



Department of Defense INSTRUCTION

NUMBER 1342.22

P&R

SUBJECT: Military Family Readiness Systems (FRSs)

References: See Enclosure 1

1. PURPOSE. Pursuant to DoD Directive 5124.02 (Reference (a)), this Instruction:
 - a. Cancels DoD Directive 1342.17 (Reference (b)).
 - b. Reissues DoD Instruction 1342.22 (Reference (c)) and implements policy, assigns responsibilities, and establishes procedures for military family readiness systems (FRSs).
 - c. Incorporates requirements for financial education and counseling, and cancels DoD Instruction 1342.27 (Reference (d)).
 - d. Incorporates requirements for relocation assistance, and cancels DoD Instruction 1338.19 (References (e)).
 - e. Incorporates requirements for family readiness in the Reserve Components, and cancels DoD Instruction 1342.23 (Reference (f)).
2. APPLICABILITY. This Instruction:
 - a. Applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the Department of Defense (hereafter referred to collectively as the "DoD Components").
 - b. Applies to all Service members and their families in accordance with title 10 United States Code (U.S.C.) (Reference (g)), and when authorized by law or the Secretary of the Military Department concerned, civilian personnel and their families.

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

3. DEFINITIONS. See Glossary

4. POLICY. In accordance with Reference (a), it is DoD policy that:

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

b. Service members and military families have primary responsibility for their well-being. FRSs enhance members' and families' ability to cope effectively and maintain their well-being.

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

(1) Mobilization and Deployment Readiness;

(2) Mobility and Economic Readiness; and

(3) Personal and Family Life Readiness.

d. FRSs shall:

(1) Be allocated resources to accomplish their mission and provide the most comprehensive support in the most cost-effective manner.

(2) Be designed, funded and managed:

a. Using information obtained from an ongoing cycle of needs assessment and program evaluation.

b. To enable services, staff and resources to be surged or drawn down, as needed, to respond swiftly and effectively to the changing needs of Service members and their families during peacetime, war, periods of force structure change, relocation of military units, base realignment and closure, crisis, natural disaster, and other emergency situations.

c. Maximizes diverse forms of service delivery that, including but not limited to, the Internet, telephone, outreach and program co-location in a one-stop environment.

d. Addresses the varied composition, cultural diversity, and demographics of Service members and military families.

- (3) Promote military recruitment and retention, and support commanders' ability to maintain a mission-ready force consistent with DoD Instruction 4001.1 (Reference (h)).
- (4) Link formal and informal networks to promote a sense of community and optimize members' and families' strengths and capacity to demonstrate resilience.
- (5) Involve members, families and leaders in FRS planning, including needs assessment, program development and program evaluation, as appropriate.
- (6) Promote interagency collaboration and service coordination within and among federal and nonfederal entities to identify and achieve common family readiness goals and improve communication among providers and service users.
- (7) Provide coordinated assistance and support to DoD personnel and their families in the event of an all-hazards incident in accordance with DoDI 6055.17 (Reference (i)).
- (8) Utilize joint program standards and standardized assessment tools to ensure that the services outlined in paragraph 2. of Enclosure 3 are available, accessible and have impact.

5. RESPONSIBILITIES. See Enclosure 2

6. PROCEDURES. See Enclosure 3

7. INFORMATION REQUIREMENTS. The annual Family Readiness System report required in paragraph 5.d. of Enclosure 3 has been assigned Report Control Symbol DD-P&R(A) 1910.

8. RELEASABILITY. UNLIMITED. This Instruction is approved for public release and is available on the Internet from the DoD Issuances Web Site at <http://www.dtic.mil/whs/directives>.

9. EFFECTIVE DATE. This Instruction is effective immediately. The Military Departments shall forward a copy of implementing guidance to the Deputy Under Secretary of Defense (Military Community and Family Policy) within 120 days.

Clifford L. Stanley
Under Secretary of Defense
(Personnel and Readiness)

Enclosures

1. References
2. Responsibilities
3. Procedures

Glossary

DRAFT

TABLE OF CONTENTS

REFERENCES	5
RESPONSIBILITIES	7
PROCEDURES.....	11
OVERVIEW OF THE FRS	11
FAMILY READINESS SERVICES	11
Relocation Assistance	11
Non-Medical Individual and Family Counseling	13
Personal and Family Life Education	13
Personal Financial Management Services	13
Information and Referral.....	14
Deployment Assistance.....	14
Spouse Well-Being Services.....	15
Crisis Intervention Services	15
Exceptional Family Member Services.....	15
Child Abuse Prevention and Response Services	16
Domestic Violence Prevention and Response Services.....	16
Emergency Family Assistance.....	16
Transition Assistance.....	16
SERVICE DