



Framing the Future of Military Family Policy and Programs

January 10-12, 2011



Final Report

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

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EXECUTIVE SUMMARY

The Office of Family Policy/Children and Youth (OFP/CY), within the Office of the Deputy Assistant Secretary of Defense for Military Community and Family Policy, is responsible for military family readiness policy, program, and resource oversight. OFP/CY meets regularly with Military Service Headquarters and National Guard Bureau staff responsible for oversight of their respective Military Service family readiness policies, programs, and resources to discuss common policy concerns, initiatives, and opportunities within the family programs arena. As a result of 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 through January 12, 2011 in Arlington, Virginia, provided a forum for stakeholders to come together and develop that strategy.

The objectives of the meeting were to reach consensus on an overall vision and strategy for the future of military family policies and programs and develop a plan of action for shared priorities, which included communication; needs assessment; eligibility; reporting; and metrics and evaluation.

Meeting participants included representatives from the Office of the Deputy Assistant Secretary of Defense for Military Community and Family Policy; Office of the Chairman of the Joint Chiefs of Staff; Office of the Assistant Secretary of Defense for Reserve Affairs; Office of the Assistant Secretary of Defense for Health Affairs; National Guard Bureau; and active and reserve component representatives from each of the Military Services.

Meeting outcomes included action plans for strategic communication and performance management. Refinement and execution of the draft action plans and development of an action plan to address eligibility will be accomplished through the Warfighter and Family Program Managers’ meetings.

INTRODUCTION

Background

The Office of Family Policy/Children and Youth (OFP/CY), within the Office of the Deputy Assistant Secretary of Defense for Military Community and Family Policy (MC&FP), is responsible for military family readiness policy, program, and resource oversight. OFP/CY meets regularly with the Military Service Headquarters and National Guard Bureau staff responsible for oversight of their respective Military Service family readiness policies, programs, and resources to discuss common policy concerns, initiatives, and opportunities within the family programs arena. As a result of 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 through January 12, 2011 in Arlington, Virginia, provided a forum for stakeholders to come together and develop that strategy.

Participants

Meeting participants included representatives from the Office of the Deputy Assistant Secretary of Defense for Military Community and Family Policy; Office of the Chairman of the Joint Chiefs of Staff; Office of the Assistant Secretary of Defense for Reserve Affairs; Office of the Assistant Secretary of Defense for Health Affairs; National Guard Bureau; and active and reserve component representatives from each of the Military Services. The detailed list of participants is located at Appendix A.

Objectives

The objectives of the meeting were to:

1. reach consensus on an overall vision and strategy for the future of military family policies and programs
2. develop a plan of action for shared priorities

Activities and Process

Throughout the course of the meeting, meeting organizers encouraged participants to work towards these objectives by considering opportunities to maximize efficiencies – e.g., what elements of military family policies and programs should be addressed in a joint manner and what elements have Service-specific requirements.

Prior to the off-site meeting, participants were asked to complete an online poll to collect feedback about priorities to be addressed during the off-site meeting. Participants were asked to rank five priority areas in order of importance to determine their relative importance (communication; metrics and evaluation; needs assessment; reporting; and eligibility). Given Department of Defense leadership and White House interest in communicating with families, meeting organizers pre-selected this topic as a top priority. Participants ranked metrics and

evaluation as the second highest priority. Full meeting poll results are located at Appendix B and the meeting agenda is located at Appendix C.

To provide a baseline of understanding of current and future factors influencing military family policy and programs, day one featured a series of presentations by subject matter experts. This environmental scan provided insights on the force, leadership, families, programs, and the larger scope of “Our World.”

During days two and three, participants engaged in interactive discussions and activities to develop joint action plans for the identified priorities: communication; metrics and evaluation; needs assessment; reporting; and eligibility. For each priority, participants discussed the status of current efforts, then reached consensus on the goals and objectives for the way ahead. Work groups were provided with an instructional sheet for each activity and a laptop banked with relevant reference materials.

ENVIRONMENTAL SCAN

Ms. Barbara Thompson, Director, Office of Family Policy/Children and Youth within the Office of the Deputy Assistant Secretary of Defense for Military Community and Family Policy (MC&FP) opened the meeting with welcoming remarks. She provided a historical perspective on military family policy and programs and emphasized the importance of meeting outcomes to future MC&FP strategic planning efforts. Following Ms. Thompson’s opening remarks, subject matter experts presented briefings on the following topics:

1. **Our World** : A Personnel and Readiness perspective on the future state of economics, geopolitics, technology, and military family demographics (Col Art McGettrick, Office of the Under Secretary of Defense (USD) for Personnel and Readiness (P&R))

Col McGettrick provided an overview of the P&R Strategic Plan and the factors considered in the development of the plan. He introduced the proposed mission, vision, strategic goals, and guiding principles, and reaffirmed the Under Secretary’s outlook that all actions encompassing the strategic plan will build to support the total force. He stressed the need for leveraging partnerships and indicated these will be key and increasingly necessary to accomplish the tenets of the plan. He provided additional insights into P&R’s culture and acknowledged eligibility for service members, their families, and civilian employees. The focus of P&R priorities included ascertaining and obtaining the right mix of family programs; ensuring families know how to access them; properly caring for families; and addressing the overall issue of health care. Health care consumes a huge amount of the budget (\$30 billion and rising) and is an issue that must be addressed. The P&R environmental scan introduced results from strategy guidance, literature, and external assessments as well as one-on-one interviews with

P&R Leaders (J-1; Combatant Commanders; Service Manpower and Reserve Affairs staff; 1-shops) and a sensing session with “Future Leaders.” Outlined below are their views on the changing environment that would impact the strategic plan. Key points of interest for family policy were also identified.

