE DELIVERY

a. Principles. Family readiness service delivery models shall be configured in accordance with the following principles.

(1) Senior military and civilian personnel with direct oversight of family readiness services shall encourage collaboration among family readiness service providers and integrate services provided through available access points to facilitate Service member and family ability to navigate the FRS.

(2) Family readiness service providers may contact military family members with or without the Service member sponsor's consent when relaying official information to a family member pertaining to their readiness. Personally identifiable information shall be protected in accordance with Reference (z).

(3) Family readiness service providers shall conduct regular outreach to command representatives, family readiness unit liaisons, Service members and their families, and civilian service providers to:

(a) Maximize opportunities to work with the command to regularly share official family readiness information (e.g., program and event schedules; family readiness points of contact; location and availability of services) with military families.

(b) Promote awareness of family readiness services and encourage proactive engagement with the FRS by family readiness unit liaisons, Service members, family members, and civilian service providers.

(c) Enhance individuals' ability to easily navigate among the various access points within the FRS.

(d) Ensure access to services by geographically-dispersed and socially-isolated Service members and their families.

(4) Service delivery shall optimize military-civilian, inter-department and interagency partnership opportunities to:

(a) Augment services, as appropriate.

(b) Provide family readiness services to geographically-dispersed and socially-isolated Service members and their families.

(c) Identify and eliminate duplication of service.

(d) Promote timely and appropriate referrals of Service members and families to services.

(5) Service delivery shall accommodate an array of service modalities, effectively using technology to improve the capacity of the FRS to provide Service members and their families with easy and rapid access to high-quality information and resources, wherever they reside.

(6) The FRS shall deliver services in a manner consistent with military families' needs, as indicated through needs assessments in accordance with paragraph 6.a. of this enclosure.

b. Access Points. Family readiness access points may include, but are not limited to:

(1) MFSCs. MFSCs shall:

(a) Be visually conspicuous and conveniently accessible by active duty Service or Reserve Service members and their families and, in accordance with Service implementing guidance, other populations designated by the Secretaries of the Military Departments.

- (a) Review the publication in question.
- (b) Prepare a written recommendation to HQDA that provides the basic facts for the determination that distribution of the subject publication would present a clear danger to the loyalty, discipline, or morale of the Soldiers on his or her installation.
- (c) Send recommendation, together with a copy of the subject publication, to HQDA (SAPA) Washington, DC 20310. Appropriate information copies should also be provided to intermediate headquarters.
- (4) Reports required in paragraph (2) and (3), are "exempt reports" under AR 335-15.
- (5) The delay in distribution will remain in force until a determination to approve or disapprove the request is made by HQDA.
- e. Distribution of commercial publications.* On-post distribution of commercial publications will be restricted as defined in AR 360-1. All commercial publications distributed free of charge will not carry any advertisement that implies discrimination with regard to the race, religion, color, gender, or national origin of the purchaser, user or patron. The publication will place its readers and advertisers on notice of this requirement by including in a prominent location the following: "Everything advertised in this publication must be made available for purchase, use, or patronage without regard to the race, religion, color, gender, or national origin of the purchaser, user, or patron."
- f. Distribution of command information newspapers.* The distribution of command information newspapers (either Army-funded or civilian enterprise) will be governed by AR 360-1. Distribution through official channels will be authorized.

5-10. The Total Army Family Program

The Army places a high value on both military and personal preparedness. Commanders have an obligation to provide assistance to establish and maintain personal and Family affairs readiness.

a. Concept.

- (1) The Total Army Family consists of Soldiers (AA, ARNG, and USAR), civilian employees, and retirees, (regardless of marital status), and their legal Family members (if any).
- (2) The Total Army Family Program (TAFP) includes those Family assistance services and related programs that support quality of life, readiness, and retention and meet the Army's obligation to Soldiers, civilian employees, and their Families by ensuring the effective interface between Family assistance and Family support.

(a) Family Assistance and Readiness is the contractual or statutory obligation the Army has to provide assistance (for example, ID cards, Defense Enrollment Eligibility Reporting System (DEERS), Civilian Health and Medical Program of the Uniformed Services, tri-service medical care) to its Soldiers, civilian employees, and retirees (regardless of marital status) and with or without any legal Family members. This obligation also extends to the programs and services commanders use to fulfill their morale, welfare, and quality of life responsibilities, such as Army Community Service (ACS), CYS, and Morale, Welfare, and Recreation Programs.

(b) Family Readiness is the mutual reinforcement provided to Soldiers, civilian employees, retirees (regardless of marital status), and their Family members-both immediate and extended. Examples include Family Readiness Groups (FRG), newsletters, telephone trees, and other volunteer programs and activities.

b. Responsibilities.

- (1) The ACSIM will establish policy and ensure coordination and integration of the TAFP through the U.S. Army Community and Family Support Center (USACFSC). The USACFSC will—
 - (a) Provide guidance, technical assistance, and consultation to support the development and implementation of Family initiative programs, and services.
 - (b) Identify needs and design and conduct Armywide Soldier and Family member training and awareness events.
 - (c) Determine requirements and develop training packages for individuals accountable for Army Family program execution.
 - (d) Provide consultation and liaison with the ARNG and USAR to ensure interaction and synchronization among AA and RCs concerning Family assistance and readiness issues.
- (2) Heads of other HQDA Staff agencies (and field operating agency, if appropriate) will be responsible for Armywide policies, plans and initiatives within their areas of proponency pertaining to the TAFP.
- (3) Army National Guard.
 - (a) The NGB is the Army's lead agency for the establishment and execution of Family assistance for Total Army Families at all levels of contingency and mobilization.
 - (b) The NGB, through the NGB Family PM will—
 - 1. Provide policy, guidance, technical assistance, and consultation to support the development and implementation of the TAFP within the ARNG.
 - 2. Identify, design, and provide ARNG Soldiers and Family members training and awareness support.
 - 3. Develop training for individuals responsible for Family program execution.
 - (4) Chief, Army Reserve (CAR), through the Office of the Chief, Army Reserve (OCAR) Family PM will—

(a) Provide policy, guidance, technical assistance, and consultation to support the development and implementation of the TAFP within the USAR.

(b) Identify, design, and provide USAR Soldier and Family member training and awareness support.

(c) Develop training for individuals responsible for Family program execution.

(d) Ensure that regional readiness commands have staffed the centralized Family readiness officer to meet assigned duties and responsibilities.

(5) The ACOM, ASCC, or DRU commanders will provide an environment that encourages an effective Family program. At a minimum, ACOM, ASCC, or DRU commanders will—

(a) Ensure command emphasis at the unit level.

(b) Identify and input fiscal and personnel resource requirements for the TAFP as part of the command operating budget process.

(c) Provide for Soldier, civilian, retiree and Family member participation in quality of life matters. Ensure inclusion of single Soldiers in quality of life programs/initiatives.

(6) U.S. Army Reserve command/CONUS Army/installation/JFHQ/RSC/GOCOM commanders at all levels will provide an environment that encourages an effective Family program and will at a minimum:

(a) Ensure command emphasis to the unit level.

(b) Ensure the designation of a TAFP point of contact as an additional duty in each unit below installation/JFHQ/RSC/GOCOM level.

(c) Identify and input fiscal and personnel resource requirements for the TAFP as part of the command operating budget process.

(d) Ensure Soldier, civilian, retiree, and Family member awareness of the TAFP.

(e) Ensure Soldier, civilian, retiree, and Family member access to entitlements, Family programs, and Family services.

(f) Provide for Soldier, civilian, retiree and Family member participation in quality of life programs. Ensure inclusion of single Soldiers in quality of life programs and initiatives.

(g) Installations/JFHQs will ensure/facilitate appropriate coordination of TAFP elements for all components within their geographical area of responsibility during peacetime or any levels of contingency or mobilization.

(7) Unit commanders at all levels will provide an environment that encourages an effective Family program and at a minimum will—

(a) Appoint a TAFP point of contact as an additional duty.

(b) Provide pre-deployment and reunion briefings as required.

(c) Ensure Soldier and Family member awareness of the TAFP.

(d) Ensure Soldier and Family member access to entitlements, Family programs, and Family service.

(e) Ensure the proper documenting and monitoring of personal affairs readiness of Soldiers, to include Family care plans (see para 5–5).

(f) Ensure inclusion of single personnel in quality of life programs and initiatives.

(g) Maintain, as appropriate to the needs of their units, a unit FRG to encourage self-sufficiency among its members by providing information, referral assistance and mutual support.

(8) Family Program coordinators will—

(a) Advise the commander concerning the impact of the TAFP on retention, readiness, training, and mobilization/deployment.

(b) Coordinate the development of the TAFP.

(c) Coordinate the development of resource requirements to support the TAFP.

(d) Coordinate public/community/employer awareness and support of the TAFP.

(e) Serve as command liaison with military and civilian agencies involved in resourcing and supporting the TAFP.

(9) Soldiers bear primary responsibility for their Family and personal affairs readiness. They should support and participate in the TAFP. At a minimum Soldiers will—

(a) Keep themselves and their Families informed concerning key (unit) personnel information, benefits, programs, and ensure that information regarding the TAFP is provided to Family members.

(b) Support, and where appropriate, encourage their Family members to support programs, services and activities designed to maintain and/or enhance the quality of life and well being of all members of the Total Army Family, for example, FRG, Deployment Cycle Support training, Army Family Team Building, and so forth Many of those programs, services, and activities are primarily dependent upon volunteers to ensure their success and continued effectiveness.

5–11. Federal Parent Locator Service

Section 113, Title 10, United States Code (10 USC 113) requires that current addresses of Soldiers be available to the Federal Parent Locator Service. The DEERS serves as DOD's centralized personal locator service. Commanders will

5-9. Standards for acceptance of voluntary service

a. Accepting official. The accepting official is a military member or Government employee (APF and NAF) who is the head of the organization (or their designee) where the volunteer provides service.

b. Organization responsibilities. The organization where the volunteer serves is responsible for ensuring—

- (1) All volunteer documentation is complete.
- (2) Personnel records are maintained.
- (3) Awards and recognition are planned and executed.
- (4) Costs of reimbursable expenses and organization awards are budgeted.
- (5) A representative serves on the Volunteer Council.

(6) The Volunteer Management Information System on the Army OneSource Web site is utilized to record volunteer positions, awards, training, hours, and so on.

c. Circumvention of the civil service system. Volunteers may assist the workforce by performing an apportionment of a required function, but they cannot be used to substitute totally or permanently for unfilled positions, to replace paid employees or in lieu of obtaining contracted services for which funding has been provided.

d. Nondiscrimination policy. In accepting voluntary services, organizations will not discriminate based on race, creed, religion, age, sex, color, national origin, sexual orientation, marital status, political affiliation, or disability.

e. Injury. Volunteers will not perform duties that render them unusually susceptible to injury or to causing injury to others.

f. Supervision. The degree of supervision of volunteers will be comparable to that provided with respect to paid employees providing similar services. Personnel management rules and procedures applicable to exercising authority, direction, and control over paid employees and military personnel are not applicable to volunteers. Supervisory authority with respect to volunteers will be through designation of authorized duties, training, counseling, and determinations regarding continuation of acceptance of voluntary services. The supervisor may be a paid employee (civil service or NAF employee), a military member, or another volunteer who is so supervised. The supervisor must be directly responsible for the work the volunteer is performing.

g. Undue influence. When accepting voluntary services, commanders will ensure that neither they nor their paid or volunteer staff violate the provisions. By law no official will directly or indirectly impede or otherwise interfere with the right of a spouse of a military member to pursue and hold a job, attend school, or perform voluntary services on or off a military installation. Moreover, no official will use the preferences or requirements to influence or attempt to influence the employment, educational, or volunteer decisions of a spouse.

h. Background checks. Volunteers may be subject to a background check in accordance with DODI 1402.5, AR 608-10, and AR 608-18. Volunteers who work with children and youth must have a background check in accordance with the above regulations. The organization accepting the volunteer may contact the Family Advocacy Program Manager or the AVCC to obtain guidance on procedures for obtaining background checks and points of contact at required agencies.

i. Credentials. When required, volunteers must be licensed, privileged, have the appropriate credentials, or be otherwise qualified under applicable law, regulations, or policy to provide the voluntary services involved.

j. Privacy. DODD 5400.11 provides for the disclosure of privacy-protected records to agency employees who need the records in the performance of their duties. Access to records contained in a Privacy Act system of records may be provided to a volunteer providing a service to an APF activity. Any volunteer with such access must comply with the protection, disclosure, disclosure accounting, and other requirements. Privacy protected information may not be disclosed to a volunteer in a NAFI, as 10 USC 1588 does not authorize such access for NAFI volunteers.

k. Volunteer agreement. All volunteers and accepting officials for APF or NAF activities will sign DD Form 2793 (Volunteer Agreement for Appropriated Fund and Nonappropriated Fund Instrumentalities). A copy of the signed volunteer agreement will be given to the volunteer prior to commencement of voluntary services. The DD Form 2793 will be placed in the volunteer's personnel file and may be uploaded on the Volunteer Management Information System.

l. Parental permission form. Parental or guardian permission is required prior to the commencement of volunteer services from unmarried Family members under the age of 18. DA Form 5671 (Parental Permission) will be signed when accepting voluntary services from unmarried Family members under age 18 before commencement of work.

m. Position description. A written position description will be completed in Volunteer Management Information System for each volunteer and will include the position and title, first-line supervisor, second-line supervisor (if applicable), description of duties, time required, qualifications of the job, training required and provided by the program accepting the voluntary services, and evaluation and feedback by the supervisor.

(1) The supervisor of the volunteer will write the position description, and the accepting official will be the approval authority.

(2) Each position description will make specific mention as to whether or not the regular use of a motor vehicle, private or Government-owned or Government-leased, is required and, if required, the specific volunteer duties that

will be performed while using the vehicle. Incidental uses of a privately owned vehicle (for example, to run an occasional errand) should not be described in the job description.

(3) If the use of a vehicle is not required in the performance of volunteer duties, the position description will state that the use of a vehicle is not authorized.

n. Daily time record. Each volunteer will maintain a record of hours worked in Volunteer Management Information System. Credit hours earned will be entered for the appropriate day and month that the volunteer worked. Monthly totals will be automatically totaled in Volunteer Management Information System. A hard copy of entered data will be printed as DA Form 4713 (Volunteer Daily Time Record) and placed in the volunteer's personnel file.

o. Service record. All organizations having volunteers must ensure volunteer hours worked are documented in Volunteer Management Information System. These organizations must document jobs performed and training and recognition received in Volunteer Management Information System. The program will automatically place this information on DA Form 4162 (Volunteer Service Record) which should be printed and placed in the volunteer's personnel file.

p. Retention of records. Volunteer records will be retained for 3 years following the termination of voluntary service by the organization receiving the service. After that period, a summary of each volunteer's service may be electronically maintained at the activity until no longer needed.

q. Training. Volunteers will receive training needed to perform their duties. This training will include pre-job training to learn technical skills, on-the-job training, and continuing in-service training.

r. Orientation. Volunteers (includes those who transfer from other duty locations) will receive orientation to familiarize them with the organization, their assigned duties, procedures to document voluntary service hours, policies and procedures for obtaining reimbursement of incidental expenses, award policies, grievance procedures, line of supervision, the importance of confidentiality, and other relevant matters.

5-10. Authorized volunteer support

Various kinds of support are authorized to assist volunteers in performing their assigned service. These include, but are not limited to—

a. Equipment. This covers Government facilities, to include dedicated office or desk space, equipment, supplies, computers, and telephones as needed to accomplish assigned duties.

b. Authority to install equipment. The commander has the authority to install telephone lines and any necessary telecommunication equipment in the private residences of persons who provide voluntary services and may pay the charges incurred for the use of the equipment for authorized purposes.

c. Use of Government-owned or Government-leased vehicle. A volunteer may be permitted to use Government-owned or Government-leased administrative vehicles under 10,000 pounds when all the following circumstances exist:

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

(2) The use of the vehicle can be provided without detriment to the accomplishment of the unit's needs (see AR 58-1).

(3) Volunteers who are assigned to operate administrative vehicles will be required to complete the same training and screening and maintain the same qualifications as other employees who drive comparable vehicles. They must meet the requirements of AR 600-55 (for example, they must possess a current valid driver's license from a state, U.S. Territory, U.S. possession, or overseas authority, and measures are taken to identify those personnel who are authorized and qualified to operate such vehicles). Those personnel who operate administrative vehicles should be screened through the National Driver Register, to the extent possible, to preclude those individuals with questionable driving records from operating Government vehicles.

d. Other requirements when operating Government vehicles. Permission to operate Government-owned or Government-leased administrative vehicles will be in writing. Volunteers will operate only Government vehicles that have been dispatched to them. Volunteers will be informed of the requirement that Government vehicles be used only for official business (see AR 58-1).

e. Investigation of incidents. Standard procedures used to investigate and/or adjudicate incidents involving employees are used, when appropriate, to investigate and/or adjudicate similar incidents arising from voluntary services provided under 10 USC 1588.

f. Official mail. Use of official mail as deemed necessary and appropriate to execute assigned volunteer duties. Family readiness group newsletters must meet the guidelines in AR 215-1.

g. Reimbursement of incidental expenses.

(1) The sponsoring organization's commanding officer or official in charge accepting the voluntary services will determine if reimbursement is necessary to obtain the voluntary services, and will decide if the total amount to be reimbursed is reasonable in relation to the value of the voluntary services provided, following coordination with the resource manager. Volunteers may not be compensated for the service provided except for the reimbursement of incidental expenses incurred while providing voluntary services accepted by the organization. However, there is no requirement to reimburse incidental expenses of volunteers.

Appendix J Army Family Readiness Groups Operations

J-1. Concept and purpose

a. The FRG is a unit commander's program formed in accordance with AR 600-20. Normally FRG will be established at the company level, with battalion and brigade levels playing an important advisory role. FRG are not a morale, welfare, and recreation program; a NAFI, a private organization; or a nonprofit organization.

b. An FRG is a command-sponsored organization of Soldiers, civilian employees, Family members (immediate and extended) and volunteers belonging to a unit. FRG will provide mutual support and assistance, and a network of communications among the Family members, the chain of command, and community resources. FRG will assist unit commanders in meeting military and personal deployment preparedness and enhance the Family readiness of the unit's Soldiers and Families. They will also provide feedback to the command on the state of the unit "Family."

c. Family readiness is the mutual reinforcement and support provided by the unit to Soldiers, civilian employees, and Family members, both immediate and extended.

d. The rear detachment commander is the unit commander's representative at home station while the unit is deployed and is the FRG link to the deployed unit. All logistic support for FRG (for example, meeting rooms, nontactical vehicle use, office equipment and computers, newsletters, telephones, and volunteer support) is authorized by the rear detachment commander during deployment.

e. The garrison ACS Center and RC Family Programs Office will assist unit commanders in establishing successful FRG by providing expertise, classes, training, and support to FRG and the FRG leadership, as outlined in AR 608-1.

f. Unit commanders will ensure that their FRG appeal to all service members, civilians, and Family members regardless of rank structure or Family size, composition, language spoken, and other characteristics. Commanders will seek FRG leaders who are particularly adept at energizing both officer and enlisted corps' Families. FRG that do not reflect their unit's demographics or have a high level of Family participation will be reevaluated to address impediments that exist toward creating a balanced and representational FRG. Typical issues could be FRG meeting times, unmet child care needs, FRG activities that do not match FRG member needs, FRG that do not provide training programs relevant to FRG Family needs, and other Family support issues.

J-2. Family Readiness Groups roles and functions

a. The FRG mission is to—

- (1) Act as an extension of the unit in providing official, accurate command information.
- (2) Provide mutual support between the command and the FRG membership.
- (3) Advocate more efficient use of available community resources.
- (4) Help Families solve problems at the lowest level.

b. The type and scope of FRG mission activities will depend on a number of factors such as—

- (1) The Commander's budget for FRG mission activities.
- (2) The identified needs of unit Soldiers, civilian employees, and their Families.
- (3) Command interest and emphasis.
- (4) The number of FRG members.
- (5) The time, energy, and creativity of FRG membership.
- (6) The makeup of the FRG, including the percentages of single Soldiers, number of years Soldiers and their Families have served with the military, number of Families with young children, and other Family composition factors.
- (7) The unit's training and deployment schedule.

c. FRG are official DA programs established pursuant to AR 600-20. FRG mission activities and appropriated fund expenditures are subject to DOD 5500.7-R, DOD 7000.14-R, 31 USC 1341, and all other applicable statutory and regulatory restraints on official activities, use of appropriated funds, and fundraising.

d. Certain FRG mission activities are essential and common to all FRG. They include FRG member meetings, FRG staff and committee meetings, publication and distribution of FRG newsletters, maintenance of updated Family rosters and Family readiness information, establishment of FRG member telephone trees and e-mail distribution lists, and scheduling educational briefings for FRG members. FRG activity level can vary depending on unit mission and on whether the unit is in pre-deployment or post-deployment, deployed, or in a training/sustainment period at the home station.

e. FRG social activities can enhance Family and Soldier camaraderie, provide stress relief, and reduce Family loneliness during deployments. Social activities will not be funded using appropriated funds. FRG members may use money contained in an FRG informal fund to pay for social activities described in paragraph J-7.

J-3. Resources

FRG mission-essential activities are supported using the unit's appropriated funds, excluding BA11/OPTEMPO. FRG mission-essential activities authorized appropriated fund support may not be supported with NAFs. FRG mission-

essential activities may not be augmented with private money. Such augmentation may be a violation of 31 USC 1345. FRG appropriated fund resources may not be used to support private organization activities, internal fundraisers, or commercial ventures.

a. Government office space and equipment. FRG may use Government office space, computer and office equipment, faxes, e-mails, scanners, and so on to support the FRG mission.

b. Paper and printing. FRG may use Government paper and printing supplies to publish FRG newsletters to relay information from the command and to support any FRG mission activity. Commanders will decide how frequently newsletters will be published. Each unit will have a standard operating procedure (SOP) on the preparation, printing, and distribution of FRG newsletters. FRG newsletters may be distributed by the Army or installation post office or via e-mail to FRG members.

c. Army and installation post offices and official mail. FRG are authorized to use official mail for official, mission-related purposes and as approved by the unit commander.

(1) Unofficial information may be included in an official FRG newsletter, provided: it does not exceed 20 percent of the printed space used for official information; it does not increase printing and mailing costs to the Government; and it does not include personal wanted/for sale advertisements. The FRG newsletter must state whether it contains only official information or both official and unofficial information.

(2) If the newsletter contains both types of information, it will include the following statement: "The inclusion of some unofficial information in this FRG newsletter has not increased the costs to the Government, in accordance with DOD 4525.8-M."

d. Government vehicles. In accordance with AR 58-1, the unit commander may authorize Government vehicle use in support of official FRG activities, including the transportation of FRG members for FRG mission-related activities. Government vehicles may be used to support official FRG activities when—

(1) The appropriate commander determines that the use of the vehicle is for official purposes and that failure to provide such support would have an adverse effect on the FRG mission.

(2) The driver has a valid and current license to operate the vehicle and all other regulatory requirements regarding the use of the Government vehicle have been followed.

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

e. Child care. Depending on availability of funds, unit commanders may authorize appropriated funds for—

(1) Childcare for command-sponsored training in accordance with AR 608-10, paragraphs 3-2 and 3-4.

(2) Needed Family support, including child care, education, and other youth services for Armed Forces members who are assigned to duty or ordered to active duty in conjunction with a contingency operation (see 10 USC 1788(b) and DODI 1342.22).

f. Statutory volunteers. The unit commander may accept statutory volunteer labor to support the FRG mission, as described in paragraph J-4 and in accordance with this regulation. However, FRG volunteers are not considered statutory volunteers when they are participating in social or fundraising activities and are not entitled to reimbursement for incidental expenses during this period of time.

J-4. Volunteers

a. Volunteers. The Soldier and Family Readiness System relies heavily on the support of a professional volunteer cadre. Unit commanders may staff their FRG with volunteers, as provided in chapter 5 of this regulation and in accordance with 10 USC 1588.

(1) FRG volunteers in leadership and key roles, such as the FRG leader, treasurer, key caller, and welcome committee chair, must in-process through the local ACS Center for the Active Component or through the RC Family Programs Office. Commanders will ensure their volunteers are supervised in the same manner as an employee, that they have a position description, and that they have followed all other legal and regulatory requirements in accordance with chapter 5 of this regulation and 10 USC 1588.

(2) The local ACS center, RC Family Programs Office, or AVCC will provide unit commanders or their designees with expert guidance on the Army Volunteer Corps Program. They will provide commanders with standard FRG volunteer position descriptions and answer volunteer questions. The unit commander will ensure that the AVCC is provided the FRG volunteers' work hours monthly to track volunteerism within their areas of responsibility and for volunteer recognition purposes.

(3) FRG volunteers are authorized to use Government facilities to accomplish their assigned duties. This includes the use of office and meeting spaces; telephone, computer, e-mail, and copying equipment; administrative supplies; administrative and logistical support; and additional equipment. Government computer use, including e-mail and internet use, is authorized for official FRG business only.

(4) To support official FRG activities, FRG volunteers may operate Government-owned or Government-leased nontactical vehicles with a gross vehicle weight of less than 10,000 pounds, provided they meet the licensing requirements set forth in AR 600-55.

(a) The authorization to drive a Government-owned or Government-leased nontactical vehicle will be included in the volunteer's position description.

(b) Vehicular accidents occurring while an FRG volunteer is operating a Government vehicle must be reported in accordance with AR 385–10.

b. Funding for volunteer support. Appropriated funds may be used to support FRG volunteers, with command preapproval and funding availability. Appropriated funds for volunteer support may be used for—

(1) Training and travel expenses. Commanders may, at their discretion, authorize payment for travel and training of official statutory volunteers.

(a) Authorized FRG volunteer travel may include FRG volunteer visits to geographically dispersed members of the FRG in direct support of the FRG mission.

(b) Enrollment, travel, per diem, and other expenses may be funded for training to improve FRG volunteers' effectiveness or enable them to accept positions of increased responsibilities. Invitational travel orders are authorized, pursuant to the JFTR, appendix E, part I, paragraph A, and Secretary of the Army travel policy. Funding will depend on command preapproval and availability of funds.

(2) Reimbursement of incidental expenses. Unit commanders may budget for the reimbursement of official volunteer incidental expenses using appropriated funds for FRG volunteers, as authorized by this regulation and 10 USC 588. Volunteers may be provided reimbursement for incidental expenses (out-of-pocket expenses) such as child care, long-distance telephone calls, mileage, and other expenses incurred while supporting the FRG official mission, in accordance with chapter 5 of this regulation and DODI 1100.21 and the commander's FRG budget standard operating procedure (SOP) (see app J–6).

(3) Awards, recognition, and mementos. Appropriated funds will not be authorized or available for volunteer awards other than official certificates of recognition or volunteer incentive awards in accordance with AR 672–20. NAFs will be authorized for garrison volunteer recognition programs, awards, and banquets and to purchase mementos consistent with AR 215–1. Unit commanders will ensure that their FRG volunteers' hours are submitted monthly to the garrison AVCC and that FRG volunteers are recognized at garrison community volunteer recognition ceremonies.

c. Authorizing travel. Commanders may not authorize travel or the reimbursement of volunteer incidental expenses for members of their household or other persons that could present a potential conflict of interest (see DOD 5500.7–R). Commanders will forward these decisions to the next senior level officer within the commander's chain of command for determination. Commanders will seek guidance regarding specific ethics issues from their servicing ethics counselors.

J–5. Family Readiness Support Assistants

In the Active Army, commanders may authorize units to hire Family Readiness Support Assistants (FRSAs) who provide unit FRSA administrative support services.

a. FRSA required training to be completed through classes at ACS, Family Programs, or online at www.mylifetoo.com. Within the first 60 days of assuming duties, the FRSA must complete the following training classes.

- (1) Army Family Team Building Levels I and II.
- (2) Rear Detachment Commander Training.
- (3) FRG Volunteer Leader Training.
- (4) Operation READY FRSA Training.

b. Other recommended FRSA training includes:

- (1) Civilian Personnel Office, time and attendance and benefits.
- (2) Virtual Family Readiness Group System Training.

c. The FRSA deployment assistant will coordinate training through local community resources and provide administrative collaboration between the rear detachment commander and the FRSA leader. The FRSA deployment assistants will not duplicate services or overlap existing resources in the military community.

d. The FRSA deployment assistant works for the unit commander, who will have day-to-day operational direction of the assistant's activities. The duties of the FRSA deployment assistant will not conflict with the duties of the volunteer FRSA leadership. The FRSA deployment assistant will not be involved in FRSA informal fundraising activities, casualty assistance procedures, suicide prevention activities, teaching Family readiness training, Family counseling, or other non-FRSA official administrative support duties.

e. The Army National Guard may hire FRSA assistants to assist the State Family Program Directors at Joint Force Headquarters, and the U.S. Army Reserve may hire mobilization and deployment assistants to assist the Family programs directors at regional readiness commands.

J–6. Budget process

a. Family Readiness Groups operations. These are funded by the unit commander's appropriated funds, excluding BA11/OPTEMPO. Commanders will consider FRG mission activity requirements when planning their yearly budget. FRG budget needs vary widely and are highly dependent on location, the unit's mission and deployment situation, the composition of the FRG membership, and component.

b. Family Readiness Groups budget standard operating procedures. Commanders will approve an SOP that describes the support available for FRG mission activities and the procedures for FRG leaders and volunteers to request

support. FRG leaders must be familiar with the SOP. A sample SOP is included in Operation R.E.A.D.Y training materials.

c. Government purchase card. Commanders will use a Government purchase card to pay for FRG operating expenses, when practicable. For example, commanders may use their Government purchase card to purchase supplies, equipment, room rental, or any other approved item to support official FRG mission activities. The FRG budget SOP will include a requirement that FRG leaders fill out appropriate forms and submit them to the commander for approval. The SOP will also state the procedures for requesting reimbursement for incidental expenses for FRG volunteers.

J-7. Family Readiness Groups informal funds

a. Authorization.

(1) Commanders may authorize their FRG to maintain one informal fund in accordance with AR 600-20. No more than one FRG informal fund per unit may be authorized. Informal funds are private funds generated by FRG members that are used to benefit the FRG membership as a whole. FRG informal funds may not be deposited or mixed with appropriated funds, unit MWR funds, the unit's cup and flower funds, or any individual's personal funds. The expenditure of informal funds will be consistent with Army Values, DOD 5500.7-R, and AR 600-20.

(2) Examples of authorized use of informal funds include FRG newsletters that contain predominantly unofficial information and purely social activities, including, but not limited to, parties; social outings, volunteer recognition (not otherwise funded with APFs), and picnics.

(3) Examples of unauthorized use of FRG informal funds include augmenting the unit's informal funds (the unit's cup and flower funds); purchasing items or services that are authorized be paid for with appropriated funds; purchasing traditional military gifts, such as Soldier farewell gifts that are not related to Family readiness; and funding the unit ball.

b. Fund custodian. The unit commander will sign a letter designating a fund custodian (treasurer) and an alternate. The fund custodian and alternate must not be the unit commander, a deployable Soldier, or the FRG leader. The fund custodian is responsible for informal fund custody, accounting, and documentation.

(1) The FRG informal fund custodian and alternate are personally liable for any loss or misuse of funds.

(2) After designation of the informal fund custodian, the custodian may establish a noninterest bearing bank account under the FRG's name (never the individual's name). The commander will authorize opening the account and prepare a letter naming the fund's custodian and alternate as persons authorized to sign checks drawn on the account. The commander will not be a signatory on the account.

(3) The informal fund custodian will provide informal fund reports to the unit commander monthly and as requested. An annual report on the FRG informal fund activity will be provided to the first colonel (O-6) commander or designee in the unit's chain of command no later than 30 days after the end of the calendar year. These reports will summarize the informal fund's financial status, to include current balance, total income, and an itemized list of expenditures along with an explanation showing how the expenditures are consistent with the purpose of the FRG informal fund as established in the SOP.

(4) Although not required, commanders may consider requiring the FRG informal fund to be bonded in accordance with the procedures in AR 210-22.

c. The Family Readiness Groups informal fund standard operating procedures. All FRG informal funds will have an SOP. This document memorializes the FRG members' determination of the purpose of the FRG informal fund. The SOP may be a one-page document and must include—

(1) The FRG name.

(2) A description of the FRG's informal fund purpose and functions and a summary of its routine activities. For example, "The FRG's informal fund purpose and function are to provide support and recognition to FRG members during the following life events: births, birthday parties, new member welcome parties, departing member farewell parties, holiday parties, and so on."

(3) The following statement must be included in the FRG informal fund SOP: "This FRG informal fund is for the benefit of the FRG members only and is established exclusively for charitable purposes and to provide support to Soldiers and Family members as the Soldiers and Families adapt to Army life. It is not a business and is not being run to generate profits. It is not an instrumentality of the United States Government."

(4) The FRG informal fund SOP must be approved by the unit commander and a majority of the FRG members. It will be signed at a minimum by the FRG leader, the fund custodian (treasurer), and the alternate fund custodian. (A sample informal fund SOP is included in Operation READY training materials.)

d. Fundraising for Family Readiness Groups informal funds. DOD 5500.7-R authorizes official fundraising by organizations composed primarily of DOD or DA employees and their dependents when fundraising among their own members or dependants for the benefit of their own welfare funds. Fundraising will be approved by the appropriate commander after consultation with the DA ethics official or designee.

(1) An Army organization—including, but not limited to, units, installations, and FRG—may officially fundraise from its own community members or dependents and from all persons benefiting from the Army organization. (For example, an installation may benefit from the brigade or unit FRG, thus permitting a brigade or unit FRG to fundraise

throughout the installation.) Fundraising must be for the organization's informal fund, as opposed to a private charity, a particular military member, or a similar cause, and be approved by the commander with cognizance over the organization and coordinated with the commander with cognizance over the location of fundraising if different from the organization area. Commanders will consult with their Staff Judge Advocate or ethics counselor and avoid all conflicts with other authorized fundraising activities.

(2) Commanders may approve requests from FRG informal funds to conduct fundraising events in accordance with the requirements of DOD 5500.7-R as described above and in compliance with AR 600-29.

(3) Informal fundraising that occurs within the Army Reserve will have the approval of the unit commander and the servicing Staff Judge Advocate and/or ethics counselor. To address fundraising issues within the Army Reserve, refer to Army Reserve regulations.

e. Informal fund cap. FRG are not established to raise funds, solicit donations, or manage large sums of money. They are not equipped to handle the stringent accounting requirements that can result from excessive informal funds. FRG informal funds will therefore not exceed an annual gross receipt (income) cap of \$10,000 per calendar year from all sources, including fundraising, gifts, and donations. Unit commanders may establish a lower annual income cap.

(1) State and local laws and the requirements of Status of Forces Agreements may make a lower FRG informal fund cap necessary at some locations within or outside the continental United States. Commanders and fund custodians will consult their Staff Judge Advocates to ensure that FRG informal funds comply with all local requirements.

(2) FRG informal funds may only be raised and maintained for specific planned purposes consistent with the purpose of the informal fund. If the purpose of the fundraising event is inconsistent with the FRG informal funds SOP, commanders will not approve the fundraising event.

(3) The FRG informal fund ledger will reflect the costs earmarked for the planned event. For example, if an FRG is planning a holiday party with a planned cost of \$3,000, the ledger might reflect the following costs: dinner \$2,100; hall rental \$250; and band \$650.

f. Gifts to Family Readiness Groups informal funds. Unit commanders may accept an unsolicited gift or donation of money or tangible personal property of a value of \$1,000 or less for its FRG informal fund after consultation with the unit ethics counselor. Unsolicited gifts or donations to the FRG informal funds are considered income and impact the FRG informal fund annual income cap of \$10,000.

J-8. Family Readiness Groups external fundraising

As an official activity of the DA, the FRG may not engage in external fundraising and may not solicit gifts and donations. However, in accordance with AR 1-100 and with the advice of the ethics counselor, commanders and FRG leaders may, in response to an appropriate inquiry, inform potential donors of the needs of the Army in relation to assisting Army Families.

J-9. Unsolicited donations to the active component

a. Appropriate gift acceptance authorities may accept unsolicited gifts and donations made to the Army intended for FRG support; these donations will be added to the garrison's FRG supplemental mission account, pursuant to paragraph 3-2a of this regulation and AR 215-1 after consultation with an ethics counselor. The director, MWR (DMWR) will assign these donations intended for FRG use to program code SA, department code "9J," to prevent disbursing donations intended for FRG use into another ACS mission or for any other purpose. These supplemental mission donations do not expire at the end of the fiscal year, and balances automatically roll over into the following fiscal year.

b. Acceptance authority levels for unsolicited gifts and donations to the FRG supplemental mission account will be in accordance with the rules governing gifts to NAFI in AR 215-1.

c. Supplemental mission donations are NAFs that may be used only to supplement the mission activity. They are not MWR NAFs. MWR NAFs may not be expended for FRG support. Commanders may use supplemental mission donations intended for FRG for any purpose that the commander determines clearly supplements an established mission of the FRG so long as appropriated funds are not authorized. However, in accordance with the policies listed in chapter 5 of this regulation, supplemental mission donations may be used for reimbursement of statutory volunteer incidental expenses if appropriated funds are not available. The use must be consistent with this regulation and the provisions governing supplemental mission NAFs in AR 215-1 and DODI 1015.15.

(1) The first priority in using supplemental mission NAFs intended for FRG is to encourage maximum attendance and participation at FRG meetings—for example, by providing food and refreshments. Using supplemental mission NAFs to support a unit ball is an example of an unauthorized expenditure because it fails to supplement an established mission of the FRG.

(2) Commanders may not authorize the use of supplemental mission NAFs for any purpose that cannot withstand the test of public scrutiny or which could be deemed a misuse or waste of funds. Using supplemental mission NAFs to fund a lavish cruise to promote "cohesion" among FRG members is an example of an excessive and inappropriate use of funds.

d. Supplemental mission NAFs are not informal funds. The provisions concerning informal funds contained in this

regulation are inapplicable to supplemental mission NAFs. Supplemental mission NAFs will not be deposited into an FRG informal fund and will not impact the annual FRG informal fund income cap.

e. The DMWR will properly disburse supplemental mission donations intended for FRG support. The unit commander will submit an approved purchase request that includes a brief description of the item(s) requested, total funds required, dates the items are needed, and vendor or source of the items to be purchased to the DMWR for processing. The DMWR will disburse such supplemental mission donations between FRG supported by that garrison's ACS Center, to include recruiting and the Army Reserve Component. Army National Guard units are not included for these supplemental mission accounts.

f. Garrison commanders may accept unsolicited gifts into the supplemental mission program when the donor intends the donation or gift to be used only in support of FRG that are experiencing certain deployment cycle events, such as preparing for deployment, deployment, and redeployment. The DMWR will ensure that the supplemental mission donations are disbursed to FRG whose Soldiers are experiencing the deployment cycle event stated in the donation. This ensures that the garrison fulfills the conditions of the gift which the commander accepted. For example, a donor intends a gift to be used "for the Families of Deployed Soldiers." The DMWR ensures only FRG whose units have deployed Soldiers share in the supplemental mission donation.

g. The garrison commander may not accept unsolicited gifts into the supplemental mission program when the donor intends the donation or gift to be used only by a named FRG. For example, a donor intends a gift to be used "for Brigade X's FRG." Garrison commander must decline the gift because it creates disparity between FRG experiencing the same deployment cycle events.

h. Commanders and FRG leaders must be careful to avoid stating or implying that the Army officially endorses any person or private organization that offers a gift. The commander and FRG leadership may not promise donors that donations are tax deductible. Businesses may be encouraged to speak with their tax adviser regarding business tax deductions.

i. Any commanders who are offered donations they may not accept, will consider referring the prospective donor to other Government or private organizations, such as Army Emergency Relief, local tax qualified charities, foundations, and fraternal or service organizations.

j. Commanders will seek guidance from their servicing Judge Advocate and ethics counselor when they receive offers of unsolicited donations for FRG support. For further regulatory instruction regarding gifts offered to the Army or to individuals (see AR 1-100 and AR 1-101).

J-10. Unsolicited donations to a reserve component

The procedures for accepting donations or gifts for an RC may differ, depending upon location and activation status. For RC units attached to an Army garrison or installation, see instructions above regarding the acceptance authority for accepting unsolicited donations intended for FRG support. For guidance regarding gifts intended for an RC not attached to a garrison or installation (see AR 1-100 and AR 1-101). Commanders are also encouraged to seek guidance from their ethics counselors (for specifics, refer to Reserve Command regulation).

J-11. Private organizations

Private organizations (POs) have substantially more authority than FRG to conduct fundraising and to engage in social activities in accordance with AR 210-22, AR 600-29, and DOD 5500.7-R. Individuals may establish POs that share the same Family readiness goals and objectives as FRG. To prevent potential conflicts of interest, if such POs are established, managers or board members of the PO will not also be placed in FRG leadership positions. It is essential that commanders and Government personnel treat such POs in the same manner as all similarly situated POs. Commanders may not direct the establishment or the activities of a PO and must treat POs according to the requirements of AR 210-22, AR 600-29, and DOD 5500.7-R, as applicable. Commanders will seek guidance from their servicing Judge Advocate's office and ethics counselor regarding private organization issues.

J-12. Commercial sponsorship

FRG may not enter into commercial sponsorship agreements. Commercial sponsorship is an agreed upon arrangement under which a business provides assistance, funding, goods, equipment, or services in exchange for public recognition or other promotional opportunities on the installation. In accordance with AR 215-1 and DODI 1015.10, commercial sponsorship is generally only authorized for official MWR programs and events.

J-13. Official information

Official FRG information relates to command and mission-essential information that the commander believes Families need to be better informed. Official information relates to unit mission and readiness. It includes training schedule information, upcoming deployments, unit points of contact, and the chain of concern. Official information is subject to all applicable regulations governing its use and to guidance in AR 25-55 and 5 USC 552(b).

Social media and Army Families

Social media is becoming a valuable tool for keeping Families and Soldiers connected, which is vitally important to unit well-being. Family Readiness Groups (FRGs) are key organizations. FRG social media sites have streamlined the process of finding out what is happening at an installation. They also provide discussion sections where the FRG, Soldiers and Families can post information and photos about installation news and activities. OCPA recommends FRG site be configured as closed groups for maximum safety.

Security and safety

- Do not reveal sensitive or personal information, such as addresses, schedules and event locations.
- Do not post when you are going on vacation or leaving the house.
- Ask: "What could a person do with this information? Could it compromise the safety of myself, my Family or my unit?"
- Geotagging reveals your location to other people within your network. Smartphones can embed GPS coordinates into photographs and other data. Turn off the GPS function on smartphones and digital cameras. Always make sure to check that the geotagging is not reset after updating operating software.
- Closely review photos or videos before posting to ensure sensitive or personal information is not released.
- Talk to your Family about OPSEC. Be sure they know what can and cannot be posted.
- Look closely at all privacy settings. Set security options to allow visibility only to individuals you know.
- Platform security and privacy settings change frequently. Routinely check and update settings to be as restrictive as possible.
- Utilize two-step verification when possible to prevent unauthorized access in the event your password is compromised.

- Passwords should be at least 14-characters long and contain at least two: numbers, special characters, upper-case characters, and lower-case characters.
- Change passwords every 60 days.
- Do not share passwords.

For more tips and home computer security visit the [CID Cyber Lookout Program](#).

Duty status-whereabouts unknown (DUSTWUN), missing in action (MIA), wounded in action (WIA) and killed in action (KIA)

Social media is a major part of our daily interactions, so when Soldiers are killed or missing in action, it is hard to turn off the flow of information distributed through social media platforms. While it is difficult to prepare for tragedy, it is important to know that social media can play a role (good or bad) in the handling of DUSTWUN, MIA, WIA or KIA situations.

In a DUSTWUN, MIA, WIA or KIA situation, members of the media may look at unit, Soldier and Family member Facebook profiles to find out more about the Service member. In a captivity situation, captors may also turn to Facebook to pull information for interrogation purposes. It is vitally important that you and your Family set privacy settings as restrictive as possible.

In accordance with DoDI 1300.18, Department of Defense (DoD) Personnel Casualty Matters, Policies, and Procedures, details about Soldiers killed or missing in action cannot be released until 24 hours after the next of kin has been notified and after the information has been [released by the DoD](#). It is important that all friends, Family and fellow Soldiers know that information about individuals killed in action must not be released before the next of kin is notified. Always follow unit and Army protocol when it comes to DUSTWUN, MIA, WIA or KIA situations.

Page Resource Guide

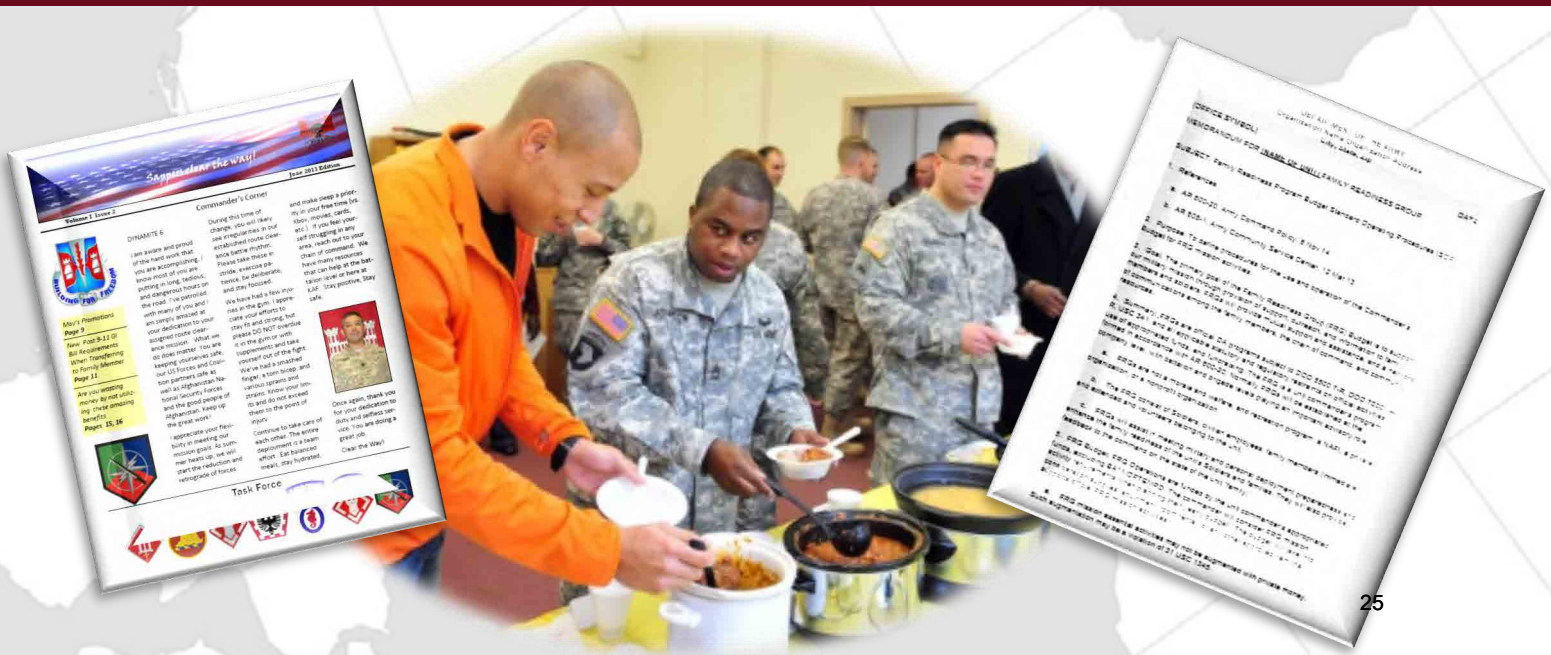
Social Networking Safety Tips
Home Computer Security
CID Cyber Lookout Program
DoD News Releases

www.cid.army.mil/documents/CCIU/2can/SocialNetworkingSafetyTips.pdf
www.cid.army.mil/documents/CCIU/2can/HomeSecurityPractices.pdf
www.cid.army.mil/cciu2can.html
www.defense.gov/releases

REAL: Readiness Essentials for Army Leaders

ADMINISTRATION

Standard Operating Procedures (SOPs)



DEPARTMENT OF THE ARMY
Organization Name Organization Address
City, State, Zip

(OFFICE SYMBOL)

DATE

MEMORANDUM FOR (NAME OF UNIT) FAMILY READINESS GROUP

SUBJECT: Family Readiness Program Budget Standard Operating Procedures (SOP)

1. References.

- a. AR 600-20, Army Command Policy, 6 Nov 14
- b. AR 608-1, Army Community Service Center, 12 Mar 13

2. Purpose. To define procedures for the use and operation of the Commander's Budget for FRG mission activities.

3. Goal. The primary goal of the Family Readiness Group (FRG) Budget is to support our military mission through provision of support, outreach, and information to family members and soldiers. FRGs will provide mutual support and assistance, and a network of communications among the family members, the chain of command, and community resources.

4. Summary: FRGs are official DA programs subject to DOD 5500.7-R, DOD 7000.14-R, 31 USC 1341, and all applicable statutory and regulatory restraints on official activities, use of appropriated funds, and fundraising. The FRG is a unit commander's program formed in accordance with AR 600-20. Normally FRGs will be established at the company level, with battalion and brigade levels playing an important advisory role.

- a. FRGs are not a morale and welfare, and recreation program; a NAFI; a private organization; or a nonprofit organization.

- b. The FRG consist of Soldiers, civilian employees, family members, immediate and extended, and volunteers belonging to the unit.

- c. FRGs will assist in meeting military and personal deployment preparedness and enhance the family readiness of the unit's Soldiers and families. They will also provide feedback to the command on the state of the unit "family."

5. FRG Budget: FRG Operations are funded by the unit commander's appropriated funds, excluding BA11/OPTEMPO. The commander will consider FRG mission activity requirements when planning their yearly budget. The budget will take into consideration supplies, equipment, room rental, or any other approved item that supports official FRG mission activities.

- a. FRG mission essential activities may not be augmented with private money. Such augmentation will be a violation of 31 USC 1341.

b. FRG appropriated fund resources may not be used to support private organization activities, internal fundraisers, or commercial ventures.

c. Funding for volunteer support.

(1) Appropriated funds may be used to support FRG volunteers, with command pre-approval and funding availability. Appropriated funds for volunteer support may be used for:

i. Training and travel expenses may, at the discretion of the commander, be authorized for official statutory volunteers.

ii. Authorized FRG volunteer travel may include FRG volunteer visits to geographically dispersed members of the FRG in direct support of the FRG mission.

iii. Enrollment, travel, per diem, and other expenses may be funded for training to improve FRG volunteers' effectiveness or enable them to accept positions of increased responsibilities. Funding will depend on command pre-approval and availability of funds.

(2) Travel expenses may not be authorized for the members of the commander's household or other persons that could present a potential conflict of interest (see DOD 5500.7-R). These decisions must be forwarded to the next senior level officer within the commander's chain of command for determination. Seek guidance regarding specific ethics issues from servicing ethics counselors.

d. Awards, recognition, and mementos. Unit commanders will ensure that their FRG volunteers' hours are submitted monthly to the garrison AVCC and that FRG volunteers are recognized at garrison community volunteer recognition ceremonies.

(1) Appropriated funds will not be authorized or available for volunteer awards other than official certificates of recognition or volunteer incentive awards in accordance with AR 672-20.

(2) NAFs will be authorized for garrison volunteer recognition programs, which may include the purchase and presentation of mementos, nonmonetary awards, certificates and identifying insignia consistent with AR 215-1. Nominal expenses for the purchase of food and beverages are authorized but limited to coffee, tea, juice, and/or soft drinks, and fruit, cheese and crackers, donuts, cookies, and/or cake. Banquets, luncheons, or meals are not authorized.

e. FRG leaders and volunteers must fill out a purchase request form and submit it to the commander for approval.

f. Government purchase cards may be used to pay for FRG operating expenses, when practicable.

g. Reimbursements.

(1) Reimbursements for incidental expenses must be approved before the expense is made by any and all volunteers. All receipts must be submitted along with a memorandum detailing the expense, approving authority, date of approval, date expense was incurred and date of reimbursement.

(2) Statutory volunteers assist and support the FRG mission as described in AR 608-1, Appendix J-4 and AR 608-1, Appendix J-3; however, they are not considered statutory volunteers when they are participating in social or fundraising activities and are not entitled to reimbursement for incidental expenses during this period of time.

(3) Incidental reimbursements may be reimbursed using appropriated funds for FRG volunteer, as authorized by AR 608-1, Appendix J and USC 1588. Out-of-pocket expenses such as child care, long-distance telephone calls, mileage, and other expenses incurred while supporting the FRG official mission, in accordance with this SOP are reimbursable.

i. Volunteer incidental expenses may not be authorized for the members of the commander's household or other persons that could present a potential conflict of interest (see DOD 5500.7-R). These decisions must be forwarded to the next senior level officer within the commander's chain of command for determination. Seek guidance regarding specific ethics issues from servicing ethics counselors.

6. Point of Contact is the undersigned at Phone Number.

COMMANDER SIGNATURE
COMMANDER, UNIT

DEPARTMENT OF THE ARMY
Organization Name Organization Address
City, State, Zip

(OFFICE SYMBOL)

DATE

MEMORANDUM FOR (**NAME OF UNIT**) FAMILY READINESS GROUP RECORD

SUBJECT: Family Readiness Group Informal Funds Standard Operating Procedure

1. REFERENCES:

- a. AR 600-20, Command Policy, 06 NOV 14
- b. AR 608-1, Army Community Service, 12 MAR 13
- c. AR 600-29, Fundraising within the Department of the Army, 07 JUN 10
- d. AR 1-100, Gifts and Donations, 27 JUL 15
- e. DOD 5500.7-R, Joint Ethics Regulations, 17 NOV 11

2. PURPOSE: Provide procedures for managing the Family Readiness Group (FRG) Informal Funds.

3. SUMMARY: The FRG Informal Fund is for the benefit of the (UNIT NAME) FRG Members only and is established exclusively to provide support to Soldiers and Family Members as they adapt to Army life. It is not a business and is not being run to generate profits. It is not an instrumentality of the United States Government. The fund is limited to expenses that support the mission of the FRG and is to be used for activities that support the entire group rather than specific individuals.

4. SCOPE: This SOP applies to the (UNIT NAME) Family Readiness Group, which is comprised of all Soldiers, Civilians, Volunteers, and Family Members assigned to the Unit.

