



# Framing the Future of Military Family Policy and Programs

*January 2012*



## Annual Update

**Prepared for:**

Office of the Deputy Assistant Secretary  
of Defense for Military Community and  
Family Policy/Office of Family Policy

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## INTRODUCTION

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The Office of Family Policy (OFP), within the Office of the Deputy Assistant Secretary of Defense (ODASD) for Military Community and Family Policy (MC&FP), is responsible for military family readiness policy, program, and resource oversight. OFP regularly meets with Military and Family Support Program Managers across the Department of Defense to discuss common policy concerns and opportunities within the family programs arena. As a result of this regular coordination, Program Managers identified the need to develop a joint strategy that maximizes available resources to provide high-quality family readiness services to military service members and their families. The off-site meeting, “Framing the Future of Military Family Policy and Programs,” held January 10-12, 2011, provided a forum for stakeholders to come together and develop that strategy.

Meeting outcomes included a Statement of Intent, a draft strategic communication plan, and a draft performance management plan. Refinement and execution of these plans was assigned to the Military and Family Support Program Managers, with OFP serving as the champion for these efforts. This report updates the progress made in the year since the plans were initially drafted. The Completion Timeline on page 26 of this report summarizes the estimated time needed to complete the remaining activities outlined in the plans.

## STATEMENT OF INTENT

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Following the off-site meeting, the Statement of Intent was reviewed and revised by the Military and Family Support Program Managers at their May 5, 2011 meeting. The final statement serves to guide their efforts on joint initiatives. It should be periodically reviewed and updated to ensure it reflects a shared purpose, methods, and end state.

### **Purpose**

Set the conditions that lead to military family readiness: the state of being prepared to effectively navigate the challenges of daily living experienced in the unique context of military service.

### **Methods**

- Integrate service delivery across Services and communities, building community capacity, maximizing partnerships, and clarifying roles and responsibilities.
- Establish a joint performance management strategy for the family readiness system, which uses available data to prioritize efforts and inform program decisions.
- Leverage technology to maximize efficiencies across program management functions.
- Use a common vernacular to communicate the mission of the family readiness system and how to access it.
- Institutionalize an organizational process by which military family policy and program decisions are fully and efficiently reviewed among Program Managers.

### **End State**

Our success will be measured by the degree to which

- Department of Defense organizations and community partners are working efficiently together to maximize available resources and meet standard performance measurement goals based on customer needs;
- high quality services are accessible and yield positive outcomes; and
- families are proactively using community resources that enable them to meet the challenges of daily living in the unique context of the military lifestyle.

## STRATEGIC COMMUNICATION

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Through consensus building, meeting participants identified the following strategic communication goal and objectives:

Goal: Improve awareness of and accessibility to the family readiness system.

Objectives:

1. Examine successes and failures with respect to communication about family readiness programs.
2. Establish a communications plan to guide what messages are shared with target audiences and through what channels such messages are communicated.
3. Develop measures of effectiveness to assess communication efforts.

The outcome from the meeting was a draft Strategic Communication Plan, which outlined key messages for target audiences and identified desired outcomes and recommended communication vehicles/methods. Following the meeting, OFP collaborated with MC&FP’s Office of Strategic Outreach (OSO) to establish a Strategic Communications Work Group to refine the Plan.

### Strategic Communications Work Group

Component	Representative(s)
Army	Lynn McCollum
Marine Corps	Jeff Capellini
Navy	Timothy McGough
Air Force	Jamie Smith; Karen Terry
National Guard Bureau	James Lamback
Office of the Assistant Secretary of Defense for Reserve Affairs (OASD(RA))	Alex Baird; LTC Timothy Tomlinson
ODASD(MC&FP)/OFP	Judi Dekle; Stacey Barnes
ODASD(MC&FP)/OSO	Zona Lewis

It was determined that the appropriate scope of effort for the Work Group was to refine the Plan’s key messages and talking points, which could then be individually executed by each Component using their Component-specific communication vehicles and methods. The Work Group reached consensus on the following key messages and talking points.

TARGET AUDIENCE: LEADERSHIP	
KEY MESSAGE	TALKING POINT
Service member and family readiness support mission readiness	Family Programs contribute to readiness by building stronger and more resilient families.
Lead by example, use Family Programs	As a leader, you connect all service members and their families with the resources they need to be mission ready. Family readiness programs are a key resource in your toolkit.
	Family Programs help you to make informed decisions that empower all service members and their families to remain resilient, focused, and adaptable.
	Family programs are part of your toolkit to support all service members and their families
	Family Programs support you by offering information, services, and programs for all service members and their families.
	Lead by example. Use Family Programs and share your experience.
TARGET AUDIENCE: SERVICE MEMBERS AND SPOUSES E1-E4	
KEY MESSAGE	TALKING POINT
We’re part of your personal network of support	You can rely on Family Programs; we’re here for you.
	Tap into a trusted network of support through Family Programs.
	Family Programs provide you with information, services, and programs for everyday life.
Family Programs can help	Family Programs contribute to the stability and strength of you and your family.
	Seek help early. Find us online or at one of our locations around the world. (Reach out early.)
	Use Family Programs to sharpen your skills to be prepared for life.
Additional Comments/Concerns: Family Programs address “general” life skills not exclusive to military life	
TARGET AUDIENCE: OTHER STAKEHOLDERS/EXTERNAL SERVICE PROVIDERS	
KEY MESSAGE	TALKING POINT
Together we support all service members	Approximately seventy percent of all service members and their families live in your communities.

and their families	Working together we can provide the best support possible. Collaboration strengthens communities.
	Community resources reinforce the strength of all service members, their families, and the community.
Show your support	Show your support for those that serve our country by working together to keep them strong and resilient.
Volunteerism strengthens communities	Service members and their families contribute to your community through a strong tradition of volunteering.
<b>TARGET AUDIENCE: INTERNAL SERVICE PROVIDERS</b>	
<b>KEY MESSAGE</b>	<b>TALKING POINT</b>
Collaboration enhances the network of support	Our programs cover a broad spectrum of services. By linking them, we optimize the support we can each provide to all service members and their families.
You are a valued asset to mission readiness	Your unique programs/services strengthen the network of support available to all service members and their families.
	Your contributions impact mission readiness and make a difference in the lives of all service members and their families.
There are resources and tools available	DoD is a ready resource to assist you in supporting all service members and their families.
	Community resources are an important element in the network of support.
	We are resources for each other and can use each other's expertise to optimize support.

These key messages and talking points will be briefed to the Service Manpower and Reserve Affairs staff in mid-February 2012. MC&FP's Office of Strategic Outreach will then provide them to the Office of the Assistant Secretary of Defense for Public Affairs, who will distribute the information to the Service Public Affairs Officers for use in their Component-specific communication efforts. Consideration of measures of effectiveness to assess communication efforts should be undertaken as part of Service communication planning. It is recommended that the key messages and talking points be updated annually.

## PERFORMANCE MANAGEMENT

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Through consensus-building, meeting participants identified the following performance management goal and objectives:

Goal: Develop and implement a performance management strategy for the family readiness system.

Objectives:

1. *Assessment of Needs*: Establish a plan which aligns the collection of information about the well-being of service members and families across multiple levels and is capable of capturing emerging needs in a timely manner.
2. *Reporting*: Develop a shared program reporting template and implementation plan that provides useful information about family readiness programs and maximizes the use of technology to automate the reporting process.
3. *Evaluation*: Develop and implement a comprehensive evaluation system that uses valid and reliable measures (e.g., cost, quality, customer satisfaction, accessibility, and user participation) that are linked to outcomes.

The outcome from the meeting was a draft Performance Management Plan that outlines strategies and tactics for accomplishing the stated objectives. The Military and Family Support Program Managers reviewed and finalized the Plan at their 5 May 2011 meeting. A summary of the Plan (goals, objectives, and strategies) follows. The detailed tactics and timeline<sup>1</sup> for each objective along with a narrative summary of progress are included in each objective section of this report.

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<sup>1</sup> The Performance Management Plan contained herein reflects timeline updates made in collaboration with OFP in response to the prioritization of these efforts against other OFP priorities.

## Family Readiness System Performance Management Plan

**Goal: Develop and implement a performance management strategy for the family readiness system.**

**OBJECTIVE 1: ASSESSMENT OF NEEDS**

Establish a plan that aligns the collection of information about the well-being of service members and families across multiple levels and is capable of capturing emerging needs in a timely manner.

**Strategy:** Maximize the use of existing customer well-being assessment resources.

**Strategy:** Reach consensus on joint data needs.

**Strategy:** Modify Defense Manpower Data Center (DMDC) surveys to reflect consensus on data collection.

**OBJECTIVE 2: REPORTING**

Develop a shared program reporting template and implementation plan that provides useful information about family readiness programs and maximizes the use of technology to automate the reporting process.

**Strategy:** Review existing data reporting mechanisms and information technology solutions.

**Strategy:** Reach consensus on joint reporting fields.

**Strategy:** Develop a reporting process.

**OBJECTIVE 3: EVALUATION**

Develop and implement a comprehensive evaluation system that uses valid and reliable measures (e.g., cost, quality, customer satisfaction, accessibility, and user participation) that are linked to outcomes.

**Strategy:** Clarify the purpose of family readiness system evaluation.

**Strategy:** Establish a plan for how data will be used to inform program sustainment decisions.

**Strategy:** Reach consensus on family readiness system outcomes.

**Strategy:** Identify appropriate impact, cost, performance monitoring, and process measures.

**Comprehensive Strategies:**

Incorporate performance management requirements into OSD and Service policies.

## OBJECTIVE 1: ASSESSMENT OF NEEDS

*Establish a plan that aligns the collection of information about the well-being of service members and families across multiple levels and is capable of capturing emerging needs in a timely manner.*

	Strategy	Tactic	Champion	Time Frame	Resources	Status/Notes
1.1	Maximize the use of existing customer well-being assessment resources.	Review and summarize existing Service needs assessment instruments – content and frequency of data collection.	OFP	FY2011, Q3	DMDC	COMPLETE
		Review and summarize existing tools used by DMDC – content and frequency of data collection. Determine what options exist for collecting data on emerging needs.	OFP	FY2011, Q3	DMDC	COMPLETE
1.2	Reach consensus on joint data needs: <ul style="list-style-type: none"> <li>• reframe positive assessment</li> <li>• tailor/customize to audience and demographic (by generation)</li> <li>• simplify and condense</li> <li>• focus on known and emerging issues</li> </ul>	Compare identified data needs with available data from DMDC and identify gaps.	OFP	FY2011, Q3-4	DMDC	COMPLETE
1.3	Modify DMDC surveys to reflect consensus on data collection.	Establish a process by which MC&FP and the Services receive survey data and use the information to inform policy and program decisions.	OFP	TBD	DMDC	
		Integrate modifications to existing DMDC surveys and execute surveys.	DMDC	TBD	DMDC	
		Identify data to be shared with OSD.	OFP	TBD		

Objective 1 addresses the requirement in DoD Instruction (DoDI) 1342.22, “Military Family Readiness,” for a triennial assessment of needs that provides useful information regarding the following:

- the use of family readiness services by service members and their families and perceived usefulness of such services
- unmet needs
- how service members and families are accessing services or prefer to access services
- how families ' experience with family readiness services is related to overall well-being, feelings about military life, and retention behavior

