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Department of Defense Military Family Readiness System

SUPPORTING MILITARY FAMILY WELL-BEING

Commissioned Paper Authored by Barbara Thompson for the Committee on the Well-Being of Military Families

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The opinions expressed in this paper are those of the author and are not necessarily representative of the Department of Defense (DoD). Content was retrieved from official DoD policies, websites, and published material. The author compiled this information for easy access and review by members of the Committee on the Well-Being of Military Families.

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Well-Being of Military Families

Purpose: To provide the Committee on the Well-Being of Military Families with an overview of the Department of Defense's (DoD) family support system, a condensed summary of pertinent material for easy reference, a roadmap to understand how family support policies and programs are generated or curtailed, by whom and for whom. In addition, included are outcomes, if available, and recommendations for the Committee to consider when deliberating next steps for the DoD. It is critical the Committee fully appreciate family support programs as one component of a holistic system of support, which also includes compensation and benefits.

Contextual Definitions:

Military Family Readiness IAW Joint Publication 1-02, "Department of Defense Dictionary of Military and Associated Terms," current edition: The state of being prepared to effectively navigate the challenges of daily living experienced in the unique context of military service. Ready individuals and families are knowledgeable about the potential challenges they may face; equipped with the skills to competently function in the face of such challenges; aware of the supportive resources available to them; and make use of the skills and supports in managing such challenges. Includes mobility and financial readiness; mobilization and deployment readiness; and personal and family life readiness.

Military Family IAW Department of Defense Instruction (DoDI) 1342.22, "Military Family Readiness" at www.dtic.mil/whs/directives/corres/pdf134222p.pdf : A group composed of one Service member and spouse; Service member, spouse, and such Service member's dependents;

two married Service members; or two married Service members and such Service members' dependents.

History: The United States eliminated the draft in 1973, opening the door to the All-Volunteer Force (AVF), increasing the size of the military force, and changing its composition to include more married Service members. The initial leadership philosophy, and ultimately lack of focus, that prevailed at the time did not recognize the existence, let alone importance of family members. The underlying mantra, which served to undermine the importance of military family support, purported that, "If the Army/Marine Corps/Navy/Air Force wanted a Service member to have a spouse, they would have issued one." Ten years – repeat, ten years later, on August 15, 1983, then Army Chief of Staff, General John A. Wickham, Jr., published "*The Army Family*," white paper that recognized the changing landscape caused by the inception of the AVF and how the Army (followed by the other Military branches) would need to adapt to meet the needs of family members of this new military. He recognized how significantly families impacted recruitment and retention. The white paper was the Army's first systematic effort to design programs, policies, and a research agenda comprehensive enough to address Army family concerns as a whole. It is important to note that Army and military family programs existed prior to the Army white paper; however, its release significantly impacted and enhanced the future of family support programs.

While the Military Services were beginning to grapple with how to support military families and focus their current family support programs as part of their mission, the DoD published a policy directive (DoDD 1342.17, "Family Policy"), signed by the Deputy Secretary of Defense in December 1988 that outlined the overarching DoD philosophy on families. Forward-thinking

leaders included a statement that encompassed the way ahead for family support, which is still relevant today:

- “DoD personnel and their families are the most valuable resource in support of the national defense. DoD families serve as a force multiplier, contributing to the readiness and retention of quality personnel. The goal is a combat-ready force supported by families whose quality of life reflects the high standards and pride of the Nation they defend. That goal may be best achieved by working in partnership with DoD personnel and their families, recognizing their role in the readiness of the Total Force. The support they receive and the success of the global mission are directly related.”

While DoDD 1342.17 withstood the test of time, eventually all policies must be revised or rescinded if no longer needed. As a result of the changes to the landscape of family support dictated by the ongoing conflicts, a revision was in order. Consensus to maintain this policy as a directive was easily agreed upon by the Headquarters family support staff since having the Deputy Secretary of Defense signature meant the highest level of leadership was committed to a policy that supported military families. The Under Secretary of Defense in Personnel and Readiness USD (P&R), appointed under the Obama administration, decided not to pursue an update to DoDD 1342.17, undermining the status of military families, since any policy regarding military families would instead be approved and published at a lower level. DoDI 1342.22, “Military Family Readiness”, was updated and published in July 2012 under the signature of the then serving Under Secretary of Defense for Personnel and Readiness. This updated instruction introduced the concept of the Military Family Readiness System (MFRS) that 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.¹ The MFRS is defined as 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.

Thirty years after the publication of the far-reaching, seminal DoDD 1342.17, “Family Policy”, the Department is still refining its justification of the impact of family support policies and programs, highlighting a direct tie to operational readiness. Please look for “*The Impact of Family Readiness on Operational Readiness*” by Military REACH – Supporting Families through Research and Outreach, which is scheduled to be released in early fall.

Continuum of Support: The system of military family support is comprehensive, complex, multi-faceted, tiered, and often times, siloed in its delivery. There is nothing comparable in the U.S. civilian sector. While the policies and programs that comprise this system fall under the purview of the USD (P&R) (<https://prhome.defense.gov>), they are governed by separate Assistant Secretaries of Defense (ASD), and the vast majority of services and activities are operationalized, i.e., delivered, by the Military Services. This division of labor and responsibilities has a direct impact on successfully achieving a baseline level of delivery across the system to meet military families’ expectations as they traverse the military lifestyle. Historically, it has also impeded coordination between and among all of the agencies who are delivering services to the individual Service member and his or her family. Consider this hypothetical scenario:

A spouse whose Service member is deployed takes their baby for his well-baby check at the Military Treatment Facility (MTF). The personnel at the clinic (governed by the

¹ <http://snjreic.org/Military-Family-Readiness-Factsheet.PDF>

ASD (Health Affairs)) may be unaware that there is a support program (governed by the DASD (Military Community and Family Policy)) offered at the Family Support Center for parents to ensure they have resources to reduce their isolation and improve their parenting skills.

