



# Joint Family Support Assistance Program

*Desk Reference*

Providing policy, tools, and resources for service members and their families.



Updated Date January 31, 2011

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## 1. BACKGROUND AND PURPOSE

### The Need for Alternative Service Delivery

Military families who do not live near a military installation have less access to and awareness of traditional military family support programs, which are primarily installation-based. These families may also have challenges developing ties to their military member's unit and, despite ongoing and repeated deployments, some do not even self-identify as a military family. As a result, those families who are geographically dispersed often rely on community resources to meet their needs, resources which may not always be adequate to address the unique challenges of deployment.

### Legislative Authority

In recognition of the unique needs of geographically dispersed military families, Congress mandated the Joint Family Support Assistance Program (JFSAP) through [Public Law 109-364, "National Defense Authorization Act \(NDAA\) for Fiscal Year 2007."](#) The NDAA authorized the JFSAP in six geographic areas to augment existing military family support programs by providing resources and services to service members and families who are geographically isolated from a military installation. Authorized services include the following:

- financial and material assistance
- mobile support services
- sponsorship of volunteers and family support professionals for the delivery of support services
- coordination of family assistance programs and activities provided by Military OneSource (MOS), Military and Family Life Counselors (MFLCs), Child and Youth Behavioral (CYB) MFLCs, the Military Services, other federal agencies, state and local agencies, and nonprofit entities

### Implementation Summary

In the summer of 2007, the Office of the Deputy Assistant Secretary of Defense for Military Community and Family Policy (ODASD[MC&FP]) launched the JFSAP in Arkansas, Hawaii, Minnesota, New Hampshire, Ohio, and Oregon using [Minnesota's "Beyond the Yellow Ribbon"](#) initiative as a model for providing integrated programs and services. The response to the JFSAP in the first six states was overwhelmingly positive, prompting a request for JFSAPs by other state governors and adjutants general. In August 2007, JFSAP expanded to nine additional states: Alabama, California, Colorado, Florida, Indiana, Nebraska, Tennessee, Texas, and West Virginia. At the request of the remaining state governors and adjutants general, the program expanded to all fifty states and four territories in September 2008.

In response to the congressional direction to augment existing military family programs and to enhance program effectiveness and efficiency, MC&FP partnered with the National Guard Bureau (NGB) to establish National Guard Joint Force Headquarters (JFHQ) as the delivery platform for the JFSAP. JFSAP teams were integrated with the states' existing family programs to provide services to members and families from all military components within the state. Initial JFSAP teams were comprised of a

combination of a MFLC; a CYB-MFLC; and an MOS consultant provided through non-personal service contracts with Military Community and Family Policy.

To extend the resources of the state JFSAP teams, MC&FP established the Joint Family Resource Center (JFRC) in August 2008. Initially a point of access for commanders requesting MFLCs, CYB-MFLCs, and MOS assets, the JFRC became the central hub for providing a range of MC&FP-funded resources, On Demand, in support of deployment-related events sponsored by National Guard and Reserve units.

JFSAP staff also supports Yellow Ribbon Reintegration Program (YRRP) and can be requested through the On Demand system. The YRRP requires the Department of Defense (DoD) to provide National Guard and Reserve members and their families with sufficient information, services, referrals, and proactive outreach opportunities throughout the entire deployment cycle. The Under Secretary of Defense for Personnel and Readiness issued implementing guidance for this program with [Directive-Type Memorandum \(DTM\) 08-029, "Implementation of the Yellow Ribbon Reintegration Program,"](#) in July 2008.

In May 2009, the ODASD(MC&FP) and the Office of the Assistant Secretary of Defense for Reserve Affairs (OASD[RA]) sponsored a [Guard and Reserve Task Force meeting](#) to identify priority needs and recommend solutions related to Guard and Reserve family programs and the YRRP. As a result of the task force meeting, two key actions relevant to JFSAP were taken:

- JFSAP teams were provided with one additional team member.
- JFSAP teams were assigned to Reserve Component (RC) Headquarters' Commands to assist with the delivery of services to RC members and families.

In 2010, the On Demand functions of the JFRC were assumed by MC&FP government staff and requests were coordinated and approved via the MOS and MFLC On Demand Request form.

### **Current Status**

The JFSAP is currently operational in all fifty states and four territories. As the program enters its fourth year, program evaluation and support to the states in their community-capacity building efforts are the focus of program management efforts.

### **Purpose**

The purpose of this guide is to provide implementation guidance for JFHQ points of contact, team members, and other stakeholders in meeting JFSAP congressional requirements and program goals. A secondary purpose is to document the model by which this program was implemented to facilitate replication, as appropriate.

## 2. PROGRAM OVERVIEW

### Mission

The Joint Family Support Assistance Program (JFSAP) provides or coordinates the delivery of high-quality family readiness services to active duty, Guard, and Reserve members and their families, targeting those who are geographically dispersed from a military installation.

### Program Model

The JFSAP augments existing family programs to provide a continuum of support and services to military families who do not have access to the traditional installation family support infrastructure. Working under the guidance of the Joint Force Headquarters (JFHQ), JFSAP teams partner with military, state, and local service providers to assess needs, identify resources, address gaps, and build community capacity to support military families in local communities nationwide.

### Goals

- Assess the need for enhanced support for geographically dispersed military families and increase the availability of resources and services, as appropriate.
- Increase awareness of available resources and services for service members, their families, leadership, and service providers to promote timely referral to available resources.
- Sponsor volunteers and family support professionals.
- Integrate services and programs into a comprehensive delivery system capable of responding to the needs of members and families at all stages of the deployment cycle.

### Eligibility

- Active duty members and their families who are geographically dispersed from a military installation.
- Members of the National Guard and Reserves, who are on active duty, in federal service, on full-time National Guard duty, or on inactive duty for training, and their families.
- Members of the National Guard and Reserves, during the ninety days immediately prior to and the 180 days following a period of active duty of 180 days, and their families.
- Other Military OneSource (MOS) services including non-medical counseling may be available to service members in broader categories than those above. Please see the [Military OneSource](#) website for a full list of available services and eligibility requirements.

Official, current JFSAP documents, including an information paper, quick reference guide, program briefing, resource list, and frequently asked questions are available from [MilitaryHOMEFRONT](#).

### 3. ROLES AND RESPONSIBILITIES

#### Office of the Deputy Under Secretary of Defense for Military Community and Family Policy

The Office of the Deputy Assistant Secretary of Defense for Military Community and Family Policy (ODASD [MC&FP]) is the program manager. MC&FP provides policy and implementation guidance, technical assistance to Joint Family Support Assistance Program (JFSAP) teams, and coordination and approval of On Demand resources. Responsibilities include the following:

- management of contracts to support the JFSAP
- training of state Joint Force Headquarters (JFHQ) points of contact (POC) and JFSAP team contractors
- technical assistance to state teams through site visits and virtual meetings
- program evaluation (See [Oversight, Section 5](#) of this guide, for additional guidance on program evaluation.)
- program reporting (See [Oversight, Section 5](#) of this guide, for additional guidance on program reporting.)

MC&FP coordinates and approves the delivery of On Demand resources, requested by units for deployment-related events, and other types of events and services.

#### Office of the Assistant Secretary of Defense for Reserve Affairs

The Office of the Assistant Secretary of Defense for Reserve Affairs (OASD[RA]) works in collaboration with the ODASD(MC&FP) to ensure successful operation of the JFSAP through policy and implementation guidance and oversight for the Reserve Component (RC) Regional Headquarters. OASD(RA) assists with program marketing efforts, ensuring outreach by RC family program staff to RC families. The OASD(RA) is a key liaison between RC Headquarters and JFHQ.

#### National Guard Bureau

The National Guard Bureau (NGB) works in collaboration with the ODASD(MC&FP) to ensure successful operation of the JFSAP through policy and implementation guidance and oversight for and direct liaison with the National Guard JFHQ and the state adjutants general. The NGB also assists with program marketing efforts, ensuring outreach by NGB family program staff to National Guard families.

#### National Guard Joint Force Headquarters

The adjutant general selects the POC for the JFSAP within his or her state or territory. The selected JFHQ POC, often the state family program director (SFPD), provides daily, on-site guidance for the JFSAP. The JFHQ POC has the following responsibilities:

- Identify adequate work space for JFSAP team members. Such facilities/space will be specified, and location information will be provided to the government program manager to supply to the government contracting officer representatives (COR) and the contracting officer's technical representative (COTR). The contractor may perform the work at a government facility or another location identified and approved by the government.

- Provide logistical and programmatic orientation and define priorities and approach to service provision ([see Joint Family Support Assistance Team Development, Section 4 of this desk reference](#)).
- Ensure JFHQ leadership is briefed on matters pertaining to guidance, training, and resourcing for the JFSAP.
- Serve as the coordinating POC for JFSAP team member orientation and maintain contact with the government program manager and/or contracting officer representative, as appropriate.
- Identify any issues that cannot be resolved locally for resolution and bring them to the attention of the contracting officer's representative and/or government program manager ([see Joint Family Support Assistance Team Development, Section 4 of this desk reference](#)).
- Serve as the conduit for all community contact and coordination for the JFSAP team and lead outreach efforts to develop partnerships and integrate the activities of the JFSAP with existing military and civilian resources.
- Lead communication and marketing efforts.