The overall strategy for developing the Assessment was to maximize the use of existing assessment resources. As a result, following the off-site meeting, Military and Family Support Program Managers reviewed existing customer well-being assessment resources being used across the DoD to determine whether any of them could be leveraged for the joint Military Family Assessment of Needs. These included the following:

- 2010 Military Family Needs Assessment conducted by Virginia Tech
- DMDC surveys
- Service needs assessments:
  - Army Community Services Needs Assessment
  - Air Force Community Needs Assessment
  - Air Force Chief of Staff Quality of Life Survey
  - Air Force Support and Resiliency Inventory

As DMDC regularly surveys service members and military spouses from all Components at no cost to the Services, DMDC surveys were identified as the most cost-effective method of jointly assessing the needs of military families.

In collaboration with DMDC program managers, Military and Family Support Program Managers reviewed existing questions asked of service members and military spouses via Status of Forces and spouse surveys, respectively. They identified relevant data categories currently assessed by DMDC that should comprise the triennial Military Family Assessment of Needs. In addition, they made recommendations for topics that may not currently be assessed by DMDC but would be valuable to assess in future surveys and included in the Assessment of Needs. This information is captured in a data request that OFP submitted to DMDC in December 2011, and which follows this narrative. The first Assessment of Needs is expected in February 2012.<sup>2</sup>

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<sup>2</sup> The first Assessment will capture data from surveys that have been previously fielded and will not include data from new topic areas proposed by the Military and Family Support Program Managers. Incorporation of new topic areas/questions will be an ongoing process impacted by external factors (e.g., manpower at DMDC and survey priorities set by the Office of the Under Secretary of Defense for Personnel and Readiness).

Per the Strategy 1.3 of the Performance Management Plan, the outstanding actions for this objective are to:

1. work with DMDC on an ongoing basis to integrate new topics of interest into future surveys; and
2. establish a process by which the Assessment results are shared and discussed among stakeholders.

## **Military Family Assessment of Needs Data Request**

### **FORMAT OF DATA**

For this data request, we would like to have data summary in the following formats:

- Tabulation tables
- PowerPoint briefing
- Executive summary

### **DATA SOURCES**

We request data summary from the most recent data of the following two surveys:

- Status of Forces Surveys (active duty and Reserve)
- Spouse surveys (active duty and Reserve)

Unless specified that the data applies to a particular component, the elements are requested for both active and Reserve components.

### **DESIRED ELEMENTS FOR ASSESSMENT**

The data categories and associated sub-topics below represent those currently being assessed by DMDC and are recommended for inclusion in the Military Family Assessment of Needs. Please note that some of the items in **red** are recommended items and may not be included in existing survey data. If so, the item does not have to be included in the data summary.

#### **1) Status of Forces Survey (SOFS)**

- a. Family life
  - i) condition of marriage/problems
  - ii) perceptions about marital problems among peers
  - iii) **overall satisfaction with family life**
  - iv) **relationship with children**
- b. Financial well-being
  - i) income and debt levels
  - ii) perceptions of financial condition
  - iii) savings habits
  - iv) financial burdens and negative financial experiences (e.g., bouncing checks or predatory lending practices) and impact of these experiences on security clearance