Commander/Rear Detachment Commander:

- a. will authorize the FRG to maintain one informal fund.
 - b. will designate a fund custodian and an alternate.
 - c. will authorize the opening of one FRG informal funds bank account and designate the funds custodian and alternate funds custodian to sign checks drawn on the account.
 - d. will/will not require the FRG informal fund to be bonded.
5. All fundraising requests must be presented to the commander, with a complete plan on why the funds are needed, and for what purpose. In no event will fundraising be authorized if the informal fund account has reached the annual gross income cap of \$10,000 or the account balance is \$10,000.

6. FRG informal funds custodian and alternate:

a. will manage the FRG informal fund, and ensure that all deposits and expenditures are accurate, timely, and complies with all Army policies, including AR 608-1, and the Joint Ethics Regulations.

b. may be personally liable for any loss or misuse of FRG informal funds.

c. will ensure a non-interest bearing bank account has been opened under the FRG's name, as approved by the commander.

d. will prepare an informal fund report for the unit commander at the end of each month. The report will summarize the informal fund's financial status, to include current balance, total income, and an itemized list of expenditures along with an explanation showing how the expenditures are consistent with the purpose of the FRG informal fund was established in this SOP.

e. will prepare an informal fund annual report for the first Colonel (06) commander or designee in the units chain of command no late than 30 days after the end of the calendar year. The annual report will summarize the informal fund's financial status at the end of the calendar year, to include current balance, total income, and an itemized list of all expenditures made during the year, along with an explanation showing how the expenditures were consistent with the purpose of the FRG informal fund was established in this SOP.

7. Informal Fund Account Management:

a. Expenditures.

(1) The commander must approve all expenditures of FRG Funds in advance.

(2) The funds custodian will make all purchases; the funds custodian and alternate are the only authorized perons to sign all checks.

b. Deposits.

(1) The funds custodian or alternate funds custodian will deposit all income.

(2)The funds custodian or alternate will prepare a financial statement monthly and as requested.

8. Use of Funds: The FRG will approve an annual informal fund budget that supports and recognizes FRG members and details what funds will be raised and the how the money will be used.

a. The funds are to be used to provide meals and refreshments at FRG meetings and to fund FRG Family social events. The use of FRG informal funds is to support the entire unit and FRG.

b. All expenditures must be consistent with the provisions listed in this SOP, Army values, and AR 608-1, Appendix J.

c. FRG informal funds may not be deposited or mixed with appropriated funds (APF), Unit MWR funds, Unit informal funds (cup and flower funds), or any individual's personal funds.

d. Estimated costs for future planned events will be earmarked with the ledger.

9. Fundraising Requests: Note, unit commanders should be able to document that they have established the FRG infrastructure as required IAW AR 608-1, Appendix J prior to authorizing their FRG's a fundraising event. Unit Commander certifies prior to approving FRG Informal Fundraising that

a. Volunteer support for the FRG is identified and Volunteers have been registered IAW AR 608-1.

b. Volunteer position descriptions are on file, Volunteers are trained or subject to a training schedule.

c. FRG meetings are regularly scheduled (whether quarterly, semi-annually, or monthly, depending upon unit needs).

d. Fundraising request must be for a specific purpose. Raising funds to purchase meals and refreshments for use at FRG meetings, FRG social events and activities, may be authorized.

e. Fundraisers may take place only in unit area, as identified by command.

f. Fundraising requests must go through commander for approval.

g. Once the commander approves the FRG informal fund request to fundraise, normal rules regarding the processing of all fundraising requests must be followed.

10. FRG Fund Cap:

a. Gross annual receipts (income) for the FRG informal fund cannot exceed \$10,000 from all sources, i.e. fundraising, gifts, and donations.

b. Offers of gifts and donations should be referred to the Garrison commander.

11. The point of contact for this SOP is (POC Name, TITLE, EMAIL, PHONE NUMBER).

FRG LEADER NAME
FRG Leader, UNIT

FUNDS CUSTODIAN NAME
FRG Funds Custodian, UNIT

ALTERNATE FUNDS CUSTODIAN NAME
Alternate FRG Funds Custodian, UNIT



UNIT OFFICE SYMBOL

DD Month YYYY

MEMORANDUM FOR RECORD

SUBJECT: [UNIT NAME] Standing Operating Procedure (SOP) for Family Readiness Group (FRG) Communication

1. References:

- a. DOD 4525.8- M, DoD Official Mail Manual, 26 Dec 01
- b. Army Regulation 600-20, Army Command Policy, 18 March 2008, Rapid Action Revision, 27 April 2010.
- c. Army Regulation 530-1, Operations Security (OPSEC), 19 April 2007.
- d. AR 608-1, Army Community Service Center, 13 Mar 13.
- e. Department of the Army Memorandum, Standardizing official U.S. Army external official presence (social media), 1 November 2010.
- f. The United State Army Social Media Handbook, Version 3.2, March 2014.

2. Purpose: To outline the overall approach in regards to communication between the command and FRG members on issues relevant to the organization's Family Readiness.

3. Scope: This Standing Operating Procedure (SOP) applies to all personnel within the command to include all members of the command's FRG. This SOP is relevant during all phases of Family Readiness and covers internal and external communications.

4. Definitions:

- a. Membership – Soldiers, civilian employees, immediate and extended Family Members.
- b. Immediate Family Members – Spouse and children.
- c. Extended Family Members – Parents, siblings, and other loved ones designated by the Soldier.
- d. External official presences (EOPs). Official public affairs activities conducted on non-DoD sites on the internet (e.g., Unit Facebook page, commander presence on Twitter, etc.). EOPs are established on commercial venues for the purposes of creating a transparent information-sharing environment and gaining feedback from the public.

e. Webinar - Training conducted with visual instruction from a computer with broadband internet conductivity and verbal instructions given through a dial in teleconference.

5. Responsibilities:

a. The Commander will:

(1) Provide supervision and oversight of the unit's communication system(s).

(2) Approve content to be posted on the unit's vFRG/EOP and in the FRG newsletter, after ensuring it meets operations security guidance provided in reference (b) and (d) of paragraph 1.

(3) Appoint a system administrator(s) to maintain the vFRG/EOP. The following factors should be considered when appointing a system administrator:

(a) Time requirement.

(b) The skills and knowledge level required.

(c) Completion of OPSEC and Information Assurance training and their applicability to content management.

(d) Availability of resources required (i.e. computer with broadband internet conductivity).

(e) Ability to convey command approved information to subscribers.

(4) Ensure the FRG has access to supplies and equipment needed to produce and distribute the FRG newsletter.

(5) Prepare one article, as a minimum, for each FRG newsletter providing a command update to the unit's FRG members.

b. System Administrator(s) will:

(1) Complete the following System Administrator training programs.

(a) vFRG Content Administrator Orientation available at www.armyfrg.org

(b) System Administrator's Webinar Train-the-Trainer Course available at www.armyfrg.org

(c) OPSEC Training available at <https://cdsetrain.dticv.mil/opsec/>

(d) Information Assurance Training available at <https://ia.signal.army.mil/DoDIAA/>

(e) Local Public Affairs Social Media training.

- (2) Register any EOP through the U.S. Army at www.army.mil/socialmedia
- (3) Review and approve/disapprove requests for access to the vFRG/EOP.
- (4) Post, review, and release command approved content on the vFRG/EOP.

c. FRG leaders, or designated volunteer, will:

(1) Provide content for command's web system to the vFRG system administrator, such as FRG newsletters, FRG calendar of events and information on new policies, resources for Families, and community events.

(2) Monitor the vFRG/EOP forum(s) and provide answers to the questions submitted.

(3) Market the vFRG/EOP(s) to the unit's Families through e-mail, flyers and newsletters.

(4) Act as a liaison between Family Members and command for questions and concerns regarding the vFRG/EOP.

(5) Recruit a volunteer newsletter editor to publish and distribute the newsletter. Additional volunteers may be selected to assist with development and distribution.

(6) Ensure the volunteer newsletter staff completes the required paperwork to be classified as a statutory volunteer and that volunteer hours are submitted monthly.

(7) Provide the editor with current information and articles of interest to Soldiers and Families, including materials received from FRG meetings.

(8) Ensure the newsletter editor receives a current mailing and e-mail roster for FRG members monthly.

d. The newsletter editor will

(1) Prepare a (monthly/quarterly) newsletter for the unit's FRG members following the policies established in references (a) and (b).

(2) Submit the newsletter to the commander for approval.

(3) Upon command approval, prepare the newsletter for distribution or provide the master copy to the commander's designated representative for distribution.

(4) Provide an electronic copy of the newsletter to the unit's vFRG/EOP system administrator for posting on the unit's vFRG/EOP.

e. OPSEC Officers and Public Affairs Officers (PAO) will:

(1) Conduct routine reviews of the command vFRG/ EOP. At a minimum, these reviews will be conducted on a quarterly basis for adherence to Army guidelines.

(2) Direct the system administrator to immediately remove information deemed to be a possible security risk.

f. Soldiers will:

(1) Authorize immediate and extended Family Members access to the vFRG/EOP.

(2) Review and update the access list on a periodic basis, or as needed.

g. FRG members will:

(1) Agree not to share or release any information on the vFRG/EOP to an unauthorized person. The information on the vFRG/EOP is for authorized users only. Sharing this information with others could create a risk to Soldiers and/or their Families.

(2) Protect logon ID and password and report any compromises to the system administrator.

6. Procedures:

a. Site Development: Only one command site will be developed at the battalion level, or as deemed by local policy.

b. Subscriber Authorization:

(1) The System Administrator will check for new subscribers to the vFRG/EOP on a daily basis.

(2) The System Administrator will validate each subscriber to the vFRG prior to granting vFRG/EOP access approval by authenticating the subscriber through DEERS, AKO or the Soldier and Family Member information sheet.

(3) The System Administrator will notify subscribers via email the status of their request.

(4) The System Administrator will cancel a subscriber's account immediately upon request of the commander/commander's designee, Soldier, or subscriber.

c. vFRG/EOP Content: The vFRG/EOP content will be reviewed and updated on a weekly basis, at a minimum. At the commander's discretion, old content will be deleted and new content posted. Content that is not appropriate for posting includes:

(1) Photos showing results of IED strikes, battle scenes, casualties, destroyed or damaged equipment, and access to military facilities.

(2) Information divulging command locations, mission, and logistical support.

(3) Personal information of Soldiers and their Families that would comprise their security.

(4) Rumor, speculation, or gossip.

d. Newsletter Content.

(1) The newsletter editor will ensure the newsletter content is primarily official, mission related information. Official, mission related information refers to:

(a) Information related to unit, Soldier and Family readiness, such as information on FRG activities in support of field exercises and deployments and FRG meetings

(b) Information on military benefits, entitlements or services and activities that are educational in nature designed to create informed, self-reliant service members and their families, such as articles provided by (*Army Community Service/Reserve Component Family Programs*), the Chaplains office, American Red Cross, or other military or community agencies.

(c) Information regarding activities for Service Members and Families that promote unit cohesion and help strengthen the ongoing esprit among family members within the unit such as command-sponsored Organizational Day activities and Memorial Day Services.

(2) Unofficial information may be included in the newsletter, provided it does not exceed 20% of the printed space used for official information; it does not increase printing and mailing costs to the Government; and it does not include personal wanted/for sale advertisement. Unofficial information includes information on FRG social events, personal information such as birth announcements or marriages, recipes, or fundraising events.

(3) The newsletter must contain one of the following statements: "This newsletter contains official information only" or "This newsletter contains official and unofficial information." Newsletters containing official and unofficial information must also include the following statement: "The inclusion of some unofficial information in this FRG newsletter has not increased the cost to the Government, in accordance with DOD 4525.8-M."

(4) Newsletters containing unofficial information that exceeds 20% of the printed space or increases the printing and mailing costs of the newsletter or includes personal for sale/want ads must be mailed using the FRG informal fund.

(5) Copyright Law.

(a) The newsletter content must comply with current copyright laws. Copyright law protects original material such as books and novels, poetry, recorded music, sheet music, photographs — anything that exists as a "tangible medium." Printing any portion of an author's published or unpublished work is a copyright infringement and subject to lawsuit. Permission to quote from any of the above named items requires permission from the author. Simply giving the author credit does not provide protection from copyright infringement.

(b) Some material falls into the category of “public domain,” for example, facts discovered in the course of research. This kind of information may be used as long as it is rewritten in the writer’s own words.

(c) Under the “fair use” rule of copyright law, limited use of someone’s work may be used without getting permission. This includes excerpting from a work to use in a review or criticism, summarizing an article with short quotes in a news report, and limited photocopying for non-profit educational purposes. For more information, check the U.S. Copyright Office at www.copyright.gov.¹⁰

(6) Distributing the Newsletter.

(a) Email should be used to reduce costs to the government, where applicable.

(b) For FRG members that do not have access to email, first class mail is used for postal mail.

7. Copies of this SOP will be maintained by the commander and FRG leader, at a minimum.

8. The unit vFRG point of contact is [NAME], [TITLE] at [PHONE] or [EMAIL].

JOHN A. DOE
Rank, Branch
Commanding

REAL: Readiness Essentials for Army Leaders

ADMINISTRATION

Family Readiness Group (FRG) Positions



Definition of Key Family Readiness Roles

The following are key roles for Family Readiness that may be useful as a reference tool. Definitions are obtained from Army Regulation, Operations Orders, and other official Army guidance. Each position is key to achieving the Family Readiness mission.

Unit Commander:

The Unit Commander is overall responsible for determining how the FRG will function and ensuring the FRG is operating effectively. This is done by appointing a Family Readiness Liaison and approving volunteers. The Commander will provide support to FRG volunteers, regularly communicate to gauge progress, provide help when needed, and supervise their efforts toward the established Family readiness goals. Unit Commanders approve informal funds custodians to open a bank account. The Commander reviews and approves fundraisers after consulting with legal and ensures proper approval if outside of unit area. The Commander relays vital information is relayed and encourages all Soldiers, Families, and extended Families to participate in FRG activities.