This is an example of a missed opportunity to connect the right information at the right time to the right person and build awareness of the available resources offered throughout the system. The following section will provide a short synopsis of the components of the Military Family Readiness System (MFRS):

- **Office of the Under Secretary for Personnel and Readiness:** Develops policies, plans, and programs to ensure the readiness of the Total Force as well as the efficient and effective support of peacetime operations and contingency planning and preparedness. ASDs that fall under the Under Secretary and have military family responsibilities include: Health Affairs, Manpower and Reserve Affairs, and Readiness.
- **ASD Health Affairs (HA):** Is the principal advisor to the Secretary of Defense and USD (P&R) for all DoD health and force health protection policies, programs, and activities, and includes the Integrated Disability Evaluation System. The ASD HA ensures the effective execution of the DoD medical mission, providing and maintaining readiness for medical services and support to members of the Military Services, including during military operations; their families; those held in control of the Military Services, and others entitled to or eligible for DoD medical care and benefits, including those under TRICARE. In addition to the health education mission of the Military Health System (MHS), a few examples of family support initiatives include:

- ✓ HealthySteps Pilot is a joint project between HA and MC&FP at four MTFs.
HealthySteps is an evidence-based, interdisciplinary pediatric primary care program that ensures babies and toddlers receive nurturing parenting and have healthy development. A child development professional, known as a HealthySteps Specialist (HSS), connects with military families during well-child visits as part of the primary care team. The HSS offers screening and support for common and complex concerns that physicians often lack the time to address, including feeding, behavior, sleep, attachment, depression, social determinants of health, and adapting to life with a baby or young child.²
- ✓ A TRICARE Liaison who supports the work of the Exceptional Family Member Program (EFMP) coordinators and the consultants with Military OneSource: The Liaison will be familiar with all three initiatives to answer questions and issues that are related to the delivery of TRICARE services. Services provided will assist staff who are working with clients utilizing their TRICARE benefit, and ultimately support the families with special needs with accurate information and referral.
- ✓ Recovery Care Coordinators are available at major MTFs to ensure wounded, ill, and injured (WII) Service members and their families receive the non-medical support they need to create the life they want. They assist in developing a comprehensive plan for Service members and their families to identify needs, goals, and resources required to succeed.
- ✓ Office of Warrior Care's mission is to proactively support WII Service members in their recovery and reintegration or transition to civilian life. Warrior Care is

² <https://www.zerotothree.org/resources/1708-what-is-healthysteps>

committed to ensuring equitable, consistent, high-quality support and service for WII Service members through effective outreach, interagency collaboration policy, and program oversight. Supported individuals include Active, Guard, and Reserve Service members as well as their families and caregivers. Warrior Care conducts and manages the following programs and activities to support its mission³:

- The Disability Evaluation System;
 - Recovery Coordination Program;
 - Military Caregiver Support;
 - Education and Employment Initiative;
 - Operation Warfighter;
 - Military Adaptive Sports Program;
 - National Resource Directory.
-
- **ASD Manpower and Reserve Affairs (M&RA):** Is the principal advisor to the Secretary of Defense and USD (P&R) on all matters relating to manpower and reserve affairs, to include civilian and military personnel policies; military community and family policy; Total Force manpower, requirements, and resources; and Reserve Component integration.
 - ✓ **Compensation and Benefits:** Military Personnel Policy (MPP), under the auspices of the ASD for M&RA, provides the policy and oversight of the military compensation system with the ultimate goal of maintaining a standard of living commensurate with carrying out the responsibilities that directly affect the security of

³ <https://warriorcare.dodlive.mil/about/>

the nation. Every Service member receives Regular Military Compensation (RMC). This is defined as Basic Pay, Basic Allowance for Housing (BAH), Basic Allowance for Subsistence (BAS), and the federal tax advantage because BAH and BAS are non-taxable. Service members can receive other pays and bonuses, but these are targeted for specific purposes, such as retention (e.g., Re-enlistment Bonus), to recognize a particular hazard (e.g., Hazardous Duty Pay), or a skill (e.g., Flight Pay). Family members are not entitled to military compensation, but since 53.5 percent of the active duty force is married, their well-being is directly impacted by the military compensation system.

In addition to the RMC, military families benefit from a myriad of programs specifically designed to support families. Some examples include:

- Moving benefits: Reimbursement for much of the travel and expenses for required Permanent Change of Station (PCS) moves is provided;
- Health care: Health and dental care are covered, including prescriptions;
- Post 9/11 GI Bill: Includes coverage up to 100 percent of the maximum in-state tuition and fees charged by state college or university in state of matriculation, monetary living stipend, and stipend for books and supplies.

Critical advantage of this benefit is the possibility to transfer the Post 9/11 GI Bill to spouse or children;

- Commissaries and Exchanges;
- Access to Morale, Welfare, and Recreational (MWR) activities, such as golf courses, bowling centers, fitness centers, libraries, etc.;
- Subsidized, high-quality child care.

A challenge faced by MPP and the MFRS is how to best communicate to Service members and their families the intricacy and value of the compensation system, which often does not “translate” when setting up the family budget based on take-home pay. The challenge to DoD is to quantify the economic impact of the benefits available to military families. For example, some families do not have young children, hence they do not benefit from subsidized child care. Other families grocery shop exclusively at the Commissary, hence they are benefiting more from the lower Commissary prices than other families. Often times, families do not fully appreciate the value of these benefits until the Service member separates from the Military and then have to pay out of pocket for these in-kind benefits such as health insurance, housing, educational expenses, etc.

- ✓ **Chaplains** primarily serve the spiritual needs of Service members and their families. In addition, they conduct a variety of related activities. For example, they implement religious education programs, youth activities, and conduct seminars and retreats for the moral, spiritual, and social development of Service members and their families. Potential military chaplains must meet high standards for education and experience. They must have a graduate degree in theology, at least two years of professional experience, be endorsed by a qualified leader by their denomination, and pass a physical exam and security check.
- ✓ **Commissary Program:** Is an integral element of the military pay and benefits package for active duty personnel. An income benefit is provided through savings on purchases of food and household items necessary to subsist and maintain the household of the Service member for the inclusive period of compensated duty or service. The commissary program enhances the quality of life of members of the

uniformed services, retired members, and their dependents and supports military readiness, recruitment, and retention.