- v) use **and usefulness** of financial readiness services, **including awareness of community-based financial services (in addition to installation services)**
- vi) awareness of and experience with consumer protection services
- vii) **understanding of military pay and allowances**
- c. Programs and services
  - i) cultural/ethnic sensitivity of programs and services
  - ii) use **and usefulness** of programs and services, **including the Exceptional Family Member Program and Military OneSource, and reasons members find particular services useful (or not)**
  - iii) preference for/use of community-based vs. military programs/services/resources
- d. Well-being
  - i) relationship with spouse (problems faced, contemplation of divorce/separation, marital satisfaction/happiness)
  - ii) use and usefulness of counseling, including reasons for and barriers to use
  - iii) **level/use of social support and sources (e.g., military service, unit, spouse, family, friends, neighbors, community, church)**
- e. Impact of deployment
  - i) concerns during deployment
  - ii) adjustment post-deployment/risk behaviors
  - iii) family relationships
  - iv) steps taken/services used to prepare self and family for deployment
  - v) use **and usefulness** of deployment-related services (e.g., informational briefings, counseling, personal financial management services, etc.)
  - vi) **positive aspects of deployment**
  - vii) **personal and family readiness for next deployment**
  - viii) **for Reserve Component service members, impact of deployment on relationship with employer**
- f. Reunion and reintegration
  - i) emotional and behavioral changes post-deployment
  - ii) use **and usefulness** of reunion planning services or resources
  - iii) **for Reserve Component service members, challenges transitioning back to civilian job/life, including educational pursuits, after deployment**
  - iv) **adequacy of length of time that reunion and reintegration services are available**
- g. Retention
  - i) member's intent to stay on active duty
  - ii) support of spouse/family to stay in the military
  - iii) likelihood to join National Guard/Reserves upon separation
- h. Access to technology/**communicating with you**

- i) use of computer by member and/or spouse
- ii) use of and comfort with various technology (e.g., social media platforms, smart phones, etc.)
- i. PCS moves
  - i) problems encountered during most recent PCS move
- j. Satisfaction with military life
  - i) members' satisfaction with various aspects of military life (e.g., family time, deployments, PCS moves)
- k. Comments
  - i) How can the military provide better support to spouse/family?
  - ii) Are you concerned about anything or do you have a need that we haven't already asked you about?

## 2) Spouse Surveys

- a. Communicating with you
  - i) how do spouses prefer to receive information
  - ii) use of and comfort with various technology (e.g., social media platforms, smart phones, etc.)
  - iii) who/what spouses consider their most trusted source for information about family programs/services
  - iv) frequency, method, and source of command communications
- b. Education and employment
  - i) current career status (whether employed, time spent looking for work, why/why not employed, level of employment, in what fields employed, and satisfaction with current education and career activities/opportunities)
  - ii) education and career goals, resources used in pursuit of such goals, and barriers to achieving goals
  - iii) number of spouses who have a portable career (have been able to keep their job despite a PCS move)
  - iv) number of spouses who have home-based careers, in what industries, and level of satisfaction working at home
  - v) volunteerism among spouses, including continued involvement (or not) upon return of member from deployment
  - vi) relationship between job satisfaction/employment options and spouses' desire to stay in/exit the military and actual retention behavior by the member
- c. Financial well-being
  - i) income and debt levels
  - ii) perceptions of financial condition
  - iii) savings habits

- iv) financial burdens and negative financial experiences (e.g., bouncing checks or predatory lending practices)
- v) use and usefulness of financial readiness services, including awareness of community-based financial services (in addition to installation services)
- vi) awareness of and experience with consumer protection services
- vii) barriers to use of financial services
- viii) likelihood to use financial services in a crisis situation
- ix) understanding of military pay and allowances
- d. Well-being
  - i) use and usefulness of counseling, including reasons for and barriers to use
  - ii) level/use of social support and sources (e.g., military service, unit, spouse, family, friends, neighbors, community, church)
  - iii) stress level/emotional state
  - iv) family problem-solving strategies
  - v) marital satisfaction/concerns
  - vi) use and usefulness of family programs specifically related to marital/relationship problems
- e. PCS moves (active duty spouses only)
  - i) PCS move experience (process/logistics, how recent, frequency, whether command-sponsored, children's adjustment)
  - ii) impact of PCS move on employment status/opportunities
  - iii) use and usefulness of resources used to help manage challenges of move(s)
  - iv) positive aspects of PCS move(s)
- f. Programs and services
  - i) cultural sensitivity of programs and services
  - ii) methods for finding out about/obtaining programs and services
  - iii) use and usefulness of programs and services, including the Exceptional Family Member Program and reasons spouses find particular services useful (or not)
  - iv) use and usefulness of Military OneSource
  - v) preference for/use of community-based vs. military programs/services/resources
  - vi) most frequently used family support services
  - vii) interest in virtual family readiness groups
  - viii) for Reserve Component spouses, awareness, use and usefulness of Reserve Component family programs (e.g., Joint Family Support Assistance Program (including Military and Family Life Counselors), Army Strong Community Centers, and civilian community support services for military families)
- g. Your spouse's deployment
  - i) deployment experience (how many, cumulative length, most recent and length)
  - ii) financial preparation for deployment