Views from Leaders and Future Leaders	Family Policy
<p style="text-align: center;">Geopolitical</p> <ul style="list-style-type: none"> ▪ We are moving from “whole of government” to “whole of nation” ▪ The world is getting “smaller” and global competition and interdependency are increasing – China and other Asian nations may be peers ▪ Natural resources will become depleted – this power source will be more influential than hard power ▪ It is increasingly important to forge alliances ▪ Diversity of thought will become more important to maintain relevance and execute mission ▪ Changes will drive increased demand for streamlined communications across nations and agencies 	<p style="text-align: center;">Care for Our People is a Mandate</p> <ul style="list-style-type: none"> ▪ Explicit mention of quality of life issues for Reserve Component (RC) planning in strategy guidance ▪ Explicit identification of the need to take care of families ▪ Continues previous guidance on need to take care of wounded, ill and injured ▪ Increased focus on taking care of families ▪ Increased need to focus on RC quality of life issues
<p style="text-align: center;">Technology</p> <ul style="list-style-type: none"> ▪ Cyber-security is a major issue for the DoD – particularly for identity issues ▪ Increased ability to communicate via email, social networking, and social media impacts connectivity ▪ Technology / remote work will make jobs more accessible to a broader demographic base ▪ Shortens tyranny of distance – will change how we train our force ▪ Creates greater opportunity for collaboration ▪ Need to balance the physical, organizational, and information infrastructures to optimize efficiencies ▪ Will require initial investment, but provide long-term efficiencies and greater interoperability 	<p style="text-align: center;">Technology</p> <ul style="list-style-type: none"> ▪ Technology will change dramatically over next decade ▪ 3-D, virtual reality, and clear face-to-face teleconferencing will become increasingly commonplace ▪ Remote warfare will drive changes in the skills, geographic locations, and physical requirements of the Total Force ▪ Increased technology may put pressure on traditional chain of command

Demographics	Demographics
<ul style="list-style-type: none"> ▪ “Millennials” are different than older generations – work and life patterns are changing ▪ Diversity must include diversity of age groups ▪ DoD needs human capital processes that are more agile in order to compete ▪ Increased women and minorities in workforce - potential to change workforce dynamics ▪ Better educated but not necessarily in skills needed – consider incentives to direct education and training ▪ Next generation will change jobs – seeking their passion – need for expanded intra- and inter-agency assignments ▪ A “smaller” world also makes us more “globally curious” ▪ Knowledge management is critical to share expertise among generations 	<ul style="list-style-type: none"> ▪ DoD may need new policies to create “new” work environment ▪ Decision making at levels lower than heretofore ▪ Flexible work schedules and telecommuting important to many employees ▪ Collaborative teams across Departments/Services/Agencies ▪ Customized rewards and communication reinforce a culture of flexibility
Economics	Economics
<ul style="list-style-type: none"> ▪ Cost of taking care of people is increasing – no way to project the ceiling ▪ Resource constraints on DoD will continue – budgets will be unpredictable ▪ Must maintain a strong defense despite a weak economy ▪ Domestic economic outlook will impact our budgets and our workforce – for the short- and long-term ▪ Future will not be about doing more with less – it will be about being innovative with what you have ▪ Decreased domestic social services will create a gap and place a burden on the military ▪ Global trends create increased need for culture and language skills – world will be flatter and more integrated 	<ul style="list-style-type: none"> ▪ Documents highlight likelihood of reduced resources for national security, without a commensurate reduction in the likelihood of crises <ul style="list-style-type: none"> – Increased need to prioritize resource allocation – Explicit requirement to demonstrate value through performance measurement – Explicit identification of increasing personnel and health-care costs ▪ Increased drive for efficiencies and integration of operations <ul style="list-style-type: none"> • Efficiencies will be designed to reduce duplication, overhead, and excess in the defense enterprise and instill a culture of savings and restraint across DoD

Questions resulting from the P&R environmental scan included the role of the Department of Veterans Affairs (VA), and the role the VA played with the wounded, ill, and injured. The response was the Secretary of Defense-level meets to discuss when the handoff to the VA happens. Military OneSource has recently added survivors to the list of eligible patrons. The colonel ended his brief discussing the changes to the P&R organizational structure as

recommended during the Secretary's Efficiencies Task Force. The Secretary's Task Force accepted new organizational recommendations and efficiencies, and applied additional cuts, but did not support Office of the Secretary of Defense Headquarters growth/transfers. Immediate changes include the assignment of four Assistant Secretaries, which resulted in streamlined missions and resources. He noted P&R has the biggest chunk of discretionary spending so there is an increased probability for cuts.

2. ***Our Leadership***: A joint perspective on congressional, administration, and DoD and Service leadership priorities (Ms. Barbara Thompson)

Ms. Thompson provided a summary of many of the top initiatives underway or in the planning stages that may impact the family policy and programs arena.

- Interagency Policy Committee – outlines the White House's top priorities for military families to include child care, spouse education and employment, psychological health, military childhood education, and strategic communication.
- Defense Program and Planning Guidance – Family support addressed across the Services. Additional information to be supplied by Dr. Cathy Flynn in a separate briefing.
- White House Initiatives spearheaded by the First Lady, Michelle Obama, and the Vice President's wife, Dr. Jill Biden:
 - Supporting Military Families – The year-long campaign will consist of site visits and coordination with eighteen nonprofit organizations intending to support military families.
 - Let's Move! Campaign (<http://www.letsmove.gov/>) – The Department of Defense will be looking at ways to integrate the themes of Mrs. Obama's campaign into its own efforts and initiatives. DoD's support is linked to the Mission Readiness Report, which found readiness and recruiting barriers among seventeen to twenty-four-year-olds, who are unfit and consequently ineligible for service.
- Conferences – The 2009 Family Readiness Conference was very successful and approval has been given to host similar events every two years. The next conference will be in Chicago in April 2011, and was developed in conjunction with the US Department of Agriculture.

- Center for Naval Analysis (CNA) – Recent collaboration with CNA resulted in recommendations to MC&FP regarding schools on military installations with respect to common core standards in terms of curriculum, facilities, and student assessment. CNA will help answer questions related to what DoD schools can do to support civilian efforts in terms of military childhood education.
 - Ms. Thompson also addressed the Deputy Assistant Secretary’s current priorities, such as childhood education, spouse education and career opportunities, human capital development (new partnerships, supporting health affairs and their work with health services, and addressing generational differences in the workforce), and addressing social capital (building trust with the Services, White House, and P&R; strategic communication and effectively helping families know where and how to access support programs; and furthering a global delivery system to include increasing community capacity).
3. ***Our Families:*** What spouses tell us about military life; how deployment impacts families with children; and what military families need (Dr. Rachel Lipari, Defense Manpower Data Center (DMDC), Dr. Cathann Kress, Office of Family Policy/Children and Youth and Dr. Yuko Whitestone, Office of Family Policy/Children and Youth)

A series of three presentations provided a summary of data related to military families. Dr. Whitestone summarized the congressional report on a comprehensive assessment of the impacts of parental deployment on children as required by Section 571 of the fiscal year (FY) 2010 National Defense Authorization Act. Recommendations made in this report are consistent with the purpose of the off-site meeting. They include enhanced coordination to reduce duplication and increase understanding of research efforts and practical impact and using existing data sources (e.g., Defense Manpower Data Center) to understand military family needs. Dr. Lipari shared select results from the 2008 Active Duty Spouse Survey and Reserve Component Spouse Survey. Questions from participants focused on how this survey vehicle may be used to provide data they are seeking within their individual Services. Dr. Kress provided an overview of MC&FP’s recent/current strategic planning and needs assessment efforts. Needs identified through these processes include: an inventory or map of programs (i.e., a clearinghouse); a strategic communication plan; early identification and treatment; child care expansion; standardization across Services and program guidelines; optimal use of partnerships in support of military families.