- ✓ **Department of Defense Education Activity (DoDEA):** DoDEA, as one of only two Federally-operated school systems, is responsible for planning, directing, coordinating, and managing, prekindergarten through 12th grade educational programs on behalf of the DoD. DoDEA is globally positioned, operating 166 school in eight districts located in 11 foreign countries, seven states, Guam, and Puerto Rico. DoDEA employs approximately 15,000 employees who serve more than 72,000 children of active duty military and DoD civilian families. DoDEA is committed to ensuring that all school-aged children of military families are provided a world-class education that prepares them for postsecondary education and/or career success and to be leading contributors in their communities as well as in the 21st century globalized society.⁴
- ✓ **Exchanges** are vital to mission accomplishment and form an integral part of the non-pay compensation system for active duty personnel. As a military resale and category C revenue-producing MWR activity, the Armed Services Exchanges have the dual mission of providing authorized patrons with articles of merchandise and services and of generating Non-appropriated fund earnings as a source of funding for DoD Military MWR programs.⁵
- ✓ **MC&FP:** Directly responsible for programs and policies establishing and supporting community Quality of Life (QoL) programs for active duty, National Guard, and

⁴ <https://www.dodea.edu/aboutDoDEA/index.cfm>

⁵ <https://www.esd.whs.mil/dd/>

Reserve Service members, their families, and survivors worldwide. MC&FP provides the foundation for a continuum of support across military and civilian communities that enables Service members, military families, and survivors to thrive. This office is the belly button to address the vast majority of issues that involve family support and can be considered the identified champion for the traditional family support system as well as designing innovative services to meet current needs.⁶

- Military Family Readiness Council (MFRC): The MFRC is a federally mandated advisory committee that reviews, evaluates, and monitors military family readiness policies, programs, plans, and initiatives. It provides independent advice to the Secretary of Defense and the four congressional defense committees. The MFRC charter, legislation, DoD policies, meeting minutes, and annual reports are available on the MFRC webpage at: <https://www.militaryonesource.mil/military-family-readiness-council>
- Casualty Assistance, Mortuary Affairs, and Funeral Honors: Ensures military families have support during their time of need, including understanding all benefits and other forms of assistance. Although “casualty” is usually associated with death, casualty support to eligible family members also means support after injury and illness and when a Service member is missing, duty status – whereabouts unknown, or excused absence – whereabouts unknown. The Mortuary Affairs program

⁶ <https://prhome.defense.gov/M-RA/Inside-M-RA/MCFP/How-We-Support/>

provides for the search, recovery, and evacuation of human remains; internment and disinterment of remains; care and disposition of missing and deceased personnel and the handling of their personal effects.

- Child and Youth Programs: Child Development System supports mission readiness, family readiness, retention, and morale of the Total Force during peacetime, overseas contingency operations, periods of force structure change, relocation of military units, base realignment and closure, and other emergency situations, such as natural disasters and epidemics. Although child care supports working parents, it is not an entitlement and parents must pay their share of the cost of care. The system includes installation center-based care, family child care, school-age care, and fee assistance to parents in approved civilian programs for children 6 weeks – 12 years of age.⁷ An example of how a service is initiated grew from the frustration that neither DoD or the Military Services had real time access to waiting list data. As a result, the Navy proposed an idea to the child and youth program managers and over time, with patience, and funding from DoD, all of the Services piloted and then launched MilitaryChildCare.com (<https://militarychildcare.com>) to help military families find child care as they relocate and to help define the need for care. In addition to meeting the child care needs of military and DoD civilian working parents, programs and services are developed to

⁷ <https://www.federalregister.gov/documents/2014/05/16/2014-11105/child-development-programs-cdps>

enhance the capability of the professional staff to meet the needs of military children and their families. Examples include:

- Coming Together Around Military Families: ZERO TO THREE received a grant to develop a pilot program to meet the burgeoning needs of families with babies and toddlers facing long term separations from a parent due to deployment. What was learned and more importantly, the feedback received from the installation regarding the positive impact these resources had for families, helped justify the expansion of this pilot across the DoD.
- Living in the New Normal: The Office of Military Family Readiness Policy (OMFRP) worked through the contracting office of one of the Services to contract with the Military Child Education Coalition to provide Living in the New Normal seminars for the Guard and Reserve communities. This effort was the result of an ongoing awareness of how the Guard and Reserve communities were impacted by the number of deployments affecting their personnel, the lack of resources similar to those on a military installation, and the need to build a support system that could reach military families who were geographically isolated from installation resources.

Youth Programs: Youth Centers offer a comprehensive series of planned and self-directed activities and events responding to the recreational, developmental, social, psychological, physiological, cultural, and

educational needs of eligible youth. These activities support the acquisition of lifelong skills and facilitate transition to adulthood. Youth programs are offered within a physically and emotionally safe environment that includes appropriately trained support staff in designated facilities and locations. Core programs include character and leadership development; education and career development; health and life skills; the arts; sports; fitness, and recreation. To achieve this comprehensive program, the Military Services and DoD have partnered/contracted with the following organizations:

- Boys and Girls Clubs of America Affiliation
 - 4H
 - Armed Forces YMCA
- EFMP: This program has three components: identification and enrollment (owned by ASD (HA)), assignment coordination (owned by DASD (MPP)), and family support (owned by DASD (MC&FP)). EFMP family support services and personnel provide information and referral to military families with special needs that assist them in making informed decisions and navigating resources to improve their quality of life, such as educational, social, community, housing, legal, and financial services; provide assistance, including non-clinical case management to families of active duty Service members, such as the development and maintenance of an individualized Service Plan. Family support services may include respite care for family

members who meet the eligibility criteria regardless of the age to Service-specific eligibility and guidance.

- Family Advocacy Program (FAP): Is the congressionally-designated program responsible for preventing and responding to child abuse and neglect and domestic violence in military families. The command program works with key military and civilian departments, including medical, law enforcement, legal, chaplains, child and youth, and social agencies to prevent family violence and when it occurs, to promote a coordinated community response. Prevention is a critical component of FAP, and the focus is to provide resources, counseling and assistance to families before an incident occurs. If an incident does occur, the alleged offender and victim(s) are provided clinical treatment, case management, and offered applicable resources, e.g., parenting classes.
 - Domestic Violence/Intimate Partner Violence: Promote early identification; reporting options; and coordinated, comprehensive intervention, assessment and support to victims of domestic abuse. At military installations, FAPs provide treatment and or coordinate treatment with local agencies to help alleged domestic abusers end their abusive behavior. Progress in prevention is difficult to measure because civilian treatment programs vary based on local resources. Research has suggested that alleged abusers who have completed a treatment program are less likely to recidivate than those who did not finish. In FY 2015, FAP treatment programs prevented recidivism in

96% of domestic abusers who had completed treatment as reported in the FY 2016 Annual report to Congress on the Plans for DoD for Support of Military Readiness at