- iii) problems encountered during deployment, including impact of deployment on spouses' jobs
  - iv) steps taken/services used to prepare self and family for deployment
  - v) coping strategies/resources used during deployment and usefulness of resources
  - vi) how spouses and members communicated during deployment
  - vii) whether spouses remains at their member's assigned duty location when the member is deployed, how location impacts use of formal family support programs, and overall level of social support during deployment
  - viii) for Reserve Component spouses, how they first get connected to the family support system when their member is mobilized (first point of contact and overall level of awareness of the military/military support system prior to mobilization)
  - ix) positive aspects of deployment
  - x) personal and family readiness for next deployment
  - xi) operations security (OPSEC) awareness, particularly as it relates to use of social media by spouses
- h. Impact of deployment on children
- i) age and gender of child most impacted by deployment
  - ii) behavioral changes among child(ren) most impacted by deployment
  - iii) children's coping strategies
  - iv) use and usefulness of services used to address children's needs
  - v) for Reserve Component spouses, awareness of child care and youth opportunities during deployment
- i. Reunion and reintegration
- i) spouses' perception of their member's behavioral changes/adjustment post-deployment, including impact of combat-related injury on member's participation in family and relationship with children and spouse
  - ii) use of services during deployment cycle
  - iii) next expected deployment
  - iv) whether member plans to separate from the military within next twelve months
  - v) Adequacy of length of time that reunion and reintegration services are available
- j. Feelings about military life
- i) satisfaction with support shown by military
  - ii) perceptions about benefits of the military
  - iii) impact of members' absence from home
  - iv) spouses' feelings about their member staying in the military
  - v) positive aspects of the military lifestyle on family life/marriage (i.e., what elements do spouses find strengthen their family/marriage?)
- k. Comments
- i) How can the military provide better support to spouse/family?

- ii) Are you concerned about anything or do you have a need that we haven't already asked you about?

## OBJECTIVE 2: REPORTING

*Develop a shared program reporting template and implementation plan that provides useful information about family readiness programs and maximizes the use of technology to automate the reporting process.*

Strategy		Tactic	Champion	Time Frame	Resources	Status/Notes
2.1	Review existing data reporting mechanisms and information technology solutions.	Services present their existing reporting processes.	OFP	FY2011, Q2-Q3	MC&FP Office of Strategic Outreach; Memorandum of Understanding (MOU) with the United States Department of Agriculture (USDA)	COMPLETE
2.2	Reach consensus on joint reporting fields.	Identify common elements across Service reports and elements required by OSD to respond to Congressional and leadership inquiries.	OFP	FY2012, Q2		COMPLETE
2.3	Develop reporting process.	Examine technical options for capturing reporting elements.	OFP	FY 2011, Q4	MC&FP Office of Strategic Outreach; MOU with the USDA	COMPLETE
		Reach consensus on reporting process.	OFP	FY2012, Q2		COMPLETE
		Pilot reporting process and modify, as necessary.	OFP	FY2012, Q3		

Objective 2 addresses the requirement in DoDI 1342.22, “Military Family Readiness,” for an Annual Report on Family Readiness Programs to be provided by the Military Departments annually.

The approach for developing the reporting template and plan was to identify common elements currently being collected by the Components and avoid creating new requirements. A preliminary analysis of current Component family program reports resulted in the development of a draft reporting template that included elements believed to be commonly collected by all Components. A work group was established to validate and refine the common data elements and help develop a process by which the data will be annually reported.