4. ***Our Force:*** A warfighter’s perspective about the future of war fighting and warfighters’ need for family programs (COL David Sutherland, Office of the Chairman of the Joint Chiefs of Staff)

COL Sutherland's remarks focused on personalizing the experience of Soldiers, Marines, Sailors, and Airmen in order to engage local community support. He discussed his current work leading the Chairman's Sea of Goodwill initiative. He also shared some promising community-based practices he has identified on his travels.

5. ***Our Programs***: Fiscal Year 2012 Defense Program and Planning Guidance (DPPG) (Dr. Cathy Flynn, Office of the Deputy Assistant Secretary of Defense [MC&FP])

Following Dr. Flynn's presentation, participants emphasized the importance of open communication during the DPPG process and ensuring that available data is used to inform program sustainment decisions. It was also suggested that more longitudinal studies are needed to accurately measure the impact of programs and services. The group discussed the importance of having a key advocate within MC&FP, who is charged with facilitating common efforts among the Services and representing Service interests at levels above the Department of Defense, e.g., Congress and the White House. The example of an Army study that was subsequently sold to other Services was shared to illustrate the need for stronger collaboration facilitated by MC&FP. Dr. Flynn and Ms. Carlon concurred with participant input. Dr. Flynn indicated that additional information on the DPPG process is forthcoming from MC&FP. Additionally, future statements of work for research will include the requirement that researchers address how research findings impact practice.

6. ***An Overview of eBenefits***, Mr. Rob Reynolds (Benefits Assistance Service, Veterans Benefits Administration, Department of Veterans Affairs [VA])

Mr. Reynolds provided an overview of the functionality available via the eBenefits Portal (<http://www.ebenefits.va.gov>), providing examples of how partnerships with the Department of Defense and other stakeholders have enabled the VA to maximize the efficiency of the site, making as much information as possible available to users in one location. He also discussed the VA's use of mobile technology to reach users.

Following the environmental scan, participants discussed key points that resonated with them from the presentations, which included the need to:

- Use available assessment data to improve service delivery.
- Consider communication needs of the millennial generation and their impact on marketing efforts.
- Re-examine the mission: "Are we everything to all people?"
- Manage the expectations of stakeholders.
- Consider the advantages and disadvantages of redundancies.
- Leverage technology to maximize efficiencies.
- Integrate and synchronize efforts across component organizations and partners.

Remarks by Mr. Robert L. Gordon III, Deputy Assistant Secretary of Defense for Military Community and Family Policy

Mr. Gordon provided remarks to the group on day two. He expressed his support of the group's efforts and encouraged participants to think carefully about the need to evolve to meet the needs of today's military force. He discussed the changes to our modern society and how human relationships, forums, and networks are increasingly important, having replaced the mechanistic approach taken in the twentieth century. He urged the group to figure out the importance of relationships in this military culture, a culture where states use war to relate to the world around them. He also asked the group to look to the future and be forward thinking and to look at investing more into social capital improvements. How can we be an organization of trust, honesty, and transparency?

Mr. Gordon provided time for questions and answers.

Question: Wounded Warrior Coalition – how do we best support them (in all areas) and how do we best support the families of the wounded?

Answer: Veteran's affairs must be a part of the solution for both the veterans and families. The connection between Department of Labor (DOL), DoD, and the VA must be streamlined.

Question: What is the way ahead for program eligibility for the Guard and Reserves?

Answer: We need to more thoughtful about the Guard and Reserve (and Coast Guard as well). It is a work in progress. As we think about it programmatically, we must think in terms of partnerships in community support. And we must think in terms of the total force to include the Coast Guard.

Question: Will MC&FP sunset programs to free up resources for life skills priorities?

Answer: We may need to. We must set expectations for the spouses. They are expecting DoD to take care of them, but that is not DoD's role. We can help with a handoff of support and change it from care to empowerment. Give the work to the group – as in the Spouse Ambassador program.

Question: Yellow Ribbon Reintegration Program events – Can we make resource use more efficient?

Answer: Constitution is set up so that the military cannot get too strong. There must be a balance – legislative impact and maintaining a civilian leader as the head of DoD to prevent a monolithic military. We need to look at best practices and evaluate them to see if they benefit all the services, e.g., Army's spouse employment program. Dr. Stanley has a great group of leaders who are collaborative, have a great mind set, and will ask if "purplizing" a program makes sense. The Services can offer some things but in the end there are programs that will stay with an individual service – Service Specific - because the culture makes a difference.

STATEMENT OF INTENT

After discussing the key points of the briefings that comprised the environmental scan, participants engaged in an exercise to begin framing a vision and strategy for the future of military family policy and programs. Participants answered the following questions:

- What do we need to do to position ourselves to be most responsive to the future realities facing the Department of Defense and military members and families?
- If we perform optimally over the next five to ten years, what will success look like?

Participant responses were captured in the form of a statement of intent that will be used to guide the group's ongoing collaborative efforts.

Military Family Policy and Programs

STATEMENT OF INTENT

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.

Method

- 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:

- Families are proactively using community resources that enable them to meet the challenges of daily living in the unique context of the military lifestyle.
- 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.

MEETING OUTCOMES

The information provided below has been compiled from meeting notes. Information is incomplete for the action plans but will be addressed more fully in the follow-on working groups.

COMMUNICATION

Through consensus-building, participants agreed upon the following opportunity and task statements to guide their work in the realm of communication:

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.

Four small groups then examined communication from the perspective of key audiences: military families; service providers; leadership; and other partners/stakeholders. Group members accomplished key communication tasks: defined their audience; identified desired communication outcomes; created audience-appropriate messages; identified methods/channels by which such messages should be communicated; and considered relevant metrics by which communication efforts can be assessed.