<https://www.militaryonesource.mil/military-family-readiness.report>

- ❖ Victim advocates are employees of the DoD or a civilian working under a contract for the DoD whose role is to provide safety planning services and comprehensive assistance and liaison to and for victims of domestic violence, and to educate personnel on the installation regarding the most effective responses to domestic violence on behalf of the victim and at-risk family members.
- Child Abuse and Neglect: Promote early identification; reporting options; and coordinated, comprehensive intervention, assessment and support to victims of suspected child abuse, including victims of extra-familial child abuse. Recalling the hypothetical scenario outlined at the beginning of this paper, here is an example of a program that could have supported the spouse if she had been referred or informed of its existence.
 - ❖ The New Parent Support Program (NPSP) is a DoD-sponsored voluntary, intensive home visitation program facilitated through FAP and targeted for at-risk families to support expectant parents and those with children birth through age 3. NSPS Home Visitors conduct voluntary home visits to help

new parents better understand the needs of their babies and toddlers, how to best meet their needs, and what to expect on a child's developmental journey. The outcome of NPSP is measured by the percentage of active duty families who received a minimum of six months intensive NPSP services and are not reported in incidents that met FAP criteria for child abuse or neglect within one year following completion of the program. For FY 2015, the percentage of NPSP participants who were not reported for child abuse and neglect for 12 months after program completion was 98% as reported in the FY 2016 Annual report to Congress on the Plans for DoD for Support of Military Readiness at <https://www.militaryonesource.mil/military-family-readiness.report>

- ❖ Project Families OverComing Under Stress (FOCUS):
Provides resilience training to military children and their parents who have experienced separation due to deployments. The program teaches practical skills in a natural setting to meet the challenges of deployment and reintegration, to enhance communication and solve problems effectively, and to successfully set goals together to create a shared family story. Outcomes: Published results of program effectiveness show improvements in communication, affective responsiveness and

involvement, role clarity, and problem-solving – all characteristics linked to the core family resilient processes, as well as reductions in parent and child distress and improvements to their adaptive functioning overall.

- Family Well-Being Services are provided at Installation Family Support Centers which are the gateway to the resources Service members and their families need by providing information, support, and services to help balance the demands of military life:
 - Relocation Assistance: Information, education, and referrals to destination area with emphasis on moving costs; housing options and home finding assistance; child care; services for family members with special needs; spouse employment opportunities; schools, cultural adaptation; immigration issues; and community orientation. The goal is to inform individuals and families about their new location, help them make wise decisions, and get settled quickly, prevent stressors on the family and increase productivity of the Service member.
 - Spouse Education and Career Opportunities (SECO): The MFRS shall provide services that strengthen the education and career opportunities of military spouses. When addressing the need for SECO services, family readiness service providers shall identify opportunities to refer military spouses to other services that support their well-being, e.g., health and fitness; family life education; and financial management services.

- Personal and Family Life Education: Education and enrichment services that focus on helping families build and maintain healthy relationships, strengthen interpersonal competencies and problem-solving skills, and master respective roles, tasks, and responsibilities throughout the family life cycle as well as education and resources related to health, fitness, wellness, and nutrition.
- Personal Financial Management: Tools and information needed to develop individual strategies to achieve financial goals and address financial challenges. Information addresses the effects of financial decisions on personal and professional lives, resources needed to make prudent consumer decisions, and related services and support. One-on-one individual counseling to achieve financial goals that contribute to operational readiness is also provided.
- Information and Referral Services offer a continuum of service that links individuals with the information or service that meets an identified need. This includes referral to DoD-operated and community-based referrals.
- Deployment Assistance: Services and support to Service members and their families before, during, and after deployment to promote positive adjustment to deployment, family separation, and family reunion.
- Emergency Family Assistance promotes short- and long-term recovery and return to a stable environment and mission ready status for DoD personnel and their families following an all-hazards incident⁸; delivery of

⁸ https://download.militaryonesource.mil/12038/MHF/EFACs%20Report_Final.pdf

noncombatant repatriation assistance for DoD and non-DoD civilian employees and DoD and non-DoD family members affected by an authorized/ordered departure from an overseas country throughout the entire safe haven period. Services include:

- ❖ Identification of medical needs and information on available medical services;
 - ❖ Coordination with casualty and mortuary affairs;
 - ❖ Religious and pastoral care;
 - ❖ Psychosocial services;
 - ❖ Housing or temporary lodging services;
 - ❖ Legal services;
 - ❖ Financial services;
 - ❖ Information and referral services;
 - ❖ Shelter management;
 - ❖ Personnel locator assistance:
- MWR: It is required that the DoD Components establish MWR programs, such as the Armed Forces Entertainment, Physical Fitness Facilities, Libraries, Outdoor Recreation, Aquatic training and pools, Tickets and Tours, Golf Courses, Bowling Centers, Lodging, Park and Picnic areas, Marinas, Crafts and Hobbies, and Clubs, etc., to maintain individual, family and mission readiness during peacetime and in time of declared war and other contingencies. Military MWR programs:
 - Are an integral part of the military and benefits package;

- Build healthy families and communities and provide consistently high-quality support services that are commonly furnished by other employers or State and local governments to their employees and citizens;
- Encourage positive individual values and aid in recruitment and retention of personnel;
- Promote esprit de corps and provide for the physical, cultural, and social needs; general well-being, QoL, and hometown community support of Service members and their families;
- Single Service Member Programs address QoL (issues and initiatives and support commanders by providing a forum through which single Service member QoL concerns are identified and recommendations for improvement are made. Additionally, this forum provides a means to assess the interests and needs of single Service members. QoL for single Service members includes all those concerns that can directly or indirectly influence morale, living environment, personal growth, and development.

The importance of MWR programs cannot be overstated. Military REACH produced a report in 2015, *“Supporting the Healthy Development of Strong Families”*. Family recreation and leisure time were identified as one of ten components of strong families. The report highlights, “While the literature has found that leisure time is important for positive couple relationships (Asoodeh et.al., 2010; Harris, Skogrand, & Hatch, 2008; Wolcott, 1999), it is the parent-child relationship that research has found to be most impacted by recreation and leisure time. Overall family functioning is strengthened by spending both core and balanced leisure time together; however, these types are

distinct.....Research has found that family leisure time is positively associated with more family interactions and increased satisfaction with family life (Agate, Zabriskie, Agate, & Poff, 2009; Asian, 2009; Driver, Brown, & Peterson, 1991). Also, families that spend recreation time together tend to communicate more effectively and have greater conflict resolution skills (Huff, Widmer, McCoy, & Hill, 2003; Wells, Widmer, & McCoy, 2004).”