### Contractor Representatives

Each contractor that provides services to the JFSAP shall designate a primary representative who is responsible for the following:

- hiring, training, and directly supervising their contract employees, who are members of JFSAP teams ([see Joint Family Support Assistance Team Development, Section 4 of this desk reference](#))
- working with the government program manager to provide event support
- providing monthly utilization reports to government program manager, the COR/COTR, the contracting office, the NGB, and RA

### State Teams

Through collaboration and outreach, JFSAP teams coordinate with federal, state, and local resources and nonprofit organizations to achieve program goals. JFSAP team members travel throughout the state to meet with families and unit family support staff to assess needs, form relationships with community service providers, and facilitate referrals to appropriate resources. JFSAP team members partner with and augment the activities of installation family centers, National Guard and Reserve family programs, Inter-Service Family Assistance Committees (ISFAC), unit family support staff officers, and other programs and services. They build coalitions and connect federal, state, and local resources and nonprofit organizations to support active duty, Guard, and Reserve families.

Most JFSAP teams are comprised of contracted consultants and counselors, including one Military OneSource (MOS) consultant, one Military and Family Life Counselor (MFLC), one Child and Youth Behavioral (CYB) MFLC, and the state's choice of one additional position, which may be an additional MOS consultant, MFLC, CYB-MFLC, or Personal Financial Counselor (PFC). Each member of the team has a specialized area of expertise, though members work collectively to achieve program goals, particularly in the area of community capacity building (i.e., resource identification and exploration of partnerships). The American Red Cross (ARC) funded a full-time position in each of the first



fifteen states, but was unable to extend this position to the remaining states. The remaining state teams may access a state-based ARC volunteer POC for the JFSAP. Fifteen states also currently include an Operation Military Kids (OMK) Youth Program Specialist as part of their JFSAP team. The Army Family and Morale, Welfare, and Recreation Command funds these fifteen positions.

### **Team Member Responsibilities**

JFSAP team members are all responsible for the following:

- Developing partnerships – Team members work within the state to develop partnerships to help bridge the gap between need and available services and integrate military and civilian resources.
- Marketing – Team members play a key role in developing and executing the JFSAP's marketing strategy to ensure awareness of available resources by members, families, leadership, and service providers throughout the state.
- Non-medical counseling – MFLC and CYB-MFLCs provide non-medical counseling support to eligible individuals and groups.
- The JFSAP team members may not act in inherently governmental roles, represent the government in meetings, perform personal services, or participate in strategy meetings, resource allocation meetings, etc.

The following section provides an overview of the key responsibilities of individual team members. Full, current position descriptions are also available from the contractor representatives.

### **Military OneSource Consultant**

The role of the MOS JFSAP Consultant is to collaborate with military and community support services to understand the military population within the state and their needs, understand actual and potential resources to meet needs, encourage community capacity building that will benefit the military population, and provide information and referral services, as well as promote a sense of military community among the geographically dispersed service and family members. In addition, MOS JFSAP Consultants educate service and family members of all branches and components on the support services available through Military OneSource via briefings and information tables at military sponsored events, conferences, trainings and other appropriate venues. Consultants also seek out opportunities to provide information regarding MOS services to military leadership, military support professionals, and community support professionals in positions to assist service members and families, in order to facilitate secondary outreach and subsequent referrals. In addition, a full list of approved MOS presentation offerings is available in [Appendix 4](#).

### **Military and Family Life Counselor**

The primary responsibility of the MFLC is to provide direct, short-term, non-medical, solution-focused counseling and psycho-educational services to individuals, couples, families, and groups for situations resulting from commonly-occurring life circumstances such as parenting, relationship conflicts, stress, personal loss, deployments, and reunions. The MFLC has overall responsibility for ensuring that geographically dispersed families have access to appropriate counseling services. The MFLC meets with families and unit family support staff to assess counseling needs and provide or coordinate counseling

services. The MFLC is also responsible for coordinating counseling services. The MFLC makes appropriate referrals and warm transfers to military and community counseling resources. A full list of approved MFLC presentation offerings is available in [Appendix 5](#).

### **Child and Youth Behavioral Military and Family Life Counselor**

The primary responsibility of the CYB-MFLC is to provide direct, non-medical counseling and psycho-education on topics such as developmentally appropriate practices, developmental milestones, difficult behaviors, separation, and anxiety. The CYB-MFLC has overall responsibility for addressing the non-medical counseling needs of children and youth. The CYB-MFLC meets with families and unit family support staff to assess needs related to children and youth. The CYB-MFLC makes appropriate referrals and warm transfers to military and community counseling resources to address identified needs. A full list of approved CYB-MFLC presentation offerings is available in [Appendix 5](#).

### **Personal Financial Counselor**

The PFC provides direct financial readiness education and counseling services on topics such as personal financial planning, budgeting, saving, reducing debt, retirement planning, deployment financial planning, understanding military pay, and understanding state, and federal financial benefits. The PFC has overall responsibility for addressing the personal financial readiness needs of military families. The PFC meets with families and unit family support staff to assess needs related to personal financial management. The PFC makes appropriate referrals and warm transfers to military and community resources to address identified needs. A full list of approved PFC presentation offerings is available in [Appendix 5](#).

### **American Red Cross Volunteer Manager**

The ARC volunteer manager is the Red Cross POC within the state and works closely with JFSAP staff to ensure smooth exchange of information between the ARC and the JFSAP. The ARC volunteer manager is familiar with major units within the state and represents the Red Cross at meetings, briefings, conferences, trainings, and related activities in support of the JFSAP.

### **Operation Military Kids Point of Contact**

The OMK POC assists the JFSAP team in connecting military children and youth with community youth programs, identifying military families and liaising between the JFSAP and partner organizations (e.g., 4-H, Boys and Girls Clubs, state departments of education, and child care resource and referral agencies).

## 4. JOINT FAMILY SUPPORT ASSISTANCE TEAM DEVELOPMENT

### Hiring Process

The Office of the Deputy Assistant Secretary of Defense for Military Community and Family Policy (ODASD[MC&FP]) provides the funding and the program management for the non-personal service contracts that support the Joint Family Support Assistance Program (JFSAP) teams. Vendors are required to ensure that vacancies are filled as quickly as possible. The vendor hiring process consists of the following elements:

1. Vendor will initiate recruitment efforts, keeping MC&FP government program manager, the contracting officer's representative (COR) or the contracting officer's technical representative (COTR), the contracting officer, and the Joint Force Headquarters (JFHQ) point of contact (POC) informed of progress.
2. Vendor will ensure candidates have required qualifications for the positions:
  - For the Military and Family Life Counselors (MFLC) and Child and Youth Behavioral (CYB) MFLC positions, candidates must be licensed clinical providers.
  - For Military OneSource (MOS) JFSAP consultants, candidates must hold a four-year college degree and possess five years prior military experience as an active duty, National Guard, or Reserve member (or as a spouse of a member) or relevant civilian experience and knowledge of Military Services programs (military departments and family service-type programs).
  - For the Personal Financial Counselor (PFC) position, candidates must be an Accredited Finance Counselor (AFC®), Certified Financial Planner (CFP®), or Chartered Financial Consultant (ChFC).
3. Vendor will interview potential candidates and coordinate introductions and orientations for the selected contract employee with the state JFHQ POC.
4. Vendor will coordinate a start date with the JFHQ POC and the consultant or counselor.
5. The time required to complete the hiring process varies depending on the state and the number of qualified applicants.

### Orientation

The government program manager, the vendors who provide contract staff for the JFSAP teams, and the JFHQ POC share the responsibility for orientation and training of JFSAP team members.

Prior to beginning work as a JFSAP team member, all contract employees will receive orientation information from their employer (the vendor) which covers an overview of the military culture and customs, a review of the vendor provider's manual, an orientation to the JFSAP program, and an introduction to state information sources. When JFSAP team members arrive at the site, the JFHQ POC or the designated POC should be prepared to provide a site-specific orientation. An orientation template may be found in [Appendix 1](#). The list of abbreviations and acronyms in [Appendix 6](#) may also be helpful during orientation.

Funds are not available for JFSAP team members to attend non-Department of Defense training events.

### Supervision

The contracted JFSAP team members work for their respective employers, who provide them with direct supervision and ensure they perform in accordance with the scope of their respective contract requirements. The contracted team members shall at all times be under the supervision of the contracted vendor and not government personnel, whether uniformed or civilian, regardless of rank, nor another vendor's contract employee. There shall be no direct supervision of contract employees by the government.

The contracted JFSAP team members shall take extraordinary care to ensure they are not perceived as a government employee. In no event shall a contractor conduct negotiations or be an active participant in negotiations. The contractor status as a "contractor" should be predominately displayed in all correspondence and dealings with the government or non-governmental entities or personnel. The contractor should leave no doubt they are acting in an official government capacity and do not have the authority to bind the government.

The COR and COTR are responsible for interfacing with the vendors regarding the contract personnel and perform all necessary oversight and monitoring of the contractors as proposed in the contracts.

The JFHQ POC for the JFSAP team provides overall vision and guidance to the teams regarding program implementation, workload priorities, and schedules. This individual is the key POC in the state for support of geographically dispersed military families and guides all JFSAP activities.