Table 1 - Target Audience Outcomes, Key Messages, Talking Points, and Vehicles/Methods

Target Audience	Desired Outcome	Key Message and Talking Points	Recommended Communication Vehicles/Methods
<p>Leadership - Unit Commanders, XO's, Senior Enlisted</p>	<ul style="list-style-type: none"> • Unit leadership has information on family readiness services • Unit leadership knows where to get services, has access • Unit leadership serves as champions for family readiness services 	<ul style="list-style-type: none"> • Family programs are part of your toolkit / Family programs support you the commander • We help you support your families so you can focus on your job/unit • Use specific examples of success 	<ul style="list-style-type: none"> • Policies/administrative messages (ALMAR/BOSS) • Read board/electronic bulletin board • Service-specific news feed (Early Bird) • Installation newspaper • DFAS-Leave and Earning Statement stubs • Pipeline schools • Chain of command (from most senior) • E-grams • Admin assistants • Commander's spouse • Pamphlets • Website updates • Briefs/meetings • IDS • Senior enlisted • Credible spokespeople for briefs (former commanders, etc) • Leaders' toolkit/ mobile website or app. • E-mail • CAIB • Posters

Target Audience	Desired Outcome	Key Message and Talking Points	Recommended Communication Vehicles/Methods
<p>Service Members & Spouse – E-1 to E-4</p>	<ul style="list-style-type: none"> • Key messages go viral • (Family Readiness System) trusted agent for families • We become their Google – search us for information, resources, answers, help 	<ul style="list-style-type: none"> • We are your trusted agent • Start with us • We’ll be your BFF • Family programs can help 	<ul style="list-style-type: none"> • Social Media • Target places E-1 to E-4 go on base – Fitness Centers, dining hall, recreation centers, libraries, convenience stores, barracks, exchange – with posters/electronic messaging/scanner-downloadable smart phone content • Community partnerships • Gaming • Plan of the day – Bulletin Board • Celebrity endorsements • Command information/chain of command
Target Audience	Desired Outcome	Key Message and Talking Points	Recommended Communication Vehicles/Methods
<p>Other Stakeholders/ Partners (External Service Providers)</p>	<ul style="list-style-type: none"> • Improve partnerships and enhance collaboration processes • Decrease barriers between installation and civilian resources • Leverage resources • Increase number of touch points between military and civilian organizations • Increase mutual knowledge and use understanding (military to civilian and civilian to military) • Mature collaboration process to foster communication and usage • No wrong door (Nordstrom Policy-if we don’t have it we will 	<ul style="list-style-type: none"> • People lead complex lives that require multi-dimensional solutions • Your consumers are our consumers • Helping those that serve you (military active duty, reserves, National Guardsmen, retirees, veterans) 	<ul style="list-style-type: none"> • Professional Journals • Veteran service organizations/ professional associations/civil organizations • Join military representation on existing initiatives • Land-grant university and extension services • University (higher learning)/curriculum focusing on military • State/federal coordinating committees (K-12 partnership, multi-organizations) • Business Health Group (consortium) • National Realtors Association

	<p>help you find it) Facilitate a mature collaboration process to ensure no wrong door.</p>		<ul style="list-style-type: none"> • Conferences • Training opportunities • Faith-based organizations • Media(PSA, webinars)
Target Audience	Desired Outcome	Key Message and Talking Points	Recommended Communication Vehicles/Methods
Internal Service Providers	<ul style="list-style-type: none"> • Identify new skills development • Resourceful - how to look (identify) /develop for alternatives and solutions 	<ul style="list-style-type: none"> • You are valued asset to mission readiness because you impact so many people. • You are not alone, you have great network of resources. • Are you always frustrated being in the crisis mode, here are some tools and techniques. 	<ul style="list-style-type: none"> • E-mail • Weekly activity report • Websites • Conferences • DoDI/Directives • Social media • Webinars • Meetings/ teleconference • Armed Forces Network • Installation papers • Print media • Command sponsored social media • Command briefings • Installation visits • Leadership speeches • Commissary/exchange advertisement • MWR marketing • Internet tools • Phone apps • Instant message/texting

After outlining key communication elements, participants developed action plans for their respective audiences. Table 2 was created to align high-level elements (goals, objectives, and strategies) across audiences. A comprehensive plan of action for communication, which integrates the elements of Tables 1 and 2 with additional plan details, follows. The MC&FP Office of Communications and Outreach was identified as the overall champion for the Communication Action Plan.

Table 2. Goals, objectives and strategies

Goal					
Improve awareness of and accessibility to the family readiness system.					
Objective	Objective	Objective			Objective
Establish a communications plan to guide what messages are shared with target audiences, and through what channels such messages are communicated	Examine successes and failures with respect to communication about family readiness programs	Establish a communications plan to guide what messages are shared with target audiences, and through what channels such messages are communicated			Use a collaborative approach to increase external stakeholders knowledge and delivery of resources in support of military members and their families. "Military-Community Partnership"
Strategy	Strategy	Strategy			Strategy
Leverage interpersonal communication tactics to engage unit leaders as champions for family readiness	In-depth review of communication campaign	Incorporate target audience into message development process	Develop standardized communication toolkit for family readiness system	Make recommendations for policy changes to strengthen relationships between family programs and PAO	In-depth review of communication campaign

Family Readiness System Communication Action Plan						Audience: Unit leadership (CO, XO, Senior enlisted, leadership spouses)		
Goal: Improve awareness of and accessibility to the family readiness system.								
Objective: Establish a communication plan (messages, audiences, and methods)								
Strategy: Leverage interpersonal communication tactics to engage unit leaders as champions for family readiness								
Tactic (Milestone)	Champion	Due Date	Messages/ Information	Communication Product	Communication Vehicle	Resource	Status	Comments
Evaluate pipeline school curriculum				Evaluation report	Report	Service POCs for Training and Education Commands		
Revise pipeline school curriculum			1. Family programs are part of your toolkit / Family programs support you the commander. 2. We help you support your families so you can focus on your unit.	Revised curriculum, PowerPoints, supporting handouts, materials, etc.	Curriculum			

Brief at pipeline schools	Credible speaker (e.g., sitting or former commander)		1. Family programs are part of leadership toolkit/Family programs support you the commander. 2. "We" help you support your families so you can focus on your unit	Brief	Brief			
Continued engagement	Base level/family readiness professional	Once a month initially, then as needed	Tailor message to specific environment/unit/installation					
Leadership spouse engagement					Invite commander's spouse to initial meeting			
Leadership spouse engagement	Key spouse (Cdr's spouse or appointed rep)	Once a month			Brief at spouse meetings			
Senior enlisted engagement		Once a month initially, then as needed			Brief			

Family Readiness System Communication Action Plan, Cont.					Audience: Military Members (E-1 to E-4) and Families			
Goal: Improve awareness of and accessibility to the family readiness system.								
Objective: Establish a communications plan to guide what messages are shared with target audiences, and through what channels such messages are communicated								
Strategy: Incorporate target audience into message development process								
Tactic (Milestone)	Champion	Due Date	Messages/ Information	Communication Product	Communication Vehicle	Resource	Status	Comments
Undertake more comprehensive study of target audience.	DMDC OFP/MFPP		To improve information flow about the family readiness system and services available, need to understand audience better: motivations, communication preferences, needs	Study/report	Focus group or DMDC study/analysis			
Have representatives (E-1 to E-4) be part of the planning team. Get them involved in creating messages that resonate with population	Services- HQ		Join the working group; represent others in your community, educate others, be an ambassador.	Invitation, persuasive arguments/ paper, background paper on FRS	Emails, phone calls, command request	PAO POCs, recruiting commands – generational information		