**Annual Report on Family Readiness Programs Work Group**

<b>Component</b>	<b>Representative(s)</b>
<b>Army</b>	Vicki LaFollette; Linda Hillyard
<b>Army National Guard</b>	Major Andrew Bishop; CPT Lakeisha Midgette; MSG Jeff Voelkel
<b>Army Reserve</b>	Sonia Wriglesworth; Carla Cary; Travis Bartholomew
<b>Marine Corps</b>	Keita Franklin; Kim Collins; BJ Priest
<b>Marine Forces Reserve</b>	Tracy McLaughlin; Shanon Neal
<b>Navy</b>	Dr. Terri Rau; Tom Yavorski
<b>Navy Reserve</b>	CAPT James Custer; CDR Phyllis Schwartz
<b>Air Force</b>	Linda Foshee; Tamre Newton; Woody Woodworth
<b>Air National Guard</b>	LtCol Theresa Steffen; Major Karen Patrick
<b>AF Reserve</b>	Ray Nishikawa
<b>National Guard Bureau</b>	Major Quentin Collins
<b>OASD(RA)</b>	Col Cory Lyman; Alex Baird; LTC Timothy Tomlinson
<b>ODASD(MC&amp;FP)/OFP</b>	Judi Dekle; Stacey Barnes

Through a series of meetings, the Work Group reached consensus on the data elements, which are summarized in the following chart. Additional instruction for providing the data may be found in the full version of the reporting template.

	Data Element	Definition
<i>Service Delivery Access Points</i>		
1	Military and Family Support Centers	The number of installation-based facilities operated by an active Component that provide the family readiness services in section 3.
	Reserve Family Program Sites	The number of sites operated by a Reserve Component that provide the family readiness services in section 3. Such sites may or may not be located on a military installation and may be a room, office, or full center.
<i>Resources</i>		
2	Military Personnel	Self-explanatory.
	DoD Civilian Employees	Self-explanatory.
	Contractors	Self-explanatory.
	Volunteers	Total number of people who donated their services in support of the family readiness services in section 4 as of September 30 of the reporting year, in accordance with DoD Instruction 1100.21.
	Number of Volunteer Hours	Number of hours donated by volunteers in support of the services in section 3 as of September 30 of the reporting year.
	Military Service Headquarters Funding	Total amount of operation and maintenance funds programmed by the reporting Component's headquarters to deliver the services in section 3. Excludes Defense-wide funding.
<i>Service Utilization</i>		
3	Simple Contacts	Number of brief, informal meetings between a staff member and customer (an individual or family) to provide basic information on one of the family readiness service areas in this section <sup>3</sup> . Such contacts typically last fifteen minutes or less.
	Briefings/Workshops	Number of events at which education and/or information on one of the defined family readiness topics in this section (e.g., relocation assistance) is provided to a customer group, where a group is any number of customers larger than a family.
	Extended Contacts	Number of contacts or consultations between a staff member and a customer to provide in-depth services in one of the service areas in this section. These contacts typically last more than fifteen minutes and may involve follow-up with the customer.
4	<i>Leadership Consultation</i>	
	Number of meetings, briefings, or workshops provided to unit or other military or DoD civilian leadership that help identify unit strengths, address concerns, and help resolve issues that may impact the readiness and retention of their members.	

<sup>3</sup> The services in section 3 include: Relocation Assistance; Non-Medical Individual and Family Counseling; Personal and Family Life Education; Personal Financial Management Services; Deployment Assistance; Spouse Education and Career Opportunities; and Information and Referral.

	Data Element	Definition
	<i>Outreach and Marketing</i>	
5	Customer Outreach	Number of meetings, briefings, or other events that target an individual, family unit, or small group (e.g., family readiness group) conducted for the purpose of providing general information about available family readiness services and encouraging their use.
	Community Partner Outreach	Number of meetings, briefings, or other events with/for military or civilian groups/organizations conducted for the purpose of liaising, networking, or forming partnerships on behalf of military families. In the comments section, please provide examples of the community partner outreach events in which your Component participated.

The revised template was sent out to Work Group members for a final review in January 2012. OFP will make revisions, as appropriate, based on feedback from members. The template will then be formally coordinated with Military Service Manpower and Reserve Affairs leadership.

Per the Strategy 2.3 of the Performance Management Plan, the outstanding action for this objective is to pilot the reporting process. Once the template is fully vetted, it will be piloted using FY2011 data. OFP expects to initiate the pilot in spring 2012. An informal process, the pilot report will be considered unofficial and data will be used to determine whether revisions to the template are needed. OFP will reconvene the Work Group to make modifications to the template, as needed.

**OBJECTIVE 3: EVALUATION**

*Develop and implement a comprehensive evaluation system that uses valid and reliable measures (e.g., cost, quality, customer satisfaction, accessibility, and user participation) that are linked to outcomes.*

Strategy		Tactic	Champion	Time Frame	Resources	Status/Notes
3.1	Clarify purpose of family readiness system evaluation.	Define the audiences for evaluation findings, what they need to know, and when.	OFP	TBD		
		Reach consensus on family readiness system performance goals.	OFP	TBD		
3.2	Establish a plan for how data will be used to inform program sustainment decisions.	Outline the process by which evaluation findings will be presented to leadership.	OFP	TBD		
3.3	Reach consensus on family readiness system outcomes.	Enlist subject matter experts to help program managers develop realistic, measurable outcomes.	OFP	TBD		
		Develop a logic model that demonstrates relationship between family readiness system outputs and outcomes.	OFP	TBD		
3.4	Identify appropriate impact, cost, performance monitoring, and process measures.	Enlist subject matter experts.	OFP	TBD		
		Define each kind of measure and the data it can provide.	OFP	TBD		
		Review existing performance management tools and associated data/metrics.	OFP	TBD		
		Identify gaps between existing and desired data.	OFP	TBD		

	Strategy	Tactic	Champion	Time Frame	Resources	Status/Notes
		Reach consensus on joint approach to fill gaps.	OFP	TBD		
		Formulate execution recommendations; develop funding justification, as appropriate.	OFP	TBD		
		Identify data to be shared with OSD.	OFP	TBD		

Objective 3 addresses the requirement in DoDI 1342.22, "Military Family Readiness," to evaluate family readiness programs using valid and reliable outcome, customer satisfaction, cost, and process measures that are linked to specific and measurable performance goals, and produce both qualitative and quantitative data that can inform decisions regarding sustainment, modification, or termination of family readiness services.

Following the development of the Performance Management Plan, off-site meeting participants brainstormed potential outcomes within the three domains of family readiness: personal and family life readiness; mobility and economic readiness; and mobilization and deployment readiness. The Bowen Group provided an analysis of these outcomes to OFP for use in implementing Objective 3 of the Performance Management Plan.

In September 2011, OFP applied funding to the partnership between the ODASD(MC&FP) and the USDA National Institute of Food and Agriculture to initiate a project that will result in DoD-wide outcome metrics and an evaluation plan for select family readiness programs. Purdue University will provide oversight for the project, which will be performed by Pennsylvania State University. The project will result in metrics that are defined and measurable; supported by program evaluation literature; reflect the objectives and core elements of the subject program; and are universal enough to be applied to Service-level programs in the same program area, and an evaluation plan for use in evaluating 3-5 family readiness programs. The project is expected to commence in the spring of 2012 and a project schedule is currently being developed. The process for this evaluation project may deviate from the approach outlined in the Performance Management Plan based on the project's scope of work.

## COMPLETION TIMELINE

**KEY:**  
Assessment of Needs  
Reporting  
Strategic Communication