As a result of 9/11, and the ensuing conflicts that have resulted in the longest protracted war footprint, MC&FP moved beyond its traditional policy development role to program development and execution. The purpose was to provide a safety net for the families if/when programs offered by the Military Services did not meet the demand or adequately support Service members and families who were geographically separated from installation-based support services. The following three programs are funded and operationalized by MC&FP:

- Military OneSource: This program is uniquely positioned among all other family support services in that it offers 24/7/365 access to master’s degree consultants who are trained to provide support services to military and veteran families. An extension of existing installation services, Military OneSource provides free, convenient access to confidential support in person, online, or phone to provide information and referral to a wide array of services and resources, such as nonmedical counseling, financial counseling, tax preparation, specialty consultations for adoption, elder care, special needs, spouse career counseling, relocation assistance, transition assistance, and health and wellness coaching, the Sesame Workshop materials, articles, books, special needs kits, podcasts, webinars and a learning management system. (<http://www.militaryonesource.mil>). This program is available regardless of a Service member’s activation status and is in the process of

extending 365 days post-separation to support transitioning Service members and their families.

- Military Family Life Counselors (MFLCs): Counseling Services are provided by licensed clinicians who deliver face-to-face, confidential, non-medical counseling focused on problem-solving for military families coping with normal reactions to the stressful challenges of deployments, separations, and reintegration that are short term and solution focused, and address topics related to personal growth, development, and positive functioning. This program also provides face-to-face financial counseling. To better serve military families with children, Child and Youth Behavioral MFLCs who are licensed clinicians with specialized child and youth training and experience are embedded into military child development centers, youth centers, DoD schools, and public schools that serve military children. Their work helps staff and parents respond to behavioral challenges, as well as helping children with coping skills.

MC&FP engaged the RAND Corporation to complete an evaluation of non-medical counseling provided by Military OneSource and the MFLC program. Please see

“Charting Progress: U.S. Military Non-Medical Counseling Programs” at

https://www.rand.org/pubs/research_reports/RR1861z1.html

- Spouse Education and Career Opportunities (SECO) is the DoD program designed to assist military spouses and surviving spouses with education and career planning. Certified career counselors in the Military OneSource Spouse Career Center provide education and career counseling services to all military spouses associated with the following four SECO life cycle stages: Career exploration; education, training and licensing; employment readiness; and career connections. This program helps military

spouses reach their education and career goals as they balance work-life priorities and interests.⁹

- My Career Advancement Account (MyCAA) scholarship is a workforce development program that provides up to \$4,000 of tuition assistance to eligible military spouses. This scholarship helps military spouses pursue licenses, certifications, or associate degrees necessary to gain employment in high demand, high growth portable career fields and occupations. Spouses may use their MyCAA funds at any academic institution approved for participation in the MyCAA Scholarship.
- Military Spouse Employment Partnership (MSEP) is a targeted recruitment and employment solution that creates employment connections by providing companies with direct access to military spouses seeking career opportunities and connecting spouses with employers who are actively recruiting.
- While the Transition Assistance Program is focused on the separating active duty Service member, MC&FP recognized the importance every member of the family plays in a successful transition. A project currently under development will support the military spouse as she or he copes with various transition touchpoints during their spouses' military career. An on-line curriculum will be launched to help inform a military spouse when they are new to the military, mid-term, and ultimately when their military spouse transitions to the civilian sector. This is a good example of developing a product to meet a gap in delivering a service not addressed by another program.

⁹ <https://prhome.defense.gov/M-RA/Inside-M-RA/MCFP/How-We-Support/>

- **ASD Readiness:** Is the principal advisor to the Secretary of Defense and USD (P&R) on all matters relating to the areas of civilian and military personnel policies, readiness of the force, military community and family policy, Total Force planning and requirements, and transition policy.
 - Office of Force Resiliency strengthens and promotes resiliency and readiness of the Total Force through the development of integrated policies, oversight, and synchronization of activities. The following programs are not considered family support programs because they are specifically designed and implemented to support Service members.
 - ✓ **Suicide Prevention:** It is DoD policy that the DoD make substantial efforts to reduce suicide and foster a command climate that:
 - Encourages personnel to seek help and build resilience;
 - Increases awareness about behavioral health care and reduces stigma for personnel who seek behavioral health care;
 - Protects the privacy of personnel seeking or receiving treatment relating to suicidal behavior;
 - Provides personnel continuous access to quality behavioral health care and other supportive services;
 - Provides DoD Components with a training competency framework on suicide prevention;
 - Develops program standards and critical procedures for suicide prevention, intervention, and postvention that reflect a holistic approach.¹⁰

¹⁰ https://cops.usdoj.gov/pdf/2019AwardDocs/lemhwa/Report_to_Congress.pdf

- ✓ Sexual Assault Prevention and Response (SAPR): Establishes the broad policy parameters of the DoD in regards to sexual assault to assure compliance with the mission and military law. Policies establish and reinforce prevention efforts, strengthen victim protections, and establish procedures for Sexual Assault Prevention and Response personnel. SAPR covers sexual assault when the victim is a Service member who is not an intimate partner of the perpetrator and the perpetrator is also a Service member. There are five critical focus areas for SAPR:
 - Prevention to foster a culture that prevents sexual assault;
 - Victim assistance to deliver consistent, high-quality care and support that restore resiliency and empower survivors to report;
 - Investigation to develop special investigators and prosecutors through trauma-informed training, yielding timely and accurate results;
 - Accountability to hold offenders appropriately accountable through the military justice system;
 - Assessment to effectively measure, analyze, assess, and report on the state of the problem and progress toward program success.¹¹

- ✓ Transition Assistance Program (TAP): Is the overarching program that provides transition assistance, information, training, and services to eligible transitioning Service members to prepare them to be career ready when they separate, retire, or are released from active duty back to civilian life, whether pursuing additional education,

¹¹ https://sapr.mil/public/docs/press/SAPROOverviewSlickSheet_20160725.pdf

finding a job in the public or private sector, starting their own business, or other form of self-employment, or returning to school or an existing job. The TAP consists of multiple elements, including the Transition GPS (Goals, Plans, Success) Program, policy and procedure, information technology, infrastructure, research, studies, and survey data, performance measures and outcomes, assessments, curriculum development in both brick and mortar and virtual settings, accountability data, and resources required to implement transition assistance.