Develop feedback opportunities to help refine messaging and approaches	OFP/MFPP		Did you find this information useful? Would you share it with others? Why/why not?	Electronic feedback – “Share it” functionality, 2.0 communication, rate information, polls, e-mail	Social media outlets, Service and OSD websites, ICE collection points	PAO POC’s, webmasters , social media managers		
Maximize peer to peer messaging utilizing social media	Services- HQ			Testimonials	E-1 blog, podcasts, Facebook postings, YouTube videos			
Strategy: Develop standardized communication toolkit for Family Readiness System								
Tactic (Milestone)	Champion	Due Date	Messages/ Information	Communication Product	Communication Vehicle	Resource	Status	Comments
Develop approved messages per target audience	MC&FP OC		Background & benefits of FRS	Info paper/at-a-glance fact sheets about programs to include key messages	E-mail, trainings, conferences – wherever FRS staff may be able to be informed and later access tools			
Provide fact sheet/at-a-glance template for installation level programs	MC&FP OC			Template				

Create communication check list	MC&FP OC		To-do list	Customizable checklist	Electronic file			
Create list of media and communication outlets with utilization recommendations	MC&FP OC		Information on media outlets/channels including POCs, contact info, distribution information (frequency, how to submit, etc.), content, and approval guidelines	Updatable electronic checklist	E-mail or FTP site			
Develop implementation suggestions for non-traditional media	MC&FP OC		Think like your audience: go to where they are, not to where you think they will be	Report/summary of non-traditional outreach & communication tactics	Electronic file	Recruiting command PAO, DMDC, audience ambassador		
Provide general social media guidelines	MC&FP OC		Guidelines for social media use			JCS/P&R/ MC&FP/ Service Social media guidelines		
Develop file sharing site	MC&FP OC		Post and pull important communication toolkit resources	Webpage		Technical team for MHF, Service website webmasters		

Strategy: Make recommendations for policy changes to strengthen relationships between family programs and PAO								
Tactic (Milestone)	Champion	Due Date	Messages/Information	Communication Product	Communication Vehicle	Resource	Status	Comments
Set up introductory meeting with PAO community	MC&FP OC		To achieve P&R, MC&FP and Service goals, must work together and share information, provide background on family readiness system philosophy, statement of intent, priority action plan development process	Meeting/brief packet – info papers, communication plan, annual plan, resources (P&R strategic plan)	Meeting/brief			
Set this topic as a regular agenda item at Warfighter’s meeting	OFP/MFPP	Monthly	Updates, consensus on progress	Summary sheet for distribution (electronic/print)	Meeting			

Family Readiness System Communication Action Plan, Cont.						Audience: Internal Service Providers		
Goal: Improve awareness of and accessibility to the family readiness system.								
Objective: Examine successes and failures with respect to communication about family readiness programs								
Strategy: In-depth review of communication campaign								
Tactic (Milestone)	Champion	Due Date	Messages/ Information	Communication Product	Communication Vehicle	Resource	Status	Comments
What was the message? Who was audience? Was message relevant to audience? Did we measure the success? If so, how did we measure it? Did we include Services? Where we able to determine success or failure? If successful, did we replicate it or put it forth as best practice. If failure, did we try to salvage, i.e. did we repackage it and send out it again, or did we attribute failure to other factors?	Program Manager							

Family Readiness System Communication Action Plan, Cont.					Audience: External Service Providers			
Goal: Improve awareness of and accessibility to the family readiness system.								
Objective: Use a collaborate approach to increase external stakeholders knowledge and delivery of resources in support of military members and their families. "Military-Community Partnership" (MCP)								
Strategy: In-depth review of communication campaign								
Tactic (Milestone)	Champion	Due Date	Messages/Information	Communication Product	Communication Vehicle	Resource	Status	Comments
Direct communication to governors	OSD Reserve Affairs in collaboration with Service and MC&FP		<ol style="list-style-type: none"> 1. People lead complex lives that require multi dimensional solutions 2. Building Stronger Communities Together (Your consumers are our consumers) 3. Helping those that serve us (military active duty, Reserves, National Guardsmen, retirees, veterans) 	Letter/Memo (Official SECDEF correspondence to governors) How-to Manual, toolkit, evaluation Instructional video	Hard copy and electronic version of letter/memo Use of multi-tiered media delivery systems to the wider public Electronic YouTube and DVD	Army ISFAC Booklet PAO, MC&FP OC		

PERFORMANCE MANAGEMENT

Through consensus-building, participants agreed upon the following opportunity and task statements to guide their work in the realm of performance management:

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

Objectives:

1. 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. 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.
3. 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.

Participants were divided into small groups to develop strategies and tactics to accomplish the stated tasks. The information was consolidated in a single action plan:

Family Readiness System Performance Management Action Plan						
Goal: Develop and implement a performance management strategy for the family readiness system						
Objective 1: Establish a plan which aligns the collection of information about the wellbeing of service members and families across multiple levels and is capable of capturing emerging needs in a timely manner.		Objective 2: 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.		Objective 3: 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: Maximize the use of existing customer well-being assessment resources Strategy: Reach consensus on joint data needs Strategy: Modify DMDC surveys to reflect consensus on data collection.		Strategy: Clarify purpose of family readiness system evaluation Strategy: Establish 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		Strategy: Review existing data reporting mechanisms and information technology solutions. Strategy: Reach consensus on joint reporting fields Strategy: Examine technical options for capturing OSD-required information.		
Comprehensive Strategies: Incorporate performance management requirements into OSD and Service policies						
Strategies		Tactic	Champion	Time Frame	Resources	Notes/ Status
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/CY	Q3, FY11	DMDC	

		Review and summarize existing tools used by the Defense Manpower Data Center (DMDC) – content and frequency of data collection. Determine what options exist for collecting data on emerging needs	OFP/CY	Q3, FY11	DMDC	
1.2	Reach consensus on joint data needs: Reframe positive assessment Tailor/customize to audience and demographic (by generation) Simplify and condense Focus on known and emerging issues	Compare identified data needs with available data from DMDC, identify gaps	OFP/CY	Q4, FY11	DMDC	
1.3	Modify DMDC surveys to reflect consensus on data collection	Establish process by which MC&FP and the Services receive survey data	OFP/CY	Q4, FY11	DMDC	
		Integrate modifications to existing DMDC survey and execute survey	DMDC	TBD by DMDC	DMDC	
2.1	Clarify purpose of family readiness system evaluation	Define the audiences for evaluation findings, what they need to know, and when				
		Reach consensus on family readiness system performance goals				