See [Appendix 2](#), *Guidance for Non-Personal Services Contracts*, for additional information on the relationship between the JFHQ POC and JFSAP team members.

While vendors provide direct supervision to JFSAP team members, JFHQ POCs should understand the following contractual requirements:

### Schedule

- JFSAP contract counselors or consultants work eighty hours in a two-week time period, and schedules should be flexible to meet the needs of the program (e.g., if the contractor consultant or counselor supports a weekend event, he or she may have other time off during the week). Overtime is not authorized.
- Vendors are the final leave-approval authority. Leave scheduling and approval is a coordinated effort between the contract consultant or counselor and their vendor. The contract consultants and counselors should notify the JFHQ POC of their intended leave schedules and absences. If there is an issue regarding the leave of a contractor counselor or consultant, the JFHQ POC should contact the government program manager or the COR/COTR to negotiate with the vendor for coverage if it is mission essential.

## Equipment

- Vendors provide their employees with a laptop computers, air cards, cell phones, Blackberries, etc.
- All equipment questions from the contract consultants or counselors should be brought to the attention of the contract consultants' or counselors' respective vendors. The vendor and the government program manager will work to resolve the issue if possible. The government program manager may need to consult with the JFHQ POC for connectivity or information technology (IT) support issues.
- The JFHQ is expected to provide work space and basic office supplies for the JFSAP team. If access to adequate space is a challenge, JFHQ POCs may consider alternative work locations or arrangements (e.g., telecommuting). Such facilities or space will be specified, and location information will be provided to the government program manager or COR/COTR. The contract consultants and counselors may perform the work at a government facility or another location identified and approved by the government program manager.
- Beginning in early in 2011, contract consultants and counselors will need to receive their Common Access Cards (CACs) via their company. The government program manager will work with the vendors to ensure those contractors requiring CACs receive them. If the JFHQ POC at any time has a question about CACs for contract employees, they may contact the government program manager for clarification and guidance.

## Travel and Transportation

- JFSAP team members work with the JFHQ POC to plan travel and then coordinate their travel arrangements through their respective companies. The vendors then coordinate any required authorizations with the government program manager. All travel is subject to government approval and is based on the most cost effective utilization of the contracted resources. Contract JFSAP team members are reimbursed for travel expenses according to their contract and employer's policies.
- Out-of-state travel is authorized on a case-by-case basis if the travel directly benefits members and families within the state. Prior to planning out-of-state travel for JFSAP team members, the JFHQ POC should first contact the appropriate vendor and provide the location, timeframe, purpose, and estimated cost. Once the vendor approves, the travel request information should be forwarded to appropriate government program managers for final approval and provide a copy to the JFSAP director.
- Existing contracts do not permit JFSAP team members to drive General Services Administration (GSA) vehicles. Contract MFLCs, CYB-MFLCs, and PFCs have access to a shared rental vehicle. MOS Consultants may rent a car or use personal vehicles which are reimbursed by contract. The contract program managers identify a POC in each state to be responsible for all issues regarding the vehicle and its usage. Each contract supporting the JFSAP has a provision for in-state travel expenses.

## Personnel Issues

- Contract consultants and counselors shall be at all times under the direction and control of their contract supervisors or vendor. The vendor shall at all times be responsible for the supervision of its employees in the performance of the services required under the vendor's contracts.
- If the vendor finds that clarification with respect to the scope of services to be performed is necessary, they can request, in writing, clarification from the government program manager or COR/COTR, or the contracting officer.
- Removal of contract personnel: It is understood that all contract personnel assigned to perform the work must be acceptable to the government in terms of personal and professional conduct and must successfully initiate a full background investigation before obtaining access to the premises. Any person in the contractor's organization, or in any subcontractor's organization, who is deemed by the government program manager or COR/COTR to conflict with the interest of the government shall immediately be removed from this contract. The reason for removal shall be fully documented in writing to the contracting officer by the vendor. Any security violations or denials or revocations of security clearances may be construed as grounds for immediate removal from the premises and the contract. Further the government shall have the right to compel the vendor to replace any individual who is determined by the government to be a security risk, under the influence of alcohol or drugs, or physically or mentally impaired to the extent that they cannot perform the tasks established by the contract. Such determination is to be made at the sole discretion of the JFHQ POC, who will then report to the government program manager, who will then subsequently report the finding to the contracting officer. Such determination shall not relieve the contractor from meeting the performance requirements of the contracts.
- Should a JFHQ POC identify a personnel issue with a particular contract JFSAP team member, he or she should notify the appropriate government program manager, COR/COTR, or government contracting officer, in writing, via letter or e-mail. The government program managers are responsible for interfacing with the vendor on issues related to personnel performance. The government program managers perform all necessary oversight and monitoring of the contractors and will work to resolve the issue.
- If involuntary termination of a team member becomes necessary, the government program manager or COR/COTR will coordinate with the appropriate vendor POC to collect all documentation and discuss expectations for returning equipment and cleaning the workspace. The vendor will process the removal action in accordance with their respective company policies and will immediately begin the search for a replacement to fulfill the obligations of their respective contractual deliverables.

## 5. OVERSIGHT

### Technical Assistance

Technical assistance from the Office of the Deputy Assistant Secretary of Defense for Military Community and Family Policy (ODASD[MC&FP]) is provided through site visits and virtual meetings to achieve the following goals:

- develop a collaborative relationship and regular communication between MC&FP and Joint Force Headquarters (JFHQ) points of contact (POCs) and teams
- promote mutual understanding of program objectives
- provide support and guidance to JFHQ POCs and teams in their efforts to accomplish program goals

### Site Visits

Through on-site consultation, site visits provide an opportunity for the ODASD(MC&FP) to help the Joint Family Support Assistance Program (JFSAP) teams address self-identified topics of interest. Site visits are not conducted for the purpose of monitoring and should require only minimal preparation by JFSAP teams. In addition to visits to JFSAP states, JFHQ POC may also visit MC&FP to learn more about the MC&FP oversight and program management functions. If interested, they should contact the JFSAP program manager. The process for site visits is as follows:

- Site visit participants will include MC&FP government staff with oversight for the program and/or contracts through which the JFSAP teams receive contract consultants and counselors.
- JFHQ will be notified of site visit in advance and will be invited to submit questions or concerns that they would like to address during the visit.
- Following the site visit, MC&FP will provide JFHQ POCs with a summary report. JFHQ POCs will also have the opportunity to provide their perspective on the site visit or address outstanding issues or concerns that were raised during the visit.

A list of questions often addressed during site visits and a summary report template may be found in [Appendix 3](#).

### Virtual Meetings

In addition to conducting site visits, MC&FP also hosts virtual meetings to provide technical assistance to JFSAP teams. Virtual meetings provide a mechanism for maintaining communication when scheduling or cost prohibits a site visit.

## Reporting

The authorizing legislation for the JFSAP required two reports:

- a [report to Congress on the JFSAP implementation plan](#), which was published in December 2007
- a [report updating Congress on the status of the JFSAP](#), which was published in December 2009

JFSAP team members are also required to complete activity forms, which are submitted online through their vendor's web portal. Activity forms are the foundation for the program's monthly utilization report, documenting direct services, indirect services, and community capacity-building efforts. The report is reviewed by MC&FP and the National Guard Bureau (NGB) (and in some cases, other stakeholders) to track program activity and identify trends. State-specific reports are provided to the NGB for distribution to each JFHQ POC on a monthly basis.

## Evaluation

Program evaluation provides a tool for continuous quality improvement and demonstrates the success of the program. MC&FP has primary responsibility for evaluation of the JFSAP and uses the following sources of information:

- vendor deliverable monthly utilization reports
- survey reports from event POC on JFSAP team performance
- consultant/counselor and state family program director questionnaires completed at designated intervals during the program implementation
- feedback from command leadership
- focus groups

JFSAP teams are encouraged to use their own evaluation tools and methods to measure customer satisfaction.



## 6. ON DEMAND PROCEDURES

The On Demand Form is a centralized point of access for commander's contract support and resources in support of Yellow Ribbon Program and other deployment-related events sponsored by National Guard and Reserve units.

### On Demand Access

The On Demand Form may be accessed by command representatives by using the online request form located at [jfsap.mhf.dod.mil](http://jfsap.mhf.dod.mil).

Command representatives can only request services. Contractors are prohibited from requesting their own services based on contractual regulations.

### Types of Events Supported

On Demand resources are intended to supplement resources available from the Joint Family Support Assistance Program (JFSAP) teams and other state and community programs, providing comprehensive deployment cycle support. On Demand resources may be requested for any deployment-related event, including, but not limited to Yellow Ribbon Reintegration Program events, drill weekends, family events, annual training, and Strong Bonds.

### Available Resources

The following On Demand resources may be requested through <http://jfsap.mhf.dod.mil>:

- Military OneSource (MOS) Consultant
- MOS Booth
- MOS Virtual Support Webinar/Teleconference/Train the Trainer
- Military and Family Life Counselor (MFLC)
- Child and Youth Behavioral (CYB) MFLC
- Personal Financial Counselor
- MFLC and MOS Materials

### Scheduling Process

1. Unit representatives submit a request for resources, completing a series of questions about the event and their resource needs. All requests should be submitted a minimum of thirty days before the event. MFLC and PFC support units that are in ninety days pre- deployment through 180 days post deployment status. MOS support is available to Guard and Reserve units regardless of activation status. Request guidance has been provided to help unit representatives complete the request form and expedite request processing (see below)
2. All information requested on the form must be provided or an event may not be supported. If all information is not received within seven days of the event, the event will not be supported.

3. A minimum of seventy-five people must be anticipated to attend an event in order for a counselor or consultant to be present at an event. Special circumstances such as recent KIAs or suicides may warrant consideration of reducing this 1:75 ratio. Submission of event agendas may support this consideration.
4. The On Demand staff member contacts the unit representative to establish contact as the primary POC for coordination of resources and to discuss the request. The On Demand staff member is the liaison between the unit representative and the MC&FP program managers with oversight for the contracted resources (e.g., MOS consultants and MFLCs).

**Form Submission Guidance for Unit Representatives**

Visit [MilitaryHomefront](#) to review a PowerPoint presentation describing the On Demand Request Process.

## APPENDIX 1

### ORIENTATION TEMPLATE

#### *Discussion Topics*

##### **Site Orientation and Logistics**

- Check-in procedures, including access to work location and security information
- Office supplies
- Work schedule/hours
- Telephone access
- On-site point of contact (POC)
- Expectations for performance and program goals
- Confidentiality
- Office etiquette, including dress code

##### **National Guard and Local Community**

- National Guard and command overview (i.e., culture and chain of command)
- State and community overview and culture
- Overview of local, military, and civilian programs and resources; key POCs and protocols for making contact with them
- Introductions
- Acronyms
- Existing coordination networks, committees, vehicles, and infrastructure

##### **Members and Families**

- Demographics
- Physical location
- Community- and state-based needs assessment results
- Deployment history and schedule

##### **Program Resources**

- Communication, outreach, marketing strategy, and materials
- Evaluation tools

## APPENDIX 2

### GUIDANCE FOR NON-PERSONAL SERVICE CONTRACTS

#### PURPOSE

The purpose of this review is to provide information on non-personal services-type contracts with a focus on the Military OneSource (MOS) and Military and Family Life Counselor (MFLC) contracts, which support the Joint Family Support Assistance (JFSAP) program. These contracts are administered in the Office of the Deputy Assistant Secretary of Defense, Military Community and Family Policy (ODASD[MC&FP]).

This review is written primarily for an installation-level commander, but this information should also be shared with any person who may act on a commander's behalf. The information contained in this review will describe appropriate roles for contractor personnel supporting the JFSAP program.

For further information, a copy of the Federal Acquisitions Regulations (FAR), vol. 1 can be found at <http://farsite.hill.af.mil/vffar1.htm>, specifically FAR part 37.104.

#### BACKGROUND

Because of the nature of the JFSAP program, confusion can arise regarding the appropriate roles of contractor personnel supporting the state Joint Forces Headquarters (JFHQ) points of contact (POC). While contractor personnel serving as MOS consultants and MFLC counselors may work closely with the JFHQ POC, they are not under his or her direct supervision and cannot perform inherently governmental functions. Contractor personnel must perform their duties in accordance with the contract and are directly supervised by their company's chain of command.

The contracting officer, his/her representatives, and the government program managers are responsible for interfacing with the vendors regarding contractor personnel and for performing all necessary oversight of the scope of work and financing, as agreed upon in the contracts.

#### DEFINITIONS

A "service contract" is a contract that directly engages the time and effort of a contractor whose primary purpose is to perform an identifiable task rather than to furnish an end item of supply. A service contract may be either a non-personal or personal contract. It can also cover services performed by either professional or nonprofessional personnel, either on an individual or organizational basis. Some common uses for installation-based service contracts are concessionaire services; custodial, janitorial, and housekeeping services; food or mess attendant services; computer services; various types of repair services; taxicab services; grounds maintenance; and vending machine services. Additionally, they can also include health care services, call centers, and other human-services professional functions.

A "non-personal services contract" is a contract under which the personnel rendering the services are not subject, either by the contract's terms or by the manner of its administration, to the supervision and control which usually prevails in relationships between the government and its employees.

## ROLES AND RESPONSIBILITIES

### Contracting Officer (CO)

Contracting officers have authority to enter into, administer, or terminate contracts and make related determinations and findings.

Contracting officers are responsible for ensuring performance of all necessary actions for effective contracting, ensuring compliance with the terms of the contract, and safeguarding the interests of the United States in its contractual relationships.

### Contracting Officer's Representative/Contracting Officer's Technical Representative (COR/COTR)

The primary roles of the COR/COTR are to monitor the contracted vendor's performance and serve as the technical liaison between the vendor and the contracting officer, respectively. The contracting officer has authority and responsibility over all aspects of the contract.

### Program Managers (PM)

For major contracts, the COR/COTR shall ensure that clear lines of authority and responsibility are established with the program managers (PM). For some programs the COR/COTR may also act as the PM. PMs may act as alternates or assistants to the COR/COTR who functions as the representative of the CO.

## PERSONAL SERVICES CONTRACTS

Agencies shall not award personal services contracts unless specifically authorized by statute (e.g., Title 5 United States Code §3109) to do so. Personal services contracts are not allowed under current regulations for MC&FP. A personal services contract is characterized by an actual (or apparent) employer-employee relationship created between the government and the contractor employees. An example of a personal service contract is where the government has a requirement for a new highly-sophisticated software program that requires the contractor employee to work side-by-side with government employees in the same office to develop the software.

The main question in determining whether an employer-employee relationship exists is, "Will the government exercise relatively continuous supervision and control over the contractor personnel performing the contract?" If so, then an employer-employee relationship may exist which could result in a personal services contract. The Internal Revenue Service has published a set of common law factors (<http://www.irs.gov/businesses/small/article/0,,id=99921,00.html>) to be used as a guide in determining whether an individual is an independent contractor or an employee. Each contract must be judged on a case-by-case basis to determine whether an employer-employee relationship exists.

## NON-PERSONAL SERVICES CONTRACTS

A non-personal services contract is a contract where the personnel rendering the services are not subject to the supervision and control that normally exists between the government and its employees. In other words, the government will identify to the vendor what tasks are required (usually through a Performance Work Statement or Statement of Work), but will not direct or supervise the vendor's employees during the performance of the contract.

All ODASD(MC&FP) contract templates are written as non-personal services contracts. However, the government PM, COR/COTR, CO, and activity personnel must ensure that an employer-employee relationship is not created during the performance of the contract. The government shall not exercise continuous supervision or attempt to control or direct the contractor's employees.

Inappropriate uses of contractor personnel include, but are not limited to:

- contractor personnel being provided a designated command parking spot like a government department head civilian or military employee
- contractor personnel being requested by name to perform functions that could be performed by another contractor employee or a government employee
- contractor personnel being requested to participate in government strategic planning or resource allocation
- contractor personnel performing administrative command work services or providing products that are outside the scope of work
- contractor personnel performing any function that is inherently governmental

Examples of inherently government functions are:

- determination of agency policy
- decision making that involves governmental financial expenditures (e.g., travel)
- collection of money
- programming priorities
- command reorganization and planning activities
- evaluation of other contracted employees
- any situation where it may be assumed contractor personnel are government agency employees or representatives

Most importantly, contractor personnel must not be requested to participate in boards, become voting members or attend conferences on behalf of a command, or attend events in which strategy and policy are being discussed. This could permit the vendor to gain access to information that would constitute an unfair advantage in future government proposals.

Therefore, the government program manager, government CO, and COR/COTR must maintain oversight of their service contracts to ensure this does not occur.

## QUESTIONS ABOUT MILITARY COMMUNITY AND FAMILY POLICY

### CONTRACTED CONSULTANTS

A JFHQ POC may have additional questions on a particular requirement and may not be clear whether an assignment is within the vendor's scope of work. JFHQ POCs can contact the JFSAP program manager who works directly with the COR/COTR for JFSAP MFLCs and JFSAP MOS contracts.

Before contacting any one of these individuals, a JFHQ POC should try to contact the [JFSAP program manager](#). However, if there are emergent events that need to be addressed with relation to the contracted consultant, any of the above POCs can be contacted.

It is important that all parties understand the rules as they pertain to personal and non-personal services contracts. Failure to understand and follow appropriate procedures can subject the government to adverse consequences, such as the payment of back wages and fringe benefits to contractor employees and other sanctions imposed by the Department of Labor. JFHQ POCs should always remember to ask for assistance if they are unsure about issues surrounding their contracted consultants.