First Sergeants and Command Sergeant Majors:

The First Sergeant (1SG) and Command Sergeant Major (CSM) play a vital role by knowing and supporting command Family readiness policies and goals. The 1SG and CSM assists Commander and FRG leaders with drafting and implementing family readiness plan. When new Soldiers and Families arrive the 1SG and CSM will provide information to the FRG Leader. The 1SG and CSM will encourage active participation and work with FRG leadership and Commanders to establish and enforce behavioral norms for soldiers at family readiness functions. 1SG's and CSM's confers with FRG leaders on Family readiness issues and assists them with resolution.

Senior Family Readiness Liaison (SFRL):

The SFRL is an additional duty designated in writing by the brigade and battalion commander to support the unit's steering committee regarding Soldier and Family Readiness. The SFRL provides assistance to subordinate unit FRL's and facilitates the free flow of information regarding committees. The SFRL serves as a point of contact to ensure subordinate units receive the necessary support from the brigade and battalion and provides advice to the brigade/battalion command teams regarding Soldier and Family readiness related issues. The SFRL does not supervise unit FRLs in the performance of this additional duty assignment.

Unit Family Readiness Liaison:

The unit FRL is an additional duty designated in writing by the company level commander as his/her FRG representative. The unit FRL ensures the free flow of information regarding Soldier and Family Readiness to and from the unit FRG, company leadership, SFRL, steering committees, and brigade and battalion command teams. The unit FRL assists the commander and FRG leader in maintaining a sufficient pool of volunteers dedicated to support the needs of the unit's Family Readiness Program. The FRL may act on behalf of the commander on Family Readiness issues.

Family Readiness Support Assistant:

Family Readiness Support Assistants (FRSA) are paid staff that work for the unit commander, dedicated to supporting the command's Family Readiness mission. Not all units will have FRSA's. By FY17 FORSCOM is expected to have completely drawn down their FRSA program; however no other command has made the same determination. The FRSA is in a support role to the Family Readiness team and helps in coordinating resources, information, meetings, trainings, and volunteers. Further, the FRSA assists the FRGL with FRG membership rosters, welcoming new Families, and assisting the Commander in identifying Family Readiness needs. FRSA's are not permitted the following duties: Any duty that conflicts with a volunteer role, informal fundraising activities, casualty assistance procedures, suicide prevention activities, teaching Family Readiness training, Family counseling or other non-FRSA official administrative support duties. The FRSA may not act on behalf of the Commander.

Other Family Readiness Group Key Roles

Other than the unit Commander, FRL, and FRSA the remainder of the FRG key roles are all volunteer in nature. As volunteers, those in key roles rely on their leadership to keep them informed, obtain resource, and provide guidance and leadership.

Family Readiness Advisors

Family Readiness Advisors are individuals who have had experience leading FRGs. These are typically Battalion and Brigade level volunteer positions and will often be composed of both an Enlisted and Officer Spouse. Advisors provide guidance to both FRG Leaders and Commanders with regard to running the Family Readiness program and help to provide consistency across company FRG activities and policies. Advisors are a part of the steering committees for the Battalion and the Brigade; helping to set the agenda, identify topics of interest, and issues that might need to be addressed.

Family Readiness Group Leader/Co-Leader

The FRG Leader (FRGL) and co-leader work as part of the FRG leadership team, as volunteers, to coordinate all FRG efforts. The role and responsibility of the FRG leader is established by the commander IAW AR 608-1, Appendix J. The roles and responsibilities are typically generic, but may vary with locality and mission of the unit. FRGLs act on behalf of command to provide Families and Soldiers with pertinent unit information, provide resources and referrals, and coordinate meetings and events for the FRG membership. FRGLs are the primary contact for Soldiers and Families regarding Family related issues and provide information on the climate of Family Readiness program to the command. FRGLs can be instrumental in identifying at risk Families, current issues and challenges and enhancing the connection between the unit and its Families.

Informal Funds Custodian

The FRG informal Funds Custodian is the command designated representative accountable for monitoring, managing, and accounting for FRG receipt and distribution of any and all FRG monies. Duties include: ensuring the informal funds SOP is current and adhered to; accounting for all money received into and disbursed from the FRG account; providing a monthly report to the company commander and an annual report to the Battalion and Brigade commanders.

Key Contact Coordinator and Key Contacts

Key Contacts are the grassroots means of FRG communication channels to the Families. Key Contacts are trained to respond to Families inquiries and refer/resource their immediate needs. Social Media, e-Army Messaging, E-Mail and other technological means of communications often provide a faster, more efficient and effective means of communicating mass messages regarding unit activities, events and information. However, Key Contacts provide the human connection that many military Families feel more comfortable. Key Contacts provide the most direct method of maintaining contact with Families who may choose not to engage current technology as a means of staying informed. A Key Contact Coordinator assists the FRGL with assigning key contacts from the member rosters, ensures Key Contacts are trained in resourcing, referring and crisis call management. Key Contacts function in both routine and critical mode. During routine mission/Garrison time, calls are more often received by the Key Contact than are made out to Families. During times of deployment Key Contacts are activated as the command determines necessary. FRG members may need to be contacted about a situation that any other method of communication would be inappropriate. Instances may include providing information about a deployment, dispelling rumors and gossip, unit status updates, or gathering specific information on behalf of the command. Key contacts are also a great resource to help welcome new families into the unit.

Command Team

Family Readiness Group (FRG)

Getting Started Checklist

As a new command team member, FRG operations are your responsibility. The following recommendations may help get you started.

1. Review DoDIs, ARs, SOPs, local policies and procedures

- DoDI 1342.22, Military Family Readiness
- DoD 5500.7-R, The Joint Ethics Regulation
- AR 25-1, Army Information Technology
- AR 1-100, The Army Gift Program
- AR 600-20, Army Command Policy
- AR 608-1, Army Community Service
 - Chapter 4-6: FRG
 - Chapter 5: Volunteers
 - Appendix I: Volunteer Recognition
 - Appendix J, Section 5: FRG Operations
 - Appendix J, Section 7: FRG Informal Funds
- Chief National Guard Bureau Instruction 1800.02, National Guard Family Program
- USAR 608-1, Army Reserve Family Programs
- AR 672-20, Incentive Awards
- DA Memorandum, Standardizing Official U.S. Army External Official Presences (Social Media)
- Brigade and Battalion FRG Policies
- Existing Unit SOPs for FRGs

2. Update and Publish unit FRG SOPs

- FRG Operations (command discretion)
- FRG APF Budget (Required)
- FRG Informal Fund Management (Required)
- FRG Communication (Newsletter) (Required)

3. Review/create Family Readiness Plan: Family Readiness Plan establishes the command vision, expectations and requirements for the FRG.

4. Volunteer Positions

- Determine which volunteer positions are needed and are currently filled
- Review position descriptions; update as needed
- Identify the Family Readiness Advisor(s)
- Interview, select, and provide written appointment orders for key volunteers
 - FRG Leader/co-leader
 - Key Contacts
 - Informal Fund Custodian and Alternate; if the decision has been made to engage in Fundraising activities (AR mandated written Appointment Letters required)
- Meet with key volunteers to discuss expectations and provide guidance
- Establish volunteer recognition plan
- Encourage volunteers to attend training
 - FRG Foundations
 - FRG role specific training
 - VMIS
- Ensure volunteers have signed a Volunteer Agreement Form (DD 2793)
- Ensure volunteers have registered in VMIS/JSS

5. Non-volunteer Position

- Identify the Family Readiness Liaison (FRL) May be at BDE, BN, or unit level
- Meet with the FRL/FRSA to discuss expectations and provide guidance
- Identify and introduce yourself to the FRSA

6. FRG Membership

- Ensure FRG Leaders have updated FRG Member Information Sheets
- Ensure Key Contacts have updated FRG Member Rosters
- Assess current climate and needs of FRG membership
- Encourage attendance to FRG meetings and events

7. Communication Network

- Establish preferred methods of contact for FRG Members (phone, text, email, etc.)
- Establish a contact schedule (within one week of arrival to the unit, monthly, bi-monthly, etc.)

- Provide standardized scripts to Key Contacts covering specific types of contacts (chronic calls, rumor and gossip calls, deployment information, etc.)
- Identify definition of “serious incident” situations and appropriate reporting and referral procedures
- Determine communication plan to include use and approval of:
 - Newsletters
 - Social Media
 - E-Mail
 - Meetings
 - Key Contacts

8. Informal Fund

- If FRG informal fund is established have an audit to review financial statements and ledgers to include reported income, expenses, financial balance.
- If FRG informal fund is not established, determine if FRG is going to fundraise; if so authorize the establishment of one FRG informal fund
- Designate, in writing, a Fund Custodian **and** Alternate; these individuals must not be the commander, the FRG leader, or a deployable Soldier
- Authorize, in writing, opening a FRG non-interest bank account and authorize the Fund Custodian and Alternate to draw on the account; they are the only individuals authorized to write checks on the account. (The commander, nor the FRG leader, will be a signatory on the account.)

9. Identify community resources that can act as referral agencies

- Ensure key volunteers remain current information on military and community resources

10. Meetings

- Establish FRG Member meeting schedule
 - Determine meeting schedule
 - Determine meeting topics/speakers
 - Ensure sign-in
 - Ensure minutes are recorded and copies are maintained at unit
- Attend BN Steering Committee Meeting

Family Readiness Liaison (FRL) Position Description

<p>Purpose</p>	<p>To provide stability and a vibrant unit Family Readiness program that links the command team at the brigade and below levels with unit volunteers; creating a unity of effort in supporting soldiers, civilians, and family members. The FRL serves as the commander's representative to ensure the free flow of information and support between the unit leadership, its volunteer base, unit personnel and family members.</p>
<p>Responsibilities</p>	<ul style="list-style-type: none"> • Official command sponsored individual who provides liaison between unit members, their Families and the command while promoting a culture of mutual support and communication. FRL's are military personnel who assist unit Family members in organizing and sustaining the unit's Family Readiness Group (FRG) and Family Readiness Program. • Prepare and maintain FRG Communication rosters. This includes telephone trees, and email distribution lists, and the eARMY Family Messaging System and the FRG Deployment Information Database. Obtain Personnel Accountability Report (AAA-162) from S-1 and compare with FRG rosters, telephone trees, and email distribution lists to ensure departing and arriving Families are added or deleted accordingly. Ensure privacy and confidentiality of all Soldier and Family member data / information. • Inprocess new Soldiers and civilian employees to assist the FRG. Timely obtain contact information on newly assigned Soldiers and civilians in order to welcome their Family Members to the FRG. May make initial telephone and email contact to verify Family member contact information. • Provide clerical support for the Family readiness program. This includes typing, updating, and editing Family Readiness Standing Operating Procedures (SOPs), Family Readiness Group Informal Fund SOP, CARE Team SOPs, FRG volunteer job descriptions, volunteer appointment orders, FRG informal fund annual report, award nominations, memorandums, newsletters, calendars, etc. • Maintain copies of FRG informal fund records (e.g., Fund Custodian notebook) and FRG continuity books. • Coordinate Family readiness training for commanders, volunteers, and Family members. This includes briefings, trainings, guest speakers, locations / venues, and childcare to support the Family Readiness program during FRG meetings; predeployment, redeployment / reunion, post deployment briefings; etc. • Serve as Organizational Point of Contact (OPOC) for FRG volunteers in the Volunteer Management Information System (VMIS). Prepare and maintain volunteer files on all FRG volunteers to include and original, signed job description; Department of Defense Form 2793, Volunteer Service Record; Department of the Army Form 4162, Volunteer Agreement; copies of all training certificates; and copies of awards presented by the unit or installation. Ensure all FRG volunteers are registered in VMIS. Accept volunteer applications in VMIS following commander's approval of volunteer. Ensure volunteers submit FRG volunteer hours NLT the 10th of each month. Approve FRG volunteer hours submitted in VMIS NLT the 15th of every month. Close out volunteers FRG position in VMIS and provide hard copy of volunteer file to the volunteer when the volunteer separates from volunteering with the FRG. • Serve as administrator or assistant administrator for unit and / or FRG Facebook pages or Web sites. Upload unit, FRG, community information, and photos to the Facebook pages or Web sites. • Assist commander and FRG with Command Inspection Program. Ensure all suggested materials, documents, rosters, forms, etc. that are inspection items are current and up to date. • Attend battalion/squadron and brigade/regiment steering committee

	<p>meetings, staff meetings, and FRG Meetings upon request of the commander. May take notes for the commander at such meetings.</p> <ul style="list-style-type: none"> • Communication. Gather and consolidate any Family member issues identified by FRG leaders and/or telephone tree/key callers and elevate up the chain of command. Obtain feedback and information from the FRG and provide an opportunity for ongoing open communication between the FRG and commander. • Coordinate supplies and logistical support for FRG from the unit to include commander-approved use of government property (office supplies, printer, copier, projector, etc.). • Refer Family members with concerns to the applicable community and/or military resource
Prohibited Duties	<ul style="list-style-type: none"> • Engage in FRG fundraising, or handling FRG informal fund in any manner. • Conduct FRG informal fund audits. • Participate in casualty notification, assistance, or response; provide direct support to affected Families, or become personally involved with CARE Teams (CARE Team coordination, facilitation of training for volunteers, and volunteer roster maintenance is permissible). • Duplicate duties of an FRG volunteer. • Duplicate services provided by existing resources in the military community (e.g., providing or conducting training currently provided by Army Community Service [ACS], Chaplain, Army Substance Abuse Program, etc.). • Engage in planning of social functions, create social rosters, or create social invitations. • Maintain personal calendars for commanders, spouses, or volunteers.
Qualifications	<ul style="list-style-type: none"> • Sergeant or above. • 12 months retainability. • Understand how to develop teams and function as an effective leader and team member. • Know how to communicate effectively with a civilian volunteer staff both orally and in writing. • Hold no other additional duties. • Understand the required unit of effort between the brigade, battalion, and company level units regarding Soldier and Family Readiness.
Orientation and Training	<ul style="list-style-type: none"> • Required: FRL Training, VMIS Training, FRG Foundations, Rear Detachment Commander Training, Casualty Response (CARE) Team Training, OPSEC Training, Information Assurance (IA) Training. • Recommended: All Levels AFTB, Social Media, FRG Leader, Informal Fund Custodian, Key Contact, Resilience Training, Suicide Prevention Training
Time Commitment	<ul style="list-style-type: none"> • Up to 40 hours per week depending on activity level of the FRG and the unit's phase in the Deployment Cycle; commander must permit FRL sufficient time in the duty day to maintain MOS skills and requirements. FRLs will serve a minimum of one year in this position.