2.2	Establish plan for how data will be used to inform program sustainment decisions	Outline the process by which evaluation findings will be presented to leadership				
2.3	Reach consensus on family readiness system outcomes	Enlist subject matter expertise to help program managers develop realistic, measurable outcomes				
		Develop a logic model that demonstrates relationship between family readiness system outputs and outcomes				
2.4	Identify appropriate impact, cost, performance monitoring and process measures	Enlist subject matter expertise				
		Define each kind of measure and the data it can provide				
		Review existing performance management tools and associated data/metrics				
		Identify gaps between existing and desired data				
		Reach consensus on joint approach to fill gaps				
		Formulate execution recommendations; develop funding justification, as appropriate				
		Identify data to be shared with OSD				
3.1	Review existing data reporting mechanisms and information technology solutions	Services present their existing reporting processes				

3.2	Reach consensus on joint reporting fields					
3.3	Examine technical options for capturing OSD-required information				USDA MOU/MC&FP Office of Communication s and Outreach	
Overall	Incorporate performance management requirements into OSD and Service policies	Incorporate requirements into DoDI Instruction (DoDI) 1342.22, "Family Centers"				
		Issue Service implementing guidance based on requirements in DoDI 1342.22.				

Following the development of the performance management action plan, participants brainstormed potential outcome measures for the family readiness system within the three domains of family readiness: personal and family life readiness; mobility and economic readiness; and mobilization and deployment readiness. The list of outcomes – the knowledge, skills, values or behaviors participants expect/want Service members and their families to demonstrate as a result of using the family readiness system - is located at Appendix D. These outcomes will require refinement with the help of a subject matter expert as participants execute the action plan. The MC&FP Office of Family Policy/Children and Youth was identified as the champion for the performance management action plan.

ELIGIBILITY

Due to agenda modifications that allowed participants additional time to work on the communication and performance management priorities, the group was unable to discuss eligibility. The proposed goal and objectives for this priority require consensus:

Goal: Clarify who is eligible for what services under what conditions.

Objectives:

1. Clarify eligibility for family readiness programs as outlined in applicable laws and regulations.
2. Develop recommendations for eligibility changes; submit recommendations through leadership and congressional channels, as appropriate.
3. Revise policy, as needed.
4. Communicate information to stakeholders.

MEETING EVALUATION

A copy of the participant feedback form, used to collect feedback from participants on the meeting, is located at Appendix E. A total of 16 participants submitted feedback. The majority of participants indicated that their expectations for the meeting were met; stated outcomes were achieved; and they (or their functional expert) would attend future meetings of this nature. Progress made during the meeting was described by participants as:

- “A great start”
- “Extremely positive”
- “A road map”
- “A strong beginning”
- “Vast, we have a way ahead.”
- “Great teambuilding”

When asked how the information provided and/or work accomplished during the meeting will impact participants’ organizations, participants responded:

- “Sets the tone for family programs”
- “It is an action plan.”
- “Sets the stage for the future”
- “Gave an opportunity to compare what Services are doing and how we can go forward from a purple perspective”
- “Strategic direction with Services collaboration”

Participant comments also addressed the need to ensure that the work initiated in the off-site meeting is continued. A number of participants described the importance of milestones, ongoing dialogue, and maintaining continuity and momentum in order to finalize and execute tangible action plans and respond to questions and concerns not fully addressed during the off-site meeting, e.g., clarity regarding who internal stakeholders are with respect to program eligibility and organization roles and responsibilities at each level.

NEXT STEPS

The following actions are recommended for the Lead, Military Family Policy and Programs, as key action steps following the meeting:

1. Vet and finalize Military Family Policy and Programs Statement of Intent with meeting participants via teleconference (Quarter 2, Fiscal Year 2011)
2. Vet and finalize action plans for communication and performance management with meeting participants via teleconference (Quarter 2, Fiscal Year 2011)
3. Reach consensus on the eligibility goal and objectives, and develop an action plan to address this priority (Quarter 3, Fiscal Year 2011)
4. Prepare an informational package on meeting progress and action plans that may be shared with participants' leadership (Quarter 3, Fiscal Year 2011)
5. Initiate execution of action plans (Quarter 3, Fiscal Year 2011)
6. Update MC&FP policy to reflect program management requirements (ongoing)

The regular meeting of the Warfighter and Family Program Managers represents a key opportunity to continue the work initiated during the off-site meeting. It is recommended that Lead, Military Family Policy and Programs, establish a long-term schedule to maximize participation by participants in the ongoing work. In addition to in-person meetings, participants emphasized the value of virtual meetings to accomplish work. In support of ongoing efforts, meeting materials have been made available online at [MilitaryHOMEFRONT](#). While this site provides the opportunity to review and download meeting materials, it is not a virtual collaboration site. If virtual collaboration will be used to support ongoing efforts, it is recommended that the Lead, Military Family Policy and Programs, establish an alternative vehicle for this purpose.

APPENDIX A

PARTICIPANTS

Office of the Deputy Assistant Secretary of Defense for Military Community and Family Policy		
Barbara Thompson	Director	Office of Family Policy/ Children and Youth
Gerry Carlon	Lead, Military Family Policy and Programs	
Pam McClelland	Senior Program Analyst, Military Family Policy and Programs	
Pam Cunningham	Program Analyst, Military Family Policy and Programs	
Stacey Barnes	Program Analyst, Military Family Policy and Programs	
Frank Emery	Program Analyst, Military Family Policy and Programs	
Dave Dupuis	Senior Program Analyst	
Dave Kennedy	Lead, Military OneSource	
Cate Florenz	Program Analyst, Military OneSource Team	
Aggie Byers	Lead, Military Spouse Education and Career Opportunities	
Dr. Cathann Kress	Lead, Partnerships & Research Team	
Dr. Yuko Whitestone	Senior Program Analyst, Research	
Dr. Cathy Flynn	Senior Program Analyst	Resources and Oversight
Mary Campise	Senior Program Analyst	Family Advocacy Program
Kathy Facon	Chief, Educational Partnership	Department of Defense Education Activity
Beth Riffle	Director	Office of Communications and Outreach
Bruce Moody	Senior Program Analyst	
Office of the Assistant Secretary of Defense for Health Affairs		
Judy Dekle	Family Programs Liaison	Force Health Protection and Readiness
Office of the Assistant Secretary of Defense for Reserve Affairs		
Greg Jacobik	Director	Individual & Family Support Policy
Col Cory Lyman	Assistant Director	