## APPENDIX 3

### SITE VISIT DISCUSSION TOPICS AND REPORT TEMPLATE

#### *Discussion Topics*

##### **Demographics and Needs Assessment**

- Client demographics
- Needs assessment status and results
- Relevant research (state-specific) on members and families
- Major issues impacting members and families

##### **Overview**

- Successes and challenges
- Lessons learned

##### **Staff**

- Team composition
- Turnover
- Schedules
- Communication

##### **Logistics**

- Location
- Common Access Cards (CAC)
- Transportation

##### **Partnerships**

- Status of partnerships
- Status of Inter-Service Family Assistance Committees (ISFAC), including members, meeting schedule, chair, results, and JFSAP role
- State coalitions
- Community capacity building efforts

##### **Communication and Marketing**

- Communication and marketing plan
- Materials and resources



### **Outreach**

- Status of outreach efforts
- Relationship with Reserve Components (RC)
- Service to RC members and families
- Outreach to units and families

### **Program Feedback and Evaluation**

- Feedback
- Evaluation instruments and results

### **Needs**

- Areas in which additional technical assistance is needed

### ***Report Template***

1. Dates of visit
2. Site/state
3. Purpose of visit
4. Names of individuals conducting visit
5. Itinerary and persons visited during visit
6. Observations and feedback (brief narrative describing the trip, meetings attended, observations, and conclusions)
7. Deployment status (dates of current deployments, scheduled deployments, scheduled returning deployments, and any special circumstances or situations)
8. Suggestions, recommendations, or issues requiring follow-up

## APPENDIX 4

### MILITARY ONESOURCE PRESENTATION LIST

#### **Military OneSource Overview (thirty to sixty minute presentation)**

This presentation provides extensive information on the broad range of programs that are available through Military OneSource, including counseling sessions, financial information, education and career support, relocation assistance, child care and parenting resources, free access to the Morale, Welfare, and Recreation (MWR) Online Library system, Tutor.com, SitterCity, and much more.

#### **Deployment Briefs**

##### **Pre-Deployment (fifteen to thirty minute presentation)**

This brief offers tips and information about Military OneSource resources available to assist while planning for deployment. Topics include creating a deployment budget, preparing everyone emotionally, talking to kids and teens, maintaining work/life balance, counseling services, and more.

##### **During Deployment (fifteen to thirty minute presentation)**

This brief discusses ways to maintain the home front during deployment, including taking a review of financial plans, child care arrangements, and communication methods, as well as information on Military OneSource resources available for additional support.

##### **Thirty-Day Return & Reunion (twenty to thirty minute presentation)**

This brief addresses topics relevant during the thirty-day reunion timeframe, such as reconnecting with family and friends, understanding children's reactions, and returning to civilian life, and provides Military OneSource resource information to help make the initial reintegration successful.

##### **Sixty-Day Return & Reunion (fifteen to twenty-five minute presentation)**

This brief discusses the return and reunion process at the sixty-day timeframe, including renegotiating roles and responsibilities, rebuilding trust, and re-establishing a budget, and provides information on relevant Military OneSource resources.

##### **Ninety-Day Return & Reunion (fifteen to twenty-five minute presentation)**

This brief offers tips and Military OneSource resource information to assist during the ninety-day return and reunion timeframe. Topics include rebuilding trust, recognizing high-risk behaviors, filing delayed taxes, and career and continuing education support.

#### **Specialty Briefs**

##### **Healthy Habits Health Coaching (thirty to forty-five minute presentation)**

This brief provides an in-depth overview of the Healthy Habits Health Coaching program including a review the four individual programs, the life health assessment, the benefits of coaching, online options, and program access.

To request event support: Visit the Service Provider link on [Military OneSource](#), select “Events & Presentations,” and then the “Select Presentation Request Form.” From there, simply complete and submit the form online.

## APPENDIX 5

### MILITARY AND FAMILY LIFE COUNSELOR, CHILD AND YOUTH BEHAVIORAL MILITARY AND FAMILY LIFE COUNSELOR, AND PERSONAL FINANCIAL COUNSELOR PRESENTATION LIST

#### **Activities for Children's Reunion Ages Six to Twelve** C0097

These activities encourage children to recognize and address their feelings and issues around their deployed service member's homecoming.

#### **A Guide for Helping Children Manage Anger** C0098

This presentation was developed to help parents and caregivers recognize when a child is acting out through anger, when it is normal and healthy and how to recognize signs that something more serious is going on and should be addressed.

#### **All Feelings are OK** C0126

This set includes five materials: All Feelings Are Okay: group curriculum, group handouts one, group handouts two, leader tools and group activities to guide children through different "easy" and "hard" feelings and understand that feelings are a normal and healthy part of life.

#### **Anger Management** A0083

This presentation explores the motivation to choose anger over other healthier responses and offers techniques for managing anger as well as the proper way to calm an angry person.

#### **Anger Management for Teens** AM0003

This presentation was designed to help teens understand different types of anger, which type they exhibit, healthy ways to manage anger, and when to seek help if their anger feels out of control.

#### **Anger Management from Combat to Home** AM0002

This presentation was designed for the service member. This presentation explores anger, how it is used very differently but appropriately in a number of situations, and how to best reintegrate healthy anger management coping skills for tense situations on the home front – not anger management skills learned in combat.

#### **Appropriate School Bus Behavior** C0219

This presentation will teach children about behaviors that are appropriate and safe when riding the bus. Participants will also learn how inappropriate behavior on a school bus can potentially distract the driver and possibly cause an accident.

#### **At Risk Service Members: A Guide for Command** ML0223

This presentation examines at risk behaviors, who can be at risk, and what their behavior might look like, as well as what to do if these behaviors are recognized in a service member.

**Avoiding and Putting a Stop to Gossip** *SI0184*

This presentation addresses gossip: what it means, the negative effect gossip has on a community, and ways to avoid and prevent gossip.

**Building Healthy Marriages** *RR0121*

This presentation focuses on the keys to building a healthy marriage: mutual trust, respect, and communication.

**Building Partnerships with Parents –  
A How-to Guide for Successful School-Home Communication** *P0197*

This presentation will address the importance of open communication between school and home. It also offers suggestions to child care providers and teachers that can help strengthen the relationship between parent and teacher.

**Building Resiliency** *ML0216*

The presentation will teach participants the characteristics of resilient people as well as methods for becoming more resilient. Participants will learn how to cope and maintain a sense of stability in the midst of change and loss.

**Building Resiliency in Children: A Parent's Guide** *P0217*

This presentation will teach participants how to recognize characteristics of resilient children as well as methods for building resilience in children by teaching coping skills, optimism, character building, and more.

**Building Your Child's Self Esteem** *P0208*

This presentation covers the meaning of self-esteem, factors that affect self-esteem, the connection between self-esteem and behavior, and ten ways to build a child's self-esteem.

**Bully Busting Activities (first to eighth grade instructor's guide)** *C0017*

The purpose of this presentation is to guide children through three processes of discovery, positive action, and resolution in terms of bullying.

**Bullying: A Guide for Parents and Caregivers** *C0007*

This presentation was developed for parents. This presentation defines bullying and addresses how to detect bullying and how to prevent the behavior. Addressing and preventing bullying is the key to developing healthy coping mechanisms.

**Caring for an Aging Parent** *P0188*

This presentation will help participants to identify issues and find solutions regarding care of their aging parents.

**Challenges of Changing Schools** *C0186*

This presentation addresses each of these challenges and offers suggestions for making new friends and keeping grades up through the process.

**Challenges Faced By Dual Military Couples** *M0225*

During this presentation, participants will learn about: the challenges of dual military couples, coping methods for dealing with those challenges, and what to do when the dual military couple has children and both parents deploy.

**Challenges of Reunion and Reintegration** *RR0141*

This presentation reviews the positive aspects and the difficulties of reunion and reintegration, both for the single service member and married service member. This presentation explores the effect that reintegration has on children and discusses tips on how to make reintegration successful for the whole family.

**Children and Moving** *C0204*

This presentation covers the challenges children face when moving to a new location and tips to help children handle moving and adjusting to their new surroundings.

**Children & Separations Issues of Deployment** *C0008*

This presentation addresses the positive aspect of separation from a deployed parent and ways to strengthen the relationship long distance. Additionally, it discusses detrimental coping strategies to watch for and how to recognize that it is time to seek professional help.

**Combat-Related Stress Reactions** *S0009*

This presentation teaches coping skills for the service member as well as how the family members (as well as employers and coworkers) can take an active role in the healing process.

**Communication and Assertiveness** *ML0089*

This presentation addresses components of communication: verbal and nonverbal communication, communication guidelines, the importance of an active listener, how to communicate long distance, and more.

**Communication for Teens** *C0014*

This presentation provides reassurance to teens regarding common teenage struggles and teaches skills for effective communication, including how to listen and healthy ways to communicate anger.

**Communication Training** *ML0015*

This presentation defines the different types of communication and offers guidelines to becoming an effective communicator.

**Conflict Resolution** *C0040*

This presentation addresses understanding conflict, types of conflict in the workplace, conflict styles, ways people respond to conflict, conflict in the workplace, communication guidelines, and how to resolve conflict.

**Conflict Resolution with Children ages Four to Twelve** C0018

This presentation provides guidelines and ground rules for everyone to use when resolving conflict, as well as effective problem solving techniques. This was developed for parents.

**Conflict Resolution with Children ages Thirteen to Sixteen** C0043

This presentation provides guidelines and ground rules for everyone to use when resolving conflict, as well as effective problem solving techniques. This was developed for parents.

**Conflict Resolution for Middle School** C0193

This presentation is designed to help middle school-age kids understand what conflict is, different responses to conflict, communication skills that can help prevent conflict, and beneficial ways of handling and resolving conflict.

**Controlling Anger** AM0209

This presentation will teach the positive and negative effects of anger, as well as warning signs that anger is escalating.

**Coping Strategies for the Uncertainties of Life** ML0013

This presentation explores the difficulties of failed expectations and explores effective coping strategies and how to employ them.