Policies Change Systems:

Appendix B provides a listing of some of the many policies (Directives and Instructions) that outline the overarching family support requirements prescribed by the Department. In addition, there are manuals that provide more detailed “how-to” guidance. Action officers, working in concert with their Services’ counterparts, begin a review of the approved legislation, latest policy, delve into trends and updated research of relevance, and decide what changes are needed. Policy development or revision is a complex, arduous process because coordination and approval must be achieved by many different agencies, including the Department of Justice and OMB, in addition to those agencies directly impacted by the policy and what it will take to meet compliance. In addition, policies often must be posted on the Federal Register and all comments adjudicated. It is not an exaggeration to forecast a 5-7-year timeline to finalize a policy.

- Once a policy is approved and published, the Military Services use the DoD policy as the baseline when developing their Service-specific guidance. The Military specific guidance can be more stringent than the DoD policy, but never more lenient. The Services consider their particular mission and culture and its relationship with their concurrent policies when determining their particular requirements. Because of this

autonomy, it is understandable that standardization is elusive between the Services and the DoD policies.

- While not encouraged, there is another layer of policy that could be developed at the installation level, which again can be more stringent than the Service specific policy, but not more lenient. More layers of policy that exist add to the lack of continuity across the Service and sister Services and may not be needed once the depth of the DoD policy and the Service policy are assessed.

Programs:

- **OSD Mandated:** This paper outlines the major components of the programs and resources required by policy and provided throughout the MFRS. These programs and resources are under the direction and guidance of various offices that fall under the auspices of the USD (P&R) and the Military Services.
- **OSD Provided:** While these programs specifically required by law or policy do speak to the scope of the MFRS, there are many, many other services and resources that come and go, depending on the circumstances that impact military family readiness, funding availability, contracting feasibility, and quite frankly, leadership interest. One example that comes to mind is tutor.com which evolved as a result of the concerns that came to the forefront regarding the challenges military children were facing with completing their homework when their parents were deployed. There are other initiatives that could be labeled as force-multiplier programs that are not directly delivered to the end user, i.e., a military family. A good example is the Military Child Care Liaison initiative that OMFRRP undertook with Child Care Aware of America. The ultimate outcome was to initiate state policy and legislative changes to improve the quality of licensing standards

in civilian child development centers as well as to offer training and technical assistance to child care providers to improve the quality of the care provided to military children attending civilian programs. Military families, along with their civilian counterparts, all benefitted from this initiative that helped programs achieve a higher level of quality for all children attending these programs.

- Service and Installation Specific: In line with policy development, program development can be initiated and implemented at the Service and/or installation level. This adds to the listing of resources available to military families that do not necessarily transfer with them as they relocate to other installations.
- Military Aid Societies: These relief societies each have differing programs and resources that are funded through donations – similar to Service and installation specific programming, these are not available at every location and usually only benefit members of the particular Service covered by the Aid Society.
- It has been my experience that there is no formal process for initiating new family support programs such as the protocols required to justify pursuing a military construction project, for example. Nor, is there a formal process in place for sunseting programs at the DoD level. Two cases come to mind for the Committee’s review that were generated, implemented, and funded by MC&FP to meet unmet needs that came to the attention of senior leadership:
 - The Joint Family Support Assistance Program (JFSAP) was developed in 2007 to address the needs of geographically separated Service members and their families, especially those serving in the National Guard and Reserve Component as a result of their unprecedented multiple, lengthy deployments. Before the program

parameters were determined, staff from MC&FP met with National Guard state program directors and headquarters staff to assess the needs that were manifesting. Utilizing the resources MC&FP had to offer, teams were deployed to each state headquarters to support the efforts of the state family program director who is ultimately responsible for the well-being of all military personnel and their families residing in their state. A Military OneSource consultant and two MFLCs, one of which could be a financial counselor, were deployed to work with the families in each state. Over time, as deployments drew down, this program was reassessed and although not curtailed, the scope of the program was shifted to an on-demand program rather than embedding three contract employees in every state regardless of the population needed to be served. This actually broadened the availability of support throughout the states. The nomenclature of JFSAP and embedded teams were “sunsetting”, but the delivery of services continued through Military OneSource and MFLC programs.

- The Military Severely Injured Center was launched in 2006 as a direct response to the request of the Deputy Secretary of Defense to meet the needs of Service members who had been severely injured in combat. The mission scope evolved to also include non-combat related injuries and illnesses. Representatives from MC&FP, the Military Services, TSA, Red Cross, Military OneSource, Health Affairs, and the Department of Veterans Affairs (VA) manned the Center to find solutions to the issues at hand, from looking into delayed promotions to finding non-profit support to overcome financial challenges. Family members called to the bedside of their loved ones were also in need of support. Counselor advocates,

with credentials, such as rehabilitation specialists, nurses, social workers, etc., were deployed to major MTFs and the four VA Polytrauma Centers. These professionals assumed a case management role intent on getting families the resources and support they needed so that families could concentrate on recovery and reintegration. The Center was in operation for almost two years until senior leadership at USD (P&R) made the decision to discontinue its mission. In my opinion, the decision was based on an assumption, not an in-depth analysis, that the Military Services had fully implemented their own support programs for the severely injured. This is an example of an unfortunate sunset decision because the need was not being met with what was offered by the Services. To mitigate the impact of this sunset decision, an additional service was added to Military OneSource to provide a specialty consultation for WII Service members and their families to help resolve issues they are experiencing.

Community Support:

The MFRS is a vast system of support that must include community partners to meet the needs of geographically separated military families, both active duty and reserve component, who are not near a military installation. Community partners also have specialized skills sets and pertinent information regarding local resources and capacity. In a perfect web of family support, the DoD, the Military Services, and local community agencies work together to connect military families to the right support, meeting their imminent needs and gaining trust for future interventions.