Office of the Chairman of the Joint Chiefs of Staff (JCS)		
Gregory Gordon	Strategic Communications Sub-Integrated Product Team	
CDR Eric Johnson	Strategic Communications Sub-Integrated Product Team	
Capt Shannon Ouder	Director's Action Group	
CAPT Matt Berta	Assistant to the Chairman, JCS, for National Guard & Reserve Matters	
National Guard Bureau		
Alex Baird	Chief	Family Programs
Military Services		
Delores Johnson	Assistant Deputy, Quality of Life, Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs (M&RA))	Army
Vicki LaFollette	Senior Program Analyst, Assistant Chief of Staff for Installation Management	
Lynn McCollum	Family Morale Welfare and Recreation Command	
Sonia Wriglesworth	Director, Family Programs, Army Reserve	
Evonne Carawan	Director, Personnel Readiness and Community Support, Office of the Assistant Secretary of the Navy (M&RA)	Marine Corps
Kerry Lewis	Deputy Director, Personal and Family Readiness Division	
Keita Franklin	Branch Head for Behavioral Health	
Rhondavena LaPorte	Branch Head, Family Care Programs	
Evonne Carawan	Director, Personnel Readiness and Community Support, Office of the Assistant Secretary of the Navy (M&RA)	Navy
Tom Yavorski	N135, Family Policy	

Kathy Korth	Navy Family Readiness Director, Commander Navy Installations Command	
Linda Stephens-Jones	Assistant Deputy, Family Programs, Office of the Assistant Secretary of the Air Force(M&RA)	Air Force
Eliza Nesmith	Chief, Airman and Family Services and Executive Director, Community Action and Information Board	
Gretchen Shannon		
Gerald Cardinal	Chief of Services, Headquarters Air Force Reserve Component/A1S	
Defense Manpower Data Center		
Dr. Rachel Lipari	Senior Scientist	
Elizabeth van Winkle	Psychologist	

APPENDIX B

POLL RESULTS

The poll was completed by seventeen meeting participants representing MC&FP, all of the Military Services, Reserve Affairs, and Health Affairs.

Meeting Expectations

Those who completed the poll emphasized their expectation that the meeting would promote collaboration on shared mission activities. Among the expected outcomes were:

1. The development of a strategic framework for family programs (development, delivery, evaluation, and sustainment)
2. Agreement on the complementary roles and functions of the Office of the Secretary of Defense and the Military Services
3. Updates on current status of programs

With the exception of the third outcome, which was not planned for this meeting, the meeting addressed the participants' expectations, with the understanding that the meeting represents initial efforts that will require ongoing collaboration. Participants were reminded that regularly-scheduled Warfighter and Family Program Managers' meetings, which provide an opportunity to further refine the strategic framework and discuss the status of specific programs.

Priorities

Participants ranked the priorities¹ provided by meeting organizers as follows:

1. Metrics and Evaluation
2. Needs Assessment
3. Reporting
4. Eligibility

Participants shared the following additional priorities from the perspective of their organizational leadership:

1. Effectively meet current family needs and set strategy and policy to address future needs to preserve all volunteer force.
2. Support for wounded warriors and their families.
3. Improve health and wellness in order to reduce health care costs.
4. Provide joint resiliency model for leadership/leadership toolkit.

¹ Communication was pre-selected by meeting organizers as a top priority and as such, was not ranked by participants.

5. Make available community based programs/services for Active/Reserve Components who are geographically dispersed
6. Ensure programs are accessible, efficient, and measureable.
7. Provide program rationale to justify program operation, resourcing, and sustainment.

Additional priorities from participants' own perspectives included:

1. Supporting DPPG Phase I & II – identify, evaluate, and limit duplication and service redundancy
2. Providing community-based programming
3. Developing one DoD brand for family programs, allowing each Service Component the flexibility to operate in their program lanes
4. Providing technical assistance to the field and attending to the science of implementation
5. Recruiting and retaining employees who share our agenda
6. Creating an action plan to translate vision into results

Many of the additional priorities shared by participants are consistent with the strategic framework established during the off-site meeting. However, as the focus of the meeting was high-level program management strategy and functions, the more specific suggestions were reserved for consideration at a subsequent meeting.

APPENDIX C

AGENDA

January 10 – Pentagon Conference Center, B-10, Arlington, VA		
Time	Topic	Presenter
0800-0900	Welcome	Robert L. Gordon III, Deputy Assistant Secretary of Defense for Military Community and Family Policy (MC&FP) Barbara Thompson, DoD Office of Family Policy/Children and Youth
	Administrative Remarks <ul style="list-style-type: none"> • Review Agenda • Logistics • Expectations 	Gerry Carlon, DoD Office of Family Policy/Children and Youth
	Introductions <ul style="list-style-type: none"> • Attendees • Speakers • Facilitation Team 	Kari Schaeffler, The Bowen Group
0900-0910	Break	
0910 – 1000	Our World - A P&R perspective on the future state of economics, geopolitics, technology, and military family demographics	Col Art McGettrick, Office of the Under Secretary of Defense for Personnel and Readiness
1000-1010	Break	
1010-1100	Our Leadership - A joint perspective on Congressional, Administration, and DoD and Service leadership priorities	Barbara Thompson
1100-1110	Break	
1110-1200	Our Families <ul style="list-style-type: none"> • What spouses tell us about military life • How deployment impacts families with children • What military families need 	Dr. Rachel Lipari, Defense Manpower Data Center Dr. Yuko Whitestone, DoD Office of Family Policy/Children and Youth Dr. Cathann Kress, DoD Office of Family Policy/Children and Youth

1200-1300	Lunch on own	
1300-1350	Our Force – A warfighter’s perspective about the future of war fighting and warfighters’ need for family programs	COL David Sutherland, Office of the Chairman of the Joint Chiefs of Staff
1350-1400	Break	
1400-1430	An Overview of eBenefits	Rob Reynolds, Department of Veterans Affairs
1430-1630	Visioning Exercise – Developing a Statement of Intent for Military Family Policy and Programs	Kari Schaeffler
January 11 – The Representative, 1101 S Arlington Ridge Rd., Arlington, VA		
0800-0830	Coffee and Networking	Optional
0830-0900	Administrative Remarks Meet and Greet	Kari Schaeffler
0900-0930	Our Programs: Fiscal Year 2012 Defense Planning and Program Guidance	Dr. Cathy Flynn, Office of the Deputy Under Secretary of Defense for Military Community and Family Policy
0930-0945	Meeting Poll Summary: Expectations and Priorities Overview of Work Plan	Gerry Carlon Kari Schaeffler
0945-1000	Break	
1000-1050	Communication: <ul style="list-style-type: none"> • Status Update • Meeting Poll Summary: Communication • Consensus Building: Opportunity and Task 	Beth Riffle, Office of Communications and Outreach, MC&FP and Alex Baird, National Guard Bureau Kari Schaeffler
1050-1140	Small Group Work Communication Planning: Messages & Methods	Kari Schaeffler
1140-1210	Lunch	
1210-1310	Small Group Work Communication Planning: Plan of Action and Milestones	Group
1310-1320	Break	
1320-1400	Large Group Work Out-Brief POA&Ms	Group
1400-1500	Reporting, Eligibility & Needs Assessment <ul style="list-style-type: none"> • Status 	Group Kari Schaeffler