I understand the responsibilities and qualifications of this volunteer position and agree to fulfill them to the best of my ability.

PRINT NAME

SIGNATURE

DATE

Family Readiness Liaison (FRL) Family Readiness Support Assistant (FRSA)

Family Readiness Group (FRG) Getting Started Checklist

As the FRL/FRSA support operations your responsibility. The following recommendations may help get you started.

1. Review DoDIs, ARs, SOPs, local policies and procedures

- DoDI 1342.22, Military Family Readiness
- DoD 5500.7-R, The Joint Ethics Regulation
- AR 1-100, The Army Gift Program
- AR 25-1, Army Information Technology
- AR 600-20, Army Command Policy
- AR 608-1, Army Community Service
 - Chapter 4-6: FRG
 - Chapter 5: Volunteers
 - Appendix J, Section 5: FRG Operations
 - Appendix J, Section 7: FRG Informal Funds
- DA Memorandum, Standardizing Official U.S. Army External Official Presences (Social Media)
- Chief National Guard Bureau Instruction 1800.02, National Guard Family Program
- USAR 608-1, Army Reserve Family Programs
- Brigade and Battalion FRG Policies
- Existing Unit SOPs for FRGs

2. Review and update FRG SOPs

- APF Budget
- FRG Informal Fund Management
- Communication (Newsletter)
- FRG Operations

3. Review Family Readiness Plan: Family Readiness Plan establishes the command vision, expectations and requirements for the FRG.

4. FRL/FRSA Positions

- Maintain a copy of Appointment Letter (FRL); signed by current commander
- Review and maintain a copy of position description (FRSA); update as needed
- Maintain a copy of Performance Support Forms: NCOER (DA Form 2166-8-1); OER Support Form (DA Form 67-10-1A); DA 7223 or DA 7222
- Training completion certificates

5. Required Training

- FRG Foundations
- FRL/FRSA Training
- FRG Informal Fund Custodian Training
- VMIS/JSS Training
- OPOC Training
- OPSEC Training (<https://cdsetrain.dticv.mil/opsec/>)
- Information Assurance (IA) Training (<https://ia.signal.army.mil/DoDIAA/>)

6. Recommended Training

- FRG Commander Training
- FRG Leader Training
- AFTB Training: Levels K, G, and L
- Resilience Training
- Communication/Social Media Training
- Personal Security Training
- Suicide Prevention Training

7. Records Management

- SOPs
 - APF Budget (Required)
 - FRG informal fund (Required)
 - FRG Communication (Newsletter) (Required)
 - FRG Operations
- Volunteers
 - Appointments letters
 - Position descriptions

- Volunteer Agreement Forms (DD 2793)
- Training completion certificates
- VMIS registration documentation
- Informal fund
 - SOP
 - Command Authorization Letter
 - EIN documentation
 - Monthly/annual reports
- Fundraising Event Documentation
 - Request forms (command & installation)
 - Legal & Ethics Officer reviews
 - Food handles certificates
 - Local requirements
- Communication
 - Family Readiness Team roster
 - FRG member roster
 - Resources: global & local

8. Meetings

- FRG Member meeting schedule (with agendas, sign-in rosters, topics, speakers, minutes, etc.)
- FRG Steering Committee Meeting schedules with minutes
- Command meetings

Family Readiness Group (FRG) Leader Position Description

Purpose	To maintain the FRG and manage the FRG's Volunteers as part of the unit's Family Readiness Plan.
Responsibilities	<ul style="list-style-type: none"> • Oversee general operation of the FRG and its activities. Although the other FRG volunteers are responsible for specific functions, the FRG Leader is responsible for overseeing the group. Monitor timelines and inquire about the progress being made with planning and executing the group's goals. Conduct volunteer or steering committee meetings as needed to help ensure communication and coordination in accomplishing FRG activities. • Facilitate meetings. Facilitates the meetings and ensures that discussions stay on track. Encourages all the attendees to participate. All members should be encouraged to express themselves. • Act as spokesperson for the FRG. This includes having an awareness of how the group feels on a particular issue. As problems and issues arise, inform the Commander and/or Family Readiness Liaison (FRL). Keep them informed of what the FRG is planning and the results of what has been done. • Assist in providing unit orientation and conduct informal interviews for new volunteers.
Qualifications	<ul style="list-style-type: none"> • Leadership skills and a willingness to develop a working knowledge of Army Family Programs, the Unit's Family Readiness Plan and interest in the Unit's FRG.
Supervision	<p>Commander – FRL/RDC/RDO</p> <ul style="list-style-type: none"> • The unit Commander supervises the FRG Leader. The appointed FRL will normally act as the Commander's representative for coordinating routine actions and unit support. • The FRG Leader supervises the FRG key volunteers as depicted in the FRG organizational chart.
Orientation and Training	<ul style="list-style-type: none"> • Required: Volunteer Orientation, VMIS Training, FRG Foundations, FRG Leader Training. • Recommended: All Levels AFTB, Social Media, OPSEC Training, IA Training, Informal Fund Custodian, Key Contact, Resilience Training, Suicide Prevention Training
Time Commitment	<ul style="list-style-type: none"> • Approximately 2 days per month and attendance at required training.

I understand the responsibilities and qualifications of this volunteer position and agree to fulfill them to the best of my ability.

PRINT NAME

SIGNATURE

DATE

Leader/Co-leader

Family Readiness Group (FRG)

Getting Started Checklist

As new FRG Leader the following recommendations may help you get started.

1. Review of DoDIs, ARs, SOPs, local policies and procedures

- DoDI 1342.22, Military Family Readiness
- DoD 5500.7-R, The Joint Ethics Regulation
- AR 25-1, Army Information Technology
- AR 1-100, The Army Gift Program
- AR 600-20, Army Command Policy
- AR 608-1, Army Community Service
 - Chapter 4-6: FRG
 - Chapter 5: Volunteers
 - Appendix I: Volunteer Recognition
 - Appendix J, Section 5: FRG Operations
 - Appendix J, Section 7: FRG Informal Funds
- Chief National Guard Bureau Instruction 1800.02, National Guard Family Program
- USAR 608-1, Army Reserve Family Programs
- AR 672-20, Incentive Awards
- DA Memorandum, Standardizing Official U.S. Army External Official Presences (Social Media)
- Brigade and Battalion FRG Policies
- Existing Unit SOPs for FRGs
 - FRG APF Budget (REQUIRED)
 - FRG Informal Fund Management (REQUIRED)
 - FRG Communication (Newsletter) (REQUIRED)
 - FRG Operations (command discretion)

2. Review Family Readiness Plan: Family Readiness Plan establishes the command vision, expectations and requirements for the FRG.

3. FRG leader/Co-leader Positions

- Review and maintain a copy of position description; update as needed
- Maintain a copy of signed Volunteer Agreement Form (DD 2793)
- Be currently registered in VMIS/JSS

4. Required Training

- FRG Foundations
- FRG Leader Training
- VMIS Training

5. Recommended Training

- FRG Informal Fund Training
- FRG Key Contact Training
- Communication/Social Media Training
- AFTB Training: Levels K, G, and L
- Resilience Training
- Suicide Prevention Training
- Personal Security Training
- OPSEC Training (<https://cdsetrain.dticv.mil/opsec/>)
- Information Assurance (IA) Training (<https://ia.signal.army.mil/DoDIAA/>)

6. Meetings

- FRG Member meetings
- Command meetings
 - Review the Family Readiness Plan (command vision, expectations, FRG requirements)
 - Discuss commander expectations of the FRG leader position
 - Discuss roles, responsibilities and expectations of other key volunteer selection and supervision (recruit, select, write nominations for awards, etc.)
 - Discuss roles and responsibilities of FRL/FRSA and Family Readiness Advisor (coordination for regular meetings, scheduling speakers, use as primary resource, use a part of the chain of command, etc.)

- Discuss roles and responsibilities in communication between command and FRG members (ratio of key contacts to FRG members, write command scripts, determine issues to be forwarded to command, etc.)
 - Discuss roles and responsibilities fundraising (plan events, coordinate paperwork vice FRL, etc.)
 - Attendance at FRG Steering Committee Meetings
- Discuss communication with the commander (open-door policy, office hours, phone, text, email, etc.)
- Discuss communication with FRG members
 - Most efficient manner to obtain and maintain FRG Member Information Sheets
 - Most efficient manner to obtain and maintain FRG Member Roster
 - Standard messages (monthly meeting notifications, event messages, welcome messages, etc.)
 - Special circumstances messages (chronic calls, rumors & gossip calls, deployment information, etc.)
- Ensure key volunteers remain current on military and community resources

7. Key Contacts

- Determine if there is an existing FRG Member Roster; if not work with command to establish one
- With the commander review and update FRG Member Rosters and Key Contact assignments
- Meet with command and key contacts to discuss roles, training, and other requirements
- Ensure key contacts remain current on military and community resource information
- Review/establish communication plan for relaying information to volunteers and FRG members

8. Informal Funds Management

- Identify if a FRG informal funds account exists for the unit, if so ensure the account is properly established
- Ensure a Fund Custodian AND Alternate have been appointed, in writing, by the command
- Meet with commander, the Fund Custodian/Alternate to discuss roles, training, and other requirements

9. FRG Membership

- Introduce yourself to FRG membership along with volunteers
- Assist with command climate assessment (as requested)

FRG Key Contact

Position Description

Purpose	To establish a network to telephonically or electronically convey information, interest and support to Family members of the unit's Family Readiness Group (FRG).
Responsibilities	<ul style="list-style-type: none"> • Organize the Telephone Tree/E-mail Roster(s). Use the unit roster, information provided to you and the FRG Survey to develop the unit's FRG Telephone/Email Tree. Recruit Telephone/Email Callers/Contacts and assign no more than 10 people to each contact. • Maintain contact with Family members. Ensure that each designated point-of-contact (POC) is contacted at least twice a year or at least monthly during periods of mobilization.
Qualifications	<ul style="list-style-type: none"> • Willingness to develop a working knowledge of Unit's Family Readiness Plan and interest or experience in the FRG program. • Ability to communicate and listen effectively.
Supervision	<p>Commander-FRL/RDO-FRG Leader</p> <ul style="list-style-type: none"> • The FRG Leader supervises the Telephone Tree/E-mail Chain Chairperson. • The Telephone Tree/E-mail Chain Chairperson supervises the Telephone/Email Callers/Contacts.
Orientation and Training	<ul style="list-style-type: none"> • Required: Volunteer Orientation, VMIS Training, FRG Foundations, FRG Key Contact Training. • Recommended: All Levels AFTB, Social Media, OPSEC Training, IA Training, Resilience Training, Suicide Prevention Training
Time Commitment	<ul style="list-style-type: none"> • Approximately 1 day per month and attendance at recommended training.

I understand the responsibilities and qualifications of this volunteer position and agree to fulfill them to the best of my ability.

PRINT NAME

SIGNATURE

DATE

Key Contact

Family Readiness Group (FRG)

Getting Started Checklist

As a FRG Key Contact acting as a conduit between the command and FRG members for the transfer of accurate, timely information is your responsibility. The following recommendations may help get you started.

1. Review DoDIs, ARs, SOPs, local policies and procedures

- DoDI 1342.22, Military Family Readiness
- DoD 5500.7-R, The Joint Ethics Regulation
- AR 25-1, Army Information Technology
- AR 600-20, Army Command Policy
- AR 608-1, Army Community Service
 - Chapter 4-6: FRG
 - Chapter 5: Volunteers
 - Appendix J, Section 5: FRG Operations
- DA Memorandum, Standardizing Official U.S. Army External Official Presences (Social Media)
- Chief National Guard Bureau Instruction 1800.02, National Guard Family Program
- USAR 608-1, Army Reserve Family Programs
- Brigade and Battalion FRG Policies
- Existing Unit SOPs for FRGs

2. Review and update FRG SOPs

- FRG Communication (Newsletter)

3. Review Family Readiness Plan: Family Readiness Plan establishes the command vision, expectations and requirements for the FRG.