- **Community Capacity Building:** The need to better align the work of DoD helping professionals with community helping professionals to jointly engage in support of

military families, regardless of their activation status or location was recognized. OMFRRP family support staff, working with two universities as part of the USDA partnership, developed a self-directed training course to enhance relationships, increase awareness of the needs experienced by military families, and maximize the resources available. This course is available on Military OneSource's My Training Hub (<https://myhub.militaryonesource.mil/MOS/f?p=SIS:2:0:>)

- In November 2009, US Secretary of Agriculture Vilsack announced the formation of the USDA and DoD Extension-Military Partnership to focus on community capacity building in support of military families, workforce development, and strengthening family, child care, and youth development programs. In May 2010, the USD (P&R) signed a Memorandum of Understanding to formally launch an interagency partnership. The mission of the partnership between DoD and the National Institute of Food and Agriculture (NIFA), Cooperative Extension, and the Land Grant University (LGU) system to advance the health, well-being, and quality of life for military Service members, families, and their communities through coordination of research, education, and extension programs. This partnership made it possible for DoD to collaborate with USDA's LGU researchers in program evaluation and other subject areas and the Cooperative Extension Service in providing joint programs and resources for military families. The success of this interagency partnership cannot be overstated. Here are a few examples of what has been implemented:
 - Military Family Learning Network (MFLN): Provides military family service providers and Cooperative Extension professionals with online professional

development opportunities where they can exchange experiences, resources, and research to enhance professional impact and professional growth. Concentration areas are: Community Capacity Building, Family Development, Family Transition, Military Caregiving, Network Literacy, Nutrition and Wellness, and Personal Finance. More information can be found at:

<https://militaryfamilieslearningnetwork.org>

- The Clearinghouse for Military Family Readiness at Pennsylvania State University has developed evaluation plans for family readiness programs that may need assistance in preparing for full-scope program evaluation as well as running programs through a continuum of evidence to help policy makers choose evidence informed resources to meet the needs of military families. In addition, the staff at the Clearinghouse developed a parenting curriculum, THRIVE, to include a facilitator's course. Please see: <http://militaryfamilies.psu.edu>
- Military REACH, previously at the University of Minnesota, supports policy makers by identifying and synthesizing research and providing research briefs on military family issues. Please see: <https://reachmilitaryfamilies.umn.edu>
- How to Help Series: This is a series of publications that offers resources to various audiences, such as teachers, financial advisors, legal professionals, medical professionals, employers, and early childhood providers, to help them assist and support military and veteran families. Each issue provides evidence-based guidance on how a particular group can help. See: <https://www.mfri.purdue.edu/resources-and-research/how-to-help-series/>

- Blue Star Families Community Blueprint: Blue Star Families, a national military family advocacy group, has partnered with Points of Life.org to organize local communities to support military families. See: www.PointsofLight.org/programs/military-initiatives

Concluding Thoughts:

Many of the programs, services, and resources provided in the MFRS are legacy programs developed in the late 1970s-early 1980s as a result of the switch to an AVF. The DoDD and DoDI published in 1988 institutionalized family support as an integral component of the compensation and benefits system, designed to recruit and retain the highest level of quality personnel. These legacy programs have continued into the 21st century, but much has changed over that last 17 years since the start of the conflicts precipitated by 9/11. There have been attempts, normally driven by budget cuts, to catalogue or inventory the compendium of programs that are delivered by DoD, by the Services, and at the installation level and to assess their effectiveness with the ultimate goal to discontinue those that are no longer relevant to the current population serving their Nation. The Committee on the Well-Being of Military Families has a unique opportunity to provide a fresh and scientific approach to assess the effectiveness of the MFRS and provide recommendations and lessons learned from different disciplines external to the DoD to improve the scope and delivery of evidence-informed family support programs.

Recommendations:

1. Regarding demographic data, be sure to capture:
 - a. What percentage of Service members reach full retirement
 - b. How many Service members transition out every year
 - c. How many new spouses come into the military community every month

- d. How many military children enter the military
 - e. How many military children marry into the military
 - f. What is current spouse unemployment
 - g. What is current spouse underemployment
2. Regarding compensation and benefits – how does the military compensation and benefits system compare to the civilian sector? How important is compensation to recruitment and retention versus other well-being factors? Can DoD quantify its fringe benefits?
 3. The DoD carefully selected the term military family “readiness” versus military family “well-being” to ensure ongoing leadership support to recognize the impact on mission readiness, and thus the family support system’s ongoing sustainability. I would caution the committee to tie their findings and recommendations to the concept of readiness to cope and ultimately thrive, with the military lifestyle. The concept of readiness also recognizes the role the individual, couple, and family have to access and utilize the resources available to them which gives them a more active role in determining their destiny.
 4. Family members who are not “ID card holders” are not eligible for services authorized by Title X; however, we know that parents, siblings, aunts, uncles, grandparents, cousins and friends provide support to Service members, especially those who are single. Develop a working definition for extended family members/friends to be included in some level of communication and support so they can help ensure the right resources are available.
 5. Because of the flow of Service members and spouses in and out of the military community and the focus on millennials and how they access information, ensuring awareness of the available resources, services, and programs is an ongoing challenge.

One of the three action items deemed by conference participants at the 2009 National Leadership Summit on Military Families as most critical, was:

- Design and implement a strategic communication plan to
 - Improve Service member and family awareness of existing resources/programs, especially Guard and Reserve;
 - Communicate realistic expectations about military life and the role of programs in supporting families;
 - Share information and best practices;
 - Optimize collaboration with community/NGO partners.

Is this still relevant today, nine years later?

6. Develop a mandatory ambassador program to inform helping professionals in each silo and military leadership across the ranks to ensure an in-depth understanding of the MFRS, their roles, and how they can improve access to the resources, services, and programs across the system when serving military families in their discipline or supervisory role. This should include accountability of their actions in regards to their performance as part of their annual appraisals.
7. Require the Military Services to revitalize installation Family Readiness Coordinating Councils (FRCC) as required by DoDI 1342.22. FFRCs serve as a forum for cross-organizational review and resolution of individual, family, and installation community issues that impact military family readiness and promote collaboration among helping agencies to identify gaps in service, reduce duplication of effort, and develop and implement internal and external cross-organizational solutions to problems that cannot be resolved by individual organizations or programs. An additional requirement is for the

FRCCs to prioritize and forward, at least semi-annually, to their Service Headquarters, issues that cannot be resolved at the installation level. Promising practices related to the resolution of issues shall also be captured by the Service Headquarters and shared with the ASD (M&RA) for dissemination to the other Services, as appropriate. Ensure the ASD (M&RA) requires submission of these required reports and promising practices to share with the MFRC.