	<ul style="list-style-type: none"> • Meeting Poll Summary • Consensus Building: Opportunities and Tasks 	
1500-1505	Break	
1505-1600	Small Group Work Action Plan Development: <ul style="list-style-type: none"> • Reporting • Eligibility • Needs Assessment 	Kari Schaeffler
1600-1645	Large Group Work Out-Brief Action Plans	Group
1645-1700	Daily recap	Kari Schaeffler
January 12 – The Representative, 1101 S Arlington Ridge Rd., Arlington, VA		
0900-0915	Administrative remarks – Review agenda	Kari Schaeffler
0915-0945	Metrics and Evaluation <ul style="list-style-type: none"> • Status • Poll Summary • Consensus Building on Opportunity and Task 	Kari Schaeffler
0945-0950	Break	
0950-1030	Small Group Work Action Plan Development - Performance Management	Kari Schaeffler
1030-1100	Brief Plans of Action	Group
1100-1200	Small Group Work Identifying Outcomes and Indicators	
1200-1230	Lunch	
1230-1330	Brief Outcomes and Indicators	Kari Schaeffler
1330-1400	Review of Meeting Outcomes and Next Steps	Kari Schaeffler

APPENDIX D

FAMILY READINESS SYSTEM OUTCOMES

Personal and Family Life Readiness

1. Healthy communication patterns
2. Good social support/social connectedness– utilization of formal support system
3. See Strengthening Family Resilience by Froma Walsh (nine domains)
4. Skill set to manage change and challenges or ability to gain skills
5. Self-efficacy and confidence
6. Economic stability
7. Improved relationships
8. Work/life balance
9. Open to change, trying something new
10. Community connectedness
11. Ability to independently handle administrative functions of life
12. Satisfaction with employment
13. Knowledge of one's own responsibilities; ability to anticipate
14. Capacity to mentor others
15. Children's school performance
16. Reducing risky behaviors in teens
17. Self-care; healthy habits
18. Applying learning to future experiences/problems
19. Higher use of prevention services (vs. remediation)
20. Happiness
21. Willingness to ask for help when needed
22. Physical health
23. Culture change; well-informed
24. Reduced social isolation
25. Personal growth/lifelong learning
26. Improved parenting skills
27. Increased coping skills/emotional maturity, regulation
28. Ability to nurture one's relationship
29. Healthy choices
30. Increased empathy

Mobility and Economic Readiness

1. Informed consumers
2. Emergency savings
3. Live within one's means
4. Financially mature
5. Portable career options for spouses
6. Ability to use remote support systems
7. Ability to prioritize
8. Skills to share a financial life with another person
9. Flexible expectations
10. Debt reduction/liquidation
11. Live in safe communities
12. Increased capacity for community involvement at new location
13. Accessible, affordable transportation
14. Sense of adventure
15. Awareness of pitfalls and risks, e.g., payday loans
16. Cultural adaptation during relocation
17. Knowing what to expect
18. Better prepared to support children during relocation
19. Intellectual/cultural/language curiosity
20. Opportunities to volunteer
21. Peer-to-peer support
22. Interest in travel/exploration of new community
23. Financial skills in children
24. Recognition of unique experience of each move
25. Value saving for the future
26. Knowing how to access resources
27. Online education access/virtual careers
28. Networked individuals
29. Knowledge of financial resources to support decision-making
30. Ability to distinguish between a relationship and a "connection"
31. Less reliance on alcohol and prescription drugs to cope

Mobilization and Deployment Readiness

1. Ability to respond constructively to loneliness
2. Ability to meet the military lifestyle challenges
3. Ability to be a creative communicator
4. Ability to be a team player

5. Ability to stand alone
6. Ability to access technology
7. Manage distractions
8. Accept change; role flexibility
9. Skills for single parenting
10. Skills to be an absent parent
11. Nurturing relationships on a regular basis
12. Ability to cultivate trust in marriage/relationships
13. Trust
14. Ability to identify strengths and weaknesses
15. Physical energy
16. Knowledge of the deployment process (service member and family members)
17. Understanding of the cumulative effects of deployment
18. Recognition and acceptance of maintaining one's own well-being (parent) – and impact on children
19. Proactively completing a family care plan
20. Ability to define and use an extended family/support system
21. Knowledge of military and community resources
22. Value of service
23. Ability to understand and accept things beyond your control
24. Managing emotions related to deployment and associated risks
25. Giving oneself permission to struggle
26. Willingness to accept assistance
27. Self-care
28. Adapting to deployment changes
29. Knowledge of why/what you are communicating – ability to understand perspective of your spouse
30. Ability to empathize with spouse/member's experience
31. Crisis support for family
32. Ability to retain volunteers
33. Ability of spouse to maintain employment while member is deployed or if member is injured

APPENDIX E

PARTICIPANT FEEDBACK FORM



Military Family Policy & Programs Off-site Meeting Participant Feedback

We hope you have found this meeting to be valuable and informative. Please take a moment to share your feedback with us so that it may be incorporated into future planning sessions. If you prefer that your input remain anonymous, simply leave the fields for identifying information (i.e., name and organization) blank. Thank you for supporting our efforts to achieve continuous process improvement.

1. **Name:** _____

2. **Organization:** _____

3. **Expectations:**

a. Were your expectations for this meeting met? Yes _____ No _____

b. If no, what would you like to have seen done differently?

4. **Outcomes:**

a. Do you believe the stated outcomes for this meeting were achieved?

▪ reach consensus on an overall vision and strategy for the future of military family policies and programs Yes _____ No _____

▪ develop a plan of action for shared priority objectives, which are aligned with those of leadership, stakeholders, and customers. Yes _____ No _____

b. If no, please explain.

5. Impact:

a. How will the information provided and/or work accomplished during this meeting impact your organization?

b. How would you describe the progress made during this off-site meeting?

c. Will you participate in future planning meetings of this nature? If no, why?

6. Other Comments: Please use this space to provide any other feedback on the meeting.