**Coping with Challenges While on R&R** RR0150

Rest and Recuperation (R&R) provides a short respite from active duty but can sometimes pose many challenges. This presentation addresses the common challenges of R&R and provides tools to keep the visit positive for all.

**Coping with Holiday Grief** RR094

This presentation identifies the impact grief has on the holidays, provides tips for healthy coping mechanisms, suggests ways to assist children in the grieving process, and offers ideas on how to develop a plan for the holidays.

**Coping with Job Uncertainty** SI0171

This presentation will teach participants ways to deal with potential organizational restructuring and job loss, how to handle the emotional challenges that can accompany these uncertainties, and how to manage change.

**Coping with the Challenges of Transitioning Home** RR0115

This workshop helps service members learn to respect the changes that have occurred, articulate the experiences to loved ones, and build tools for a positive readjustment to civilian life.

**Coping with Separation & Retirement** ML0222

This presentation will review ways to deal with potential separation and retirement, how to handle the emotional challenges that accompany these uncertainties, and how to manage change.

**Coping with Transitions** *SM0158*

This presentation addresses change and focuses on different coping mechanisms that can create a smooth transition.

**Creating a Healthy Marriage** *RR0034*

This presentation discusses the myths and stages of marriage and addresses the behaviors that lead to and intensify marital conflict. It teaches keys to creating and maintaining a healthy marriage.

**Cultural Awareness & Sensitivity** *RR0153*

This presentation addresses the relationship between culture and conflict. This presentation examines the effect a person's own culture and perspective has on an issue or situation and how to become aware of this to reduce conflict.

**Culture Shock: Adjusting to Cultural Change** *RR0151*

This presentation defines the meaning of culture shock as well as symptoms and challenges of culture shock and provides coping strategies to mitigate the issue.

**Cyber-Bullying** *C0165*

Cyber-bullying is on the rise due to text messaging, MySpace, e-mails, webpages, and cell phones. Children can easily fall prey to cyber-bullies and the emotional and social effects can be devastating. This presentation defines cyber-bullying, offers tips to parents for staying in touch with their children, and explains how to address cyber-bullying if it hits home.

**Deployment Survival** *D0044*

This presentation offers pre-deployment considerations, tips for managing the separation, and suggestions for staying in touch.

**Developmental Stages for Children Birth to Two Years Old** *P0021*

This presentation helps parents and caregivers understand the stages and milestones their infant will accomplish during this age as well as advise ways to pay attention of one's own needs as a way of providing the best care for all.

**Developmental Stages for Children Two to Five Years Old** *C0102*

This presentation explores the developmental milestones for children between the ages of two- and five-years-old and what to expect (as well as what not to expect) in their growing child.

**Developmental Stages Six to Nine** *C0123*

This presentation discusses rate of development and growth for the six- to nine-year-old and how each child is unique.

**Developmental Stages Ten to Twelve** *C0124*

This presentation discusses rate of development and growth for the ten- to twelve-year-old and how each child is unique.

**Diversity and Tolerance** *D0071*

This presentation addresses diversity and tolerance, as well as signs and symptoms of intolerance, including stages of diversity and tolerance. Information is also provided on how to make a personal decision toward change.

**Effective Discipline for Young Children Ages Two to Five** *P0039*

This presentation explores a parent’s job as caregiver to support a positive learning environment while creating guidelines and teaching skills that promote the growing process.

**Effective Discipline for School Age Children Ages Six to Nine** *P0020*

This presentation addresses the developmental stage of six to nine year olds and effective tools for setting guidelines and shaping behavior and discipline. It also touches on the effect deployment has on this age group.

**Effective Discipline for Pre-Teens Ages Ten to Twelve** *P0022*

This workshop teaches parents and caregivers how to maintain good communication, how to discipline, how the military lifestyle briefing affects the child, and more.

**Effective Discipline for Teens Ages Thirteen to Seventeen** *P0023*

Parents and caregivers of teenagers will learn effective guidelines for setting rules, limits, and consequences for their teen.

**Electronics and Your Children** *P0201*

This presentation will cover the potential negative effects of electronic media and cell phone usage as well as the importance of monitoring the use of children’s electronics and access to social networking sites.

**Emotional Cycle of Deployment** *AM0030*

This presentation addresses the seven emotional cycles of deployment: Stage one: Anticipation of loss; Stage two: Detachment and withdrawal; Stage three: Emotional disorganization; Stage four: Recovery and stabilization; Stage five: Anticipation of homecoming; Stage six: Renegotiation of marriage contract; Stage seven: Reintegration and stabilization.

**Emotional Intelligence Activities for Children Ages Five to Seven**

**Emotional Intelligence Activities for Children Ages Eight to Ten**

**Emotional Intelligence Activities for Children Ages Eleven to Twelve**

**Emotional Intelligence Activities for Children Ages Thirteen to Eighteen**

These activity guides offer age-appropriate resources that are helpful in teaching children about emotions surrounding a parent’s deployment.

**Emotional Spending** *F0139*

Emotional spending addresses retail therapy and its dangers, provides tips on how to tell if a person has a problem, and suggestions for resolving the issue.



**Enhancing Resiliency in Children** C0091

This presentation helps parents understand how to ease military lifestyle for their children, what challenges that children face, and ways to create a supportive environment for kids.

**Entering the World of Work Focus on Teens** C0100

This presentation addresses how to start in the workforce, where to apply, how to present one's self, and what a teenager deserves as a member of the workforce.

**Facing the Challenges of Divorce** RR0118

Living through a divorce is a tremendous challenge that affects all facets of life. Facing Challenges of Divorce addresses the causes and the realities of divorce, how to forgive, and how to help children work through the challenges so everyone can move on positively.

**Family Reunion** RR0031

This presentation helps participants develop realistic expectations and prepare for a successful transition back to life at home.

**Fatherhood** P0163

Becoming a parent is one of the most life altering changes in a person's life. Fatherhood talks about the many blessings and challenges inherent to becoming a parent in the military and offers ways of bonding and staying connected during deployment.

**From Combat to Home** ML0162

This presentation addresses the challenges and benefits of military life and returning home from deployment. These challenges have varied effects on service members, spouses, and children. This presentation teaches coping techniques for everyone.

**From Couplehood to Parenthood** M0170

This presentation takes an honest look at the changes a couple faces upon welcoming a baby into their family and how to make the transition to welcoming the new member if the spouse is deployed.

**Goal Setting** SI0169

This presentation will teach participants the importance of goal setting, how to examine life's priorities, and how to develop a life plan.

**Grief & Loss** G0032

This presentation addresses the meaning of grief and loss, defines the symptoms and stages of grief, and targets ways to cope and to help children with the grieving process.

**Healthy Living** S0135

This presentation explores strategies for enhanced mental and physical longevity and healthy living. It also takes a look at the effect chronic stress can have on a body's overall well-being and offers tips for reducing stress and integrating healthy living strategies.

### **Healthy Relationship Skills for Singles** *M0192*

This presentation will help to clarify what a person is really looking for in a relationship and help that person become aware of his or her own personal pitfalls in choosing the wrong people.

### **Helping Children Cope with Post-Deployment Issues** *P0143*

This presentation talks about a child's concerns and potential challenges arising from the return of a parent from deployment. It suggests coping techniques that a parent can employ to support a satisfying and positive reintegration process for the entire family. The presentation includes parent guides and activities for toddlers, preschoolers, grade-school children, and teenagers.

### **Helping the Service Member Reconnect with their Child** *RR0173*

This presentation looks at the possible reactions children have to their returning service member parents and offers way that can help the child reconnect.

### **Homecoming & Reunion** *RR0029*

This presentation addresses concerns and guides participants through a proactive approach to encourage a positive reintegration.

### **How Children Grieve** *C0101*

This presentation offers parents and caregivers tools for assisting children at all developmental stages through the death of a loved one.

### **How to Cope with the Winter Blues** *ML0090*

This presentation outlines the characteristics common with the winter blues and offers some suggestions for counteracting them.

### **How to Deal with the Media** *ML0078*

This presentation will offer guidance to participants for dealing with the media and discuss the resources available to offer additional support.

### **How to Handle Crisis Calls** *RR0176*

Presentation participants will learn how to respond to media inquiries and what resources are available to provide support.

### **How to Handle Peer Pressure** *C0110*

This presentation provides an inside look at peer pressure – what it is and why kids sometimes give in. This presentation will also offer some ideas on how to say no to peer pressure.

### **How to Have a Good Night's Sleep** *SI0160*

This presentation addresses the factors that lead to sleep deprivation and offer some relaxation remedies that can promote a restful night's sleep.

**Introducing a New Baby** P0196

This presentation will help participants understand their child's possible reaction to a new sibling as well as helpful ways to prepare a child for a new sibling.

**Issues Families Face When the Military Deploys** D0028

This presentation helps families recognize the symptoms of deployment stress and teaches personal strategies that cope with stress.

**Issues with Child Visitation** P0176

This presentation addresses the many possible issues involving child visitation, including maintaining consistency, rules, and discipline, as well as solutions and coping skills that can help.

**Leadership through Teamwork: Characteristics of a Team Leader** SI0132

This presentation reviews the elements that comprise leadership and being a successful member of a team as well as how to "become" each of these elements.