8. Require all echelons of military leadership be:
 - a. Trained on the impact military families have on mission readiness;
 - b. Aware of the resources available to military leaders to help Service members meet the needs of their family members;
 - c. Dynamic participants in the MFRS;
 - d. Capable of managing expectations in times of unusual stress.
9. Embed what is known about protective factors for fully functioning family systems into the MFRS so that military families are ready and resilient to cope, overcome, and thrive as a family unit regardless of the challenge at hand.
10. Review the results of the assessment of needs and the Annual Report. IAW DoDI 1342.22, the content and delivery of family readiness services shall be based on the needs of Service members and their families. Service-wide assessment of needs shall be conducted at least every 3 years and the results forwarded to MC&FP. The assessment of needs shall be designed to determine:
 - a. The types of services needed and who needs them.
 - b. The level at which there is a need, e.g., local, regional, Service-wide, DoD-wide.
 - c. How Service members and families are accessing or prefer to access services.

Appendix A References:

- The Future of Children, Volume 23 Number 2 Fall 2013, “Military Children and Families”
- Family Court Review, Volume 52 Number 3 July 2014, “Special Issue: Military Families and the Family Court”
- Military Family Readiness Council Reports to Congress: <https://prhome.defense.gov/M-RA/Inside-M-RA/MCFP/Reports/>
- Chapter 3 and 4 of the Military Compensation Background Papers - <https://militarypay.defense.gov/References/Background-Papers/>
- QRMC links - <https://militarypay.defense.gov/References/QRMC/>

- Military REACH Reports – <https://reachmilitaryfamilies.umn.edu>
 - Supporting the Healthy Development of Strong Families
 - Anticipating the Landscape in the Years Ahead: Military Members Transition to Post War Mission
 - Military Families and Financial Stress
 - Child Maltreatment in the Military: Understanding the Research
 - The Impact of Family Readiness on Operational Readiness (soon to be published)
- Demographic Report 2016 can be found at www.militaryonesource.mil
- Military Family Research Institute of Purdue – <https://www.mfri.purdue.edu>
 - A Battle Plan for Supporting Military Families
 - War and Family Life
 - Parenting and Children’s Resilience in Military Families
 - Military Deployment and Its Consequences for Families
 - Risk and Resilience in U.S. Military Families
 - Serving Military Families: Theories, Research, and Applications

Appendix B List of Department of Defense Directives, Instructions, and Manuals:

DoDD 5124.09, “Assistant Secretary of Defense for Readiness and Force Management,” June 12, 2014

DoDD 5124.10, “Assistant Secretary of Defense for Manpower and Reserve Affairs,” March 4, 2018

DoDD 5136.01, “Assistant Secretary of Defense for Health Affairs,” September 30, 2013

DoDD 5136.13, “Defense Health Agency,” September 30, 2013

DoDI 1015.10, “Military Morales, Welfare, and Recreation (MWR),” May 6, 2011

DoDI 1315.19, “The Exceptional Family Member Program (EFMP),” April 19, 2017

DoDI 1330.17, “DoD Commissary Program,” June 18, 2014

DoDI 1330.21, “Armed Services Exchange Policy,” December 7, 2005

DoDI 1332.35, “Transition Assistance for Military Personnel,” February 29, 2016

DoDI 1341.09, “Adoption Reimbursement Policy,” July 5, 2016

DoDI 1341.13, “Post-9/11 GI Bill,” May 31, 2013

DoDI 1342.12, "Provision of Early Intervention and Special Education Services to Eligible DoD Dependents," June 17, 2015

DoDI 1342.22, "Military Family Readiness", April 11, 2017

DoDI 1402.5, "Background Checks on Individuals in DoD Child Care Services Programs," July 14, 2016

DoDI 6060.2, "Child Development Programs (CDPs)," August 5, 2017

DoDI 6060.4, "Youth Programs (YPS)," August 3, 2004

DoDI 6400.1, "Family Advocacy Program (FAP)," March 16, 2018

DoDI 6400.3, "Family Advocacy Command Assistance Team (FACAT)," April 3, 2017

DoDI 6400.5, "New Parent Support Program (NSPS)," June 3, 2012

DoDI 6400.6, "Domestic Abuse Involving DoD Military and Certain Affiliated Personnel," May 26, 2017

DoDI 6400.7, "Standards for Victim Assistance Services in the Military Community," July 6, 2018

DoDI 6400.14, "DoD Patient Bill of Rights and Responsibilities in the Military Health System (MHS)," November 3, 2013

DoDI 6490.06, "Counseling Services for DoD Military, Guard and Reserve, Certain Affiliated Personnel, and Their Family Members," November 6, 2017

DoDM 6400.01 Vol 1, "Family Advocacy Program (FAP): Standards." March 6, 2018

DoDM 6400.01 Vol 2, "Family Advocacy Program (FAP): Child Abuse and Domestic Abuse Incident Reporting System," August 11, 2016

DoDM 6400.01 Vol 3, "Family Advocacy Program (FAP): Clinical Case Staff Meeting (CCSM) and Incident Determination Committee (IDC)," August 11, 2016

DoDM 6400.01 Vol 4, "Family Advocacy Program (FAP): Guidelines for Clinical Intervention for Persons Reported as Domestic Abusers," March 2, 2015

Appendix C: Acronyms and Abbreviations

All-Volunteer Force (AVF)

Assistant Secretary of Defense (ASD)

Department of Defense (DoD)

Department of Defense Directive (DoDD)

Department of Defense Instruction (DoDI)

Deputy Assistant Secretary of Defense (DASD)

Exceptional Family Member Program (EFMP)

Family Advocacy Program (FAP)

Health Affairs (HA)

Manpower and Reserve Affairs (M&RA)

Military Community and Family Policy (MC&FP)

Military Family Life Counselor (MFLC)

Military Family Readiness Council (MFRC)
Military Family Readiness System (MFRS)
Military Health System (MHS)
Military Personnel Policy (MPP)
Military Spouse Employment Partnership (MSEP)
Military Treatment Facility (MTF)
Morale, Welfare, and Recreation (MWR)
My Career Advancement Account (MyCAA)
New Parent Support Program (NSPS)
Office of Military Family Readiness Policy (OMFRP)
Office of Secretary of Defense (OSD)
Project Families OverComing Under Stress (FOCUS)
Quality of Life (QoL)
Sexual Assault Prevention and Response Office (SAPRO)
Spouse Education and Career Opportunities (SECO)
Under Secretary of Defense for Personnel and Readiness (USD (P&R))
Veterans Affairs (VA)
Wounded, Ill and Injured (WII)