4. Volunteer Positions

- Review and maintain a copy of position description; update as needed
- Maintain a copy of signed Volunteer Agreement Form (DD 2793)
- Be currently registered in VMIS/JSS

5. Required Training

- FRG Foundations
- FRG Key Contact Training
- VMIS Training

6. Recommended Training

- AFTB Training: K-7 Military & Civilian Resources; K-10 Resiliency; G-1 Communication; G-3 Problem Solving; G-6; Team Dynamics; G-8 Crisis & Grief; G-10 Time Management; G-12 Leadership; L-1 thru L-8 Leadership Skills
- Resilience Training
- Suicide Prevention Training
- Communication/Social Media
- Personal Security Training
- OPSEC Training (<https://cdsetrain.dticv.mil/opsec>)
- Information Assurance (IA) Training (<https://ia.signal.army.mil/Dodiaa/>)

7. Records

- FRG Member Contact Roster
- Contact Log(s)
- Resources: global & local

8. Meetings

- FRG Member meeting
- FRG key contact meeting
- Command meeting

FRG Informal Funds Custodian

Position Description

Purpose	To act as the fiscal record-keeper and financial advisor to the Family Readiness Group (FRG). Serves as a custodian for the FRG Informal Fund.
Responsibilities	<ul style="list-style-type: none"> • Maintain budget, funds and expenditure records. Open a bank account in the name of the FRG with the unit’s mailing address, using an Employer Identification Number (EIN) obtained by completing Form SS-4 (Application for Employer Identification Number) and submitting to the Internal Revenue Service (IRS). Responsible for all of the deposits and writing of checks. A working budget should be prepared. • Maintain records of donated money, services and assets (e.g. equipment). Keep accurate records of donations of money and valued services or property donated to the FRG. Records should be kept showing who gave it, what it was, its value, date it was donated and the donor’s address and phone number. These records should be maintained for a 3-year period. • Report on finances. Be prepared to report to the FRG at each meeting on the current financial status of the group. This should be a short financial statement reporting income, expenses and the financial balance. The financial records will be made available at FRG meetings. A summary can also be placed on the Unit’s Family bulletin board. • Provide the Commander with an annual financial statement with a copy furnished to the servicing Family Programs Office/Center.
Qualifications	<ul style="list-style-type: none"> • Willingness to develop a working knowledge of unit’s Family Readiness Plan. • Ability to manage funds.
Supervision	<p>Commander – FRL/RDO – FRG Leader</p> <ul style="list-style-type: none"> • The FRG Leader supervises the Treasurer. • The Treasurer has no supervisory responsibilities unless additional FRG members volunteer to assist.
Orientation and Training	<ul style="list-style-type: none"> • Required: Volunteer Orientation, VMIS Training, FRG Foundations, Informal Fund Custodian, • Recommended: All Levels AFTB, Resilience Training, Fundraising
Time Commitment	<ul style="list-style-type: none"> • Approximately 1 day per month.

I understand the responsibilities and qualifications of this volunteer position and agree to fulfill them to the best of my ability.

PRINT NAME

SIGNATURE

DATE

Informal Fund Custodian/Alternate

Family Readiness Group (FRG)

Getting Started Checklist

As the FRG informal fund custodian/alternate, fund custody, accountability and documentation are your responsibility. The following recommendations may help get you started.

1. Review DoDIs, ARs, SOPs, local policies and procedures

- DoDI 1342.22, Military Family Readiness
- DoD 5500.7-R, The Joint Ethics Regulation
- AR 1-100, The Army Gift Program
- AR 600-20, Army Command Policy
- AR 608-1, Army Community Service
 - Chapter 4-6: FRG
 - Chapter 5: Volunteers
 - Appendix J, Section 5: FRG Operations
 - Appendix J, Section 7: FRG Informal Funds
- Chief National Guard Bureau Instruction 1800.02, National Guard Family Program
- USAR 608-1, Army Reserve Family Programs
- Brigade and Battalion FRG Policies
- Existing Unit SOPs for FRGs

2. Review and update FRG SOPs

- FRG Operations
- FRG Informal Fund Management

3. Review Family Readiness Plan: Family Readiness Plan establishes the command vision, expectations and requirements for the FRG.

4. Volunteer Positions

- Maintain a copy of Appointment Orders; signed by current commander
- Review and maintain a copy of position description; update as needed
- Maintain a copy of signed Volunteer Agreement Form (DD 2793)
- Be currently registered in VMIS/JSS

5. Required Training

- FRG Foundations
- FRG Informal Fund Custodian Training
- VMIS Training

6. Recommended Training

- AFTB Training: K-10 Resiliency; G-2 Conflict Management; G-6; Team Dynamics; G-10 Time Management; G-12 Leadership; L-1 thru L-8 Leadership Skills
- Resilience Training

7. Reports

- Monthly informal fund report to unit commander (AR mandated)
- Annual (NLT 30 Jan) informal fund report to the first O-6 in the chain of command, or designee (AR mandated)
- Audits (command discretion)

8. Informal Fund Account Documentation

- Informal fund SOP
- Command Authorization Letter
- EIN documentation
- Monthly account statements
- Informal fund ledger
- Monthly/annual reports

9. Fundraising Event Documentation

- Request forms (command & installation)
- Legal & Ethics Officer review
- Event AAR
- Food Handlers Certificates
- Local requirements (i.e. DFMWR)

10. Meetings

- FRG Member meeting (monthly report)
- FRG key volunteer meeting
- Command meeting

FRG Secretary

Position Description

Purpose	To provide administrative support to the Family Readiness Group (FRG) and to maintain historical records of the FRG.
Responsibilities	<ul style="list-style-type: none"> • Record minutes of FRG meetings. Take notes of the activities at the meetings, to include decisions or votes. Maintain and file meeting minutes with the record of FRG activities. Publish a summary of highlights or need-to-know information in the FRG Newsletter. Placing this information on a unit bulletin board can help in publicizing the FRG program and services. • Maintain records of FRG activities. Keep a simple notebook with short descriptions of what the FRG did, when it was done, how many attended and any special information about each activity. This could be a scrapbook (e.g. with pictures and articles) as long as the important information is recorded. • Publish agenda and activities for FRG meetings.
Qualifications	<ul style="list-style-type: none"> • Willingness to develop a working knowledge of unit's Family Readiness Plan and interest or experience in the FRG program. • Ability to communicate both orally and in writing.
Supervision	<p>Commander – FRL/RDO – FRG Leader</p> <ul style="list-style-type: none"> • The FRG Leader supervises the Secretary. • The Secretary has no supervisory responsibilities unless additional FRG members volunteer to assist.
Orientation and Training	<ul style="list-style-type: none"> • Required: Volunteer Orientation, VMIS Training, FRG Foundations
Time Commitment	<ul style="list-style-type: none"> • Approximately 1 day per month and attendance at required training.

I understand the responsibilities and qualifications of this volunteer position and agree to fulfill them to the best of my ability.

PRINT NAME

SIGNATURE

DATE

Newsletter Chairperson

Position Description

Purpose	To provide the Unit Family members with written information on programs and services of interest to Soldiers and their Families.
Responsibilities	<ul style="list-style-type: none"> • Collect news for Family Readiness Group (FRG) Newsletter. Gather items of interest to use in the FRG Newsletter. Request input from the FRG volunteers and the unit leadership. Request copies of newsletter from higher headquarters. • Create and publish the FRG Newsletter on a regular schedule. Publish at least quarterly during peacetime and monthly during deployments and other military separations. FRG Newsletters may be printed using the unit copier or commercial resources. The unit may use metered postage to mail FRG Newsletters if the newsletter meets regulatory requirements, containing only official information. Coordinate with the Unit's Family Readiness Liaison on the unit's logistical support, assistance with other staff elements for article submission (e.g., Commander or Chaplain), and approval of the newsletter before being printed.
Qualifications	<ul style="list-style-type: none"> • Willingness to develop a working knowledge of the Unit's Family Readiness Plan and interest or experience in the FRG Program. • Ability to write, edit and publish information. Typing, computer skills and knowledge of the use of duplicating equipment are essential.
Supervision	<p>Commander – FRL/RDO – FRG Leader</p> <ul style="list-style-type: none"> • The FRG Leader supervises the Newsletter Chairperson. The unit Commander, Rear Detachment Commander (RDO) or Family Readiness Liaison (FRL) must approve all newsletters prior to publishing. • The Newsletter Chairperson has no supervisory responsibilities unless additional FRG members volunteer to assist.
Orientation and Training	<ul style="list-style-type: none"> • Required: Volunteer Orientation, VMIS Training, FRG Foundations, • Recommended: AFTB Level K & G, Social Media, OPSEC Training, IA Training
Time Commitment	<ul style="list-style-type: none"> • Approximately 1 to 2 days per month and attendance at a Family Program Academy or equivalent training.

I understand the responsibilities and qualifications of this volunteer position, and agree to fulfill them to the best of my ability.

PRINT NAME

SIGNATURE

DATE

Publicity Chairperson Position Description

Purpose	To publicize activities of the Family Readiness Group (FRG) and Unit Family members (including contributions to the FRG by the civilian community) in both military and community media.
Responsibilities	<ul style="list-style-type: none"> • Coordinate with other FRG volunteers (e.g., the FRG Leader, Special Events Coordinator, FRG Newsletter Coordinator) to establish the annual events that will need publicizing within and outside of the FRG. • Write articles for the FRG Newsletter, create fliers and develop posters to market FRG events to Unit Soldiers and Family members. • Coordinate with the Unit Public Affairs (PAO) to accomplish outside-of-Unit news releases and obtain coverage of designated FRG events. • Provide advance notice of upcoming activities to the PAO. Provide input to PAO by writing articles or news releases to get advance publicity for special events. Ask PAO to get local newspaper, radio and TV stations to run stories so the public will be aware that the Army Reserve is an active member of the community. • Keep the Family Program Office/Center aware of FRG activities and events. Send copies of all media coverage (written summaries of any TV or radio coverage and local newspaper articles) to servicing Family Program Office/Center. Submit articles for the Family Program Office/Center newsletter and web site (if developed) on FRG events.
Qualifications	<ul style="list-style-type: none"> • Willingness to develop a working knowledge of the unit's Family Readiness Plan, and interest or experience in the FRG Program. • Knowledge of the interest in public relations or marketing. Must have good personal and writing skills.
Supervision	<p>Commander – FRL/RDO – FRG Leader</p> <ul style="list-style-type: none"> • The FRG Leader supervises the Publicity Chairperson. The unit Family Readiness Liaison (FRL) will provide help in coordinating routine actions and unit support. All articles (intended for release outside of the unit) will be cleared through PAO. • The Publicity Chairperson has no supervisory responsibilities unless additional FRG members volunteer to assist.
Orientation and Training	<ul style="list-style-type: none"> • Required: Volunteer Orientation, VMIS Training, FRG Foundations • Recommended: AFTB K &G, Social Media, OPSEC Training, IA Training, Resilience Training
Time Commitment	<ul style="list-style-type: none"> • Approximately 2 - 3 days per month and attendance at recommended training.

I understand the responsibilities and qualifications of this volunteer position and agree to fulfill them to the best of my ability.

PRINT NAME

SIGNATURE

DATE

Special Events Coordinator Position Description

Purpose	To plan Family Readiness Group (FRG) special events that both complements the unit's mission and supports the goals and objectives of the FRG.
Responsibilities	<ul style="list-style-type: none"> • Solicit ideas for FRG-sponsored special events. Surveys, person-to-person solicitation of FRG members or any creative way to increase participation and interest can be used (e.g., a contest of ideas for event or activity in the FRG Newsletter). • Plan FRG special events for the year. • Coordinate and publicize activities of the FRG with other FRG volunteers (e.g., coordinate with the Publicity Chairperson on advertising the events). • As required, the Special Events Coordinator organizes and coordinates additional committees (from other FRG members) for each special event. For example, an event can be broken down into smaller segments as program, equipment, publicity and cleanup. • Ensure individuals and organizations contributing time, money or services receive acknowledgement, a letter of appreciation or other recognition, as appropriate.
Qualifications	<ul style="list-style-type: none"> • Willingness to develop a working knowledge of the Unit's Family Readiness Plan and interest or experience in the FRG program. • Ability to work with other people and to plan and implement FRG events.
Supervision	<p>Commander – FRL/RDO – FRG Leader</p> <ul style="list-style-type: none"> • The FRG Leader supervises the Special Events Coordinator. • The Special Events Coordinator has no supervisory responsibilities unless additional FRG members volunteer to assist or committees are developed for events.
Orientation and Training	<ul style="list-style-type: none"> • Required: Volunteer Orientation, VMIS Training, FRG Foundations, • Recommended: All Levels AFTB, Resilience Training
Time Commitment	<ul style="list-style-type: none"> • Approximately 2 – 3 days per month.

I understand the responsibilities and qualifications of this volunteer position and agree to fulfill them to the best of my ability.

PRINT NAME

SIGNATURE

DATE

Family Sponsorship Coordinator Position Description

Purpose	To organize and maintain a communication link between the Family Readiness Group (FRG) and new Soldiers and Families of the Unit.
Responsibilities	<ul style="list-style-type: none"> • Prepare Welcome Packets to alleviate the stresses associated with relocation and joining a new “Family.” Gather materials about the Unit history and mission, local area, services available and benefits of belonging to the Army Reserve. Emphasize the availability and importance of the Unit FRG. • Coordinate with the Family Readiness Liaison and Unit Administrator to obtain the names and phone numbers of New Soldiers and Family and make contact. Welcome each new Family with a phone call. Invite Family members participate in a New Family Orientation, join the FRG and find out how the FRG can best serve their needs. • Manage Unit’s Family Sponsorship Program. • Notify the FRG Leader of any particular Family problems or needs that are identified. Assist the FRG Leader in finding resources to resolve the issue or potential problem. • Add new Family members (including newly married spouses) to the FRG Telephone Tree/E-mail Chain and FRG Newsletter mailing list. Make periodic contact with the Unit Administrator and FRL to keep list up to date.
Qualifications	<ul style="list-style-type: none"> • Willingness to develop a working knowledge of the Unit’s Family Readiness Plan and interest or experience in the FRG Program.
Supervision	<p>Commander – FRL/RDO – FRG Leader</p> <ul style="list-style-type: none"> • The FRG Leader supervises the Sponsorship Chairperson. The FRL will help in coordinating routine actions and unit support. • The Sponsorship Chairperson has no supervisory responsibilities unless additional FRG members volunteer to assist.
Orientation and Training	<ul style="list-style-type: none"> • Required: Volunteer Orientation, VMIS Training, FRG Foundations, FRG Leader Training. • Recommended: AFTB Levels K& G, Resilience Training
Time Commitment	<ul style="list-style-type: none"> • Approximately 2 days per month.

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