**Life in Balance: Relaxation & Stress Relief** S0001

Competing demands will be identified, and stress management strategies (e.g., stress reduction and relaxation skills) will contribute to an understanding of how to achieve improved work/life balance.

**Maintaining a Healthy Marriage During Deployment** RR0125

This presentation addresses some important steps to take to safeguard a marriage during deployment.

**Making Effective Decisions** SI0119

The ability to make effective decisions reduces stress, increases effective communication, and is a catalyst to success. This presentation defines problem solving and effective decision-making and guides participants through an eight-step decision making process.

**Making Marriage Work after Deployment** RR0035

This presentation addresses issues couples face before and after deployment and upon reintegration.

**Making Middle School a Positive Experience** C0220

This presentation covers ways to handle both the social and academic aspects of middle school. Participants will learn tips for surviving middle school, managing schoolwork, practicing self care, and handling bullies.

**MatriMoney** F0138

MatriMoney addresses the financial issues common between spouses, how to learn to recognize emotions regarding money and partners, and how to successfully communicate with a partner about money.

**Military Culture for Family Members** *ML0105*

This presentation provides a general overview of the military lifestyle for families of service members.

**Mission Based Marriage** *RR0082*

Marriage is never a simple undertaking – marriage and the military lifestyle can seem impossible. In this presentation, participants will learn how to make their marriage work throughout normal challenges and those of the military lifestyle.

**Overcoming Test Anxiety** *SI0157*

Fear of test taking can lead to an inability to pass exams, have a negative impact on career growth, and lead to unnecessary stress. This presentation addresses the meaning of test anxiety and offers solutions for overcoming the fear of test taking.

**Parent/Child Communication** *C0038*

This presentation introduces the benefits of effective communication and how parents can develop healthy communication in their relationships to reinforce strong child/parent bonds at all age levels.

**Parenting Skills for the Single Service Member** *P0131*

This comprehensive presentation addresses the many aspects of single parenting in the military including: letting go of guilt, helping a child understand the importance of a parent's job, how to effectively parent while deployed, and much more.

**Parenting Teens** *P0027*

This presentation discusses the developmental milestones teenagers reach, provides an understanding of their development, and offers tips on what parents can do to best support their young adult.

**Post-Combat Risk-Taking Behaviors** *ML0134*

This presentation reviews behavior common to service members post-combat and suggests healthy alternatives.

**Potty Training** *C0200*

This presentation will help parents and caregivers understand the potty training process, identify potty training readiness, and learn potty training methods that can be utilized in daycare and preschool settings.

**Power Struggles** *C0127*

This presentation addresses the normal and inevitable (and healthy) power struggles that every parent, teacher, and/or caregiver will find themselves in with children. Learn where these stem from and some effective tools for navigating through these challenges.

**Practical Tips for Public Speaking** *SI0187*

This presentation will teach participants the causes that contribute to fear of public speaking and preparation methods designed to ease the fears and anxieties of public speaking.

### **Pre-Deployment & the Single Service Member** *RR0122*

This presentation outlines the various steps that should be addressed prior to a service member's deployment including strengthening support networks, updating addresses and contact information, seeking support, and taking precautions to safeguard legacies.

### **Preparing for Your Parents Deployment** *RR0221*

Having a parent deploy can be a difficult experience for the whole family. Participants will learn what to expect during deployment, the possible stress reactions, and resulting effects, as well as how to cope with that stress.

### **Preparing Your Child for Kindergarten** *P0215*

Starting kindergarten is an important milestone for children. Participants will learn what behavioral, academic, and social skills children should know prior to starting kindergarten as well as ways to help children prepare for their big day.

### **Preparing Your Child for Middle School** *P0213*

Starting middle school is a big step – and can sometimes leave children feeling uneasy or afraid. This presentation will help participants understand the challenges of transitioning to middle school and ways to help their children make a smooth transition.

### **Preventing Bullying in the Workplace** *SI0109*

Workplace bullying is as stressful and inappropriate as the playground variety. Learn ways to recognize the different types of bullying and how to address it, stop it, or prevent it. Finally, learn some self-care techniques for surviving workplace bullying.

### **Principles for Healthy Relationships & Marriages** *RR0142*

This presentation looks at the origins of one's own attitudes towards relationships. It also provides information about the healthy components of marriages and intimate relationships and how to develop the tools needed to create and maintain a healthy marriage.

### **Reconnecting with Child with Your Service Member** *RR0173*

This presentation focuses on helpful tips and strategies spouses can employ to help ease the reintegration process between the homecoming service member and their children.

### **Recovering From Divorce** *RR0093*

This presentation addresses the stages of grief and loss associated with a divorce, including physical reactions and ways to cope, as well as advice on children and divorce.

### **Redeployment** *RR0089*

This presentation provides an overview of important information for families facing deployment – through all the cycles of deployment and from the points of view of all family members.

**Reigniting the Passion after Deployment** *RR0148*

This presentation addresses some of the common reasons that couples may face difficulty reconnecting after deployment and offers suggestions for rekindling the passion.

**Reintegration Challenges for a Single Soldier** *RR0117*

This presentation defines what reintegration will mean for the single Soldier and offers guidelines for a successful reunion with civilian life.

**Relaxation Techniques** *RR0033*

This presentation defines relaxation, identifies seven relaxation techniques, and challenges participants to commit to adding relaxation into their schedule.

**Remaining Faithful during Deployment** *M0212*

This presentation covers the factors that contribute to infidelity, signs of an affair, and ways to remain faithful during deployment.

**Responding to Toddlers Who Bite & Hit** *P0133*

This presentation reviews young child behavior like biting and hitting and suggests effective discipline actions.

**Return and Reunion Workshop for Spouses** *RR0114*

This presentation provides information that can help influence a smooth reunion with the service member by addressing the changes both spouses have experienced, where they are now as individuals, expectations, and transitioning two separate lives into a successful reunion.

**Reunion Briefing** *RR0025*

This presentation explores all of the questions surrounding a reunion and from all perspectives: the single service member, a returning spouse, the spouse waiting at home, children, and the workplace. It also addresses all of the changes that have taken place in the time apart and provides tips for a successful homecoming.

**Reunion: It's a Process, Not an Event** *RR0181*

This presentation will address preparing for redeployment and the challenges that everyone has faced during deployment, both for family members and for service members.

**Reverse Culture Shock** *RR0144*

The shock of returning to the United States after being out of the country can sometimes be just as much adjustment as leaving in the first place. This presentation addresses the symptoms of reverse culture shock and methods for reducing its effects.

**Self-Care for the Helping Professional** *SI0137*

This presentation describes compassion fatigue, outlines those who may be at risk, explains how to prevent problems, and gives techniques for self-care.

**Self Care to Prevent Compassion Fatigue** ACS0041

This was developed for caregivers. This presentation addresses the cumulative impact of hearing about, caring for, and helping to alleviate the suffering and misfortune of others.

**Self-Esteem: A Major Building Block of Confidence** SI0049

This presentation will examine the importance of self-esteem, characteristics of both low and high self-esteem, and important exercises to build high self-esteem.

**Self-Esteem for Teens** SI0050

It is not easy being a teenager – fashion, peers, sports, and expectations, not to mention the frequent relocations within an active military lifestyle. This workshop provides an understanding of self-esteem and its key role in a healthy and happy life.

**Setting Boundaries** SI0161

Strong emotional boundaries allow people to actively participate in the projects that are meaningful and still have enough time to take care of one's self and other priorities. Weak boundaries can lead to being overwhelmed, resentful, and overworked. This presentation describes ways to set and enforce clear, strong emotional boundaries.

**Sibling/Parent Relationships: Building Healthy Relationships** C0111

This presentation explores relationships between each family member, provides tools to deal with conflict, and addresses communication as a means for overcoming conflict and strengthening the family bond.

**Staying Positive and Motivated** SI0136

This presentation explores the many challenges of the military lifestyle and offers coping skills for maintaining high performance and a positive outlook.

**Staying Positive in Negative Situations** SI0214

This presentation will teach participants about positive thinking and behaviors, as well as providing motivation, tips, and strategies for staying positive and motivated in any situation.

**Step Parenting** C0104

This presentation was developed for parents of blended families and provides insight into each member's possible struggles, as well as guidelines for encouraging blended family bonding and long-term success.

**Stress During the Holidays** S0086

This presentation addresses both normal holiday stressors and those that are specific to the military lifestyle and offers effective coping mechanisms to decrease stress and enjoy the holidays.

**Stress Management** S0054

The presentation defines stress and its effects, helps participants recognize signs and symptoms in themselves, and eventually teaches stress management strategies for limiting the negative effects of stress.

**Stress Management for Teens** C0120

This presentation helps teens understand stress, from the signs and symptoms to the sources, and ways teens can manage stress positively.

**Stress Reactions & Coping Mechanisms - Honor Guard** S0053

This presentation addresses stress relief for the Honor Guard.

**Study Skills for Middle School** C0189

This presentation teaches middle school-aged children important study habits to take through their educational career.

**Supporting Children of Divorce: Activities Based Program for Children Ages Three to Five** C0081

This presentation offers curriculum, activities, and handouts to guide young children through the emotional challenges and many changes of divorce.

**Supporting Children of Divorce: Activities Based Program for School-Aged**

**Children Ages Six to Nine** C0108

This presentation provides a six-session curriculum that includes activities and handouts to guide school-aged children through the emotional challenges and many changes of divorce.

**Supporting Children of Divorce: Activities Based Program for Preteen**

**Children Ages Ten to Twelve** C0167

This presentation provides a six-session curriculum with activities and handouts to guide preteen children through the emotional challenges and many changes of divorce.

**Supporting the Bereaved at Home & Down Range** ML0224

This presentation examines the stages of grief and different ways to provide comfort and support to loved ones who are experiencing loss.

**Survive and Thrive as a SERE FT Spouse** M0210

This presentation covers the many challenges of being a SERE FT spouse. Participants will learn how to develop a plan for managing challenges as well as how to develop coping skills.

**Survivor's Guilt** ML0202

This presentation will teach how to recognize symptoms of survivor's guilt, understand the effects of guilt, and provide coping methods for both adults and children.

**Talking to a Deployed Loved One** RR0084

During deployment, service members and spouses may have opportunities to stay in touch through telephone calls, through video conferencing, or during real time connections by web cam at home or in yellow ribbon rooms. Learn how to make the most of that time with this presentation.



**Talking to Parents: Effective Parent/Caregiver Communication** P0010

This presentation was developed to help caregivers talk to parents about issues their child may be having in the classroom or other care environment. It also includes guidelines for long-term relationship building.

**Teaching Children How to Get Along** P0185

This presentation offers information on the caregiver's role, describes some difficult behaviors, and suggests problem solving skills that can help keep the peace.

**Teaching Parents How to Support Their Children through Divorce** P0159

Divorce doesn't just affect a husband and wife – the lives of children are greatly impacted by the decision. This presentation and workbook activity guide is designed to help parents support their children when issues arise.

**Teens and the Power of Peer Pressure** C0110

This presentation, developed for teens, defines peer pressure and its causes and why teens sometimes succumb to peer pressure. It also addresses positive peer pressure.

**The Emotional Cycle of Deployment** RR0218

This presentation addresses the seven emotional cycles of deployment: Stage one: Anticipation of loss; Stage two: Detachment and withdrawal; Stage three: Emotional disorganization; Stage four: Recovery and stabilization; Stage five: Anticipation of homecoming; Stage six: Renegotiation of marriage contract; Stage seven: Reintegration and stabilization.

**The Military Spouse: Commander and Chief on the Home Front** ML0203

This presentation covers the positive aspects of being a military spouse as well as the responsibilities, challenges, and sacrifices that military spouses deal with and where to turn for support.

**The New You: Transitioning to Civilian Life** ML0166

Transitioning back to civilian life after a career in the military is a major life change. This presentation outlines this consideration and includes a break-out session to identify and work through the potential roadblocks that may be encountered in the transition.

**The Sandwich Generation** ML0152

This presentation addresses the sandwich generation: a family situation where a parent raising small children may also be caring for their aging parents and the complexity that the military lifestyle adds.

**The Three "Cs" of Communication** C0195

This presentation will elaborate on the three Cs of communication: communicate, collaborate, and commit. Participants will also learn about the different aspects of verbal and nonverbal communication.

**The Welcome Home: Community Support for the Military** RR0191

This presentation helps to show a community reintegration issues that can occur for both the service member and the non-deployed spouse, and ways that the community can help alleviate these issues.

**Time Management and Organization for Teens** *SI0092*

This workshop is designed to help teens prioritize and organize all their responsibilities while leaving enough time for fun.

**Time Management Strategies & Helpful Tips** *SI0113*

This presentation provides effective methods for prioritizing, organizing, and managing all areas of time management: family, workplace, and children.

**Tips for Public Speaking** *ML0087*

This presentation explores the fear of public speaking, provides tips for speaking in public and how to prepare a speech, and offers keys to being an effective speaker.

**Tips for Teachers: Working with Children during Deployment** *C0112*

This presentation discusses ways for teachers to alleviate the stress for both the child and the parent and suggest positive coping behaviors that can help children successfully make it through a parent's deployment.

**Transitioning Children between Activities** *P0190*

Transitioning groups of small children between activities can be a difficult process. This presentation offers solutions for successful transition between activities and addresses difficult behaviors that can act as barriers to successful transitioning and solutions to those barriers.

**Traumatic Event Stress Response** *ML0198*

This presentation will help participants become familiar with common responses to traumatic stress and learn how to implement coping methods to increase resiliency.

**Traumatic Event Stress Response for Children** *ML0199*

This presentation discusses children's fears and possible reactions to trauma and provides tips for talking to children and helping them cope and handle their feelings.

**Understanding Grief: Education for Caregivers** *ML0088*

This presentation walks participants through the stages of grief, providing an in-depth discussion around the meaning of grief and how it can fluctuate depending on many factors, including age, gender, and closeness of the loved one lost.

**Using Leisure Time Well** *RR0149*

This presentation addresses the importance of leisure time and using it well. This presentation will suggest ways to make the most of leisure time.

**Welcome Home! Reconnecting with Your Child** *RR0116*

This presentation will walk participants through potential issues the returning parent will face and tips for easing the situation. It also will offer ways to make homecoming an enjoyable and healthy transition for the whole family.

**When a Parent Deploys Ages Two to Five** *C0103*

This presentation addresses the relevant developmental issues, how to prepare young children for deployment, and suggestions for helping children cope with the separation.

**When a Sibling Deploys** *ML0227*

This presentation will teach siblings of service members what to expect during deployment, the positive aspects of deployment, possible stress associated with deployment, the effects of stress, and how to cope with that stress.

**When Your Son or Daughter Deploys** *P0179*

This presentation addresses how parents of grown children can support their son or daughter through deployment. It will also help parents find coping skills to take care of themselves while their son and/or daughter is deployed.

**Working in Teams** *SI0056*

This presentation addresses characteristics of effective teams, the differences team members are likely to encounter, and how to successfully work together to arrive at the best possible solution.

## APPENDIX 6 ABBREVIATIONS AND ACRONYMS

AAP	American Academy of Pediatrics
AD	Active Duty
ARC	American Red Cross
ASD(RA)	Assistant Secretary of Defense for Reserve Affairs
BTYR	Beyond Yellow Ribbon Reintegration
BVA	Blinded Veterans Association
CAA	Career Advancement Account
CAC	Common Access Card
C&Y	Children and Youth
CBCAP	Center for Community-Based Child Abuse Prevention
CSTS	Center for the Study of Traumatic Stress
CTAMF	Coming Together Around Military Families
CTAP	Casualty Travel Assistance Program
CYB	Child and Youth Behavioral
CYFER	Children, Youth, and Family Education and Resource Network
DASD(MC&FP)	Deputy Assistant Secretary of Defense for Military Community and Family Policy
DeCA	Defense Commissary Agency
ECA	External Certificate Authority
ECCS	Early Childhood Comprehensive System Initiative
ECRC	Expeditionary Combat Readiness Center
ESGR	Employer Support of the Guard and Reserve
FAC	Family Assistance Center
FRG	Family Readiness Group
GRI	Guard/Reserve Training Institute
GTKU	Get to Know Us Before You Need Us
IA	Individual Augmentee
IRR	Individual Ready Reserves
I&R	Information and Referral
ISFAC	Inter-Service Family Assistance Committees
ITO	Invitation Travel Orders
JFHQ	Joint Force Headquarters
JFRC	Joint Family Readiness Center
JFSAP	Joint Family Support Assistance Program
LCSW	Licensed Clinical Social Worker
LISW	Licensed Independent Social Worker
LPC	Licensed Professional Counselor LINN – Living in the New Normal Training
LMFT	Licensed Marriage and Family Therapist
MASRU	Military Aid Society Referral Program
MCEC	Military Child Education Coalition
MFLC	Military and Family Life Counselor

MFT	Marriage and Family Therapy
MHF	MilitaryHOMEFRONT
MOB	Mobilization
MOS	Military OneSource
MTL	Mobile Technology Lab
MWR	Moral, Welfare, and Recreation
NG	National Guard
NGB	National Guard Bureau
NOKR	Next-of-Kin Registry
OMCC	Operation Military Child Care
OMK	Operation Military Kids
ORP	The Office for Reintegration Programs
OSD	Office of the Secretary Defense
PFC	Personal Financial Counselor
PSA	Public Service Announcement
POV	Private Owned Vehicle
QOL	Quality of Life
RA	Reserve Affairs
RRC	Regional Readiness Commands
SGLI	Servicemembers' Group Life Insurance
SFPD	State Family Program Director
SMF	Service to Military Family
SMOK	Speak Out for Military Kids
STT	Spouses to Teachers
TAA	Transition Assistance Advisors
TAG	The Adjutant General
TAP	Transition Assistance Program
TBP	To Be Published
TMA	TRICARE Management Activity
USD(P&R)	Under Secretary of Defense for Personnel and Readiness
VA	Department of Veterans Affairs
VITA	Volunteer Income Tax Assistance Program
VSO	Veterans' Service Organizations



*This desk reference was developed by the Office of the Deputy Assistant Secretary of Defense for Military Community and Family Policy in collaboration with the Military Services and the Office of the Assistant Secretary of Defense for Reserve Affairs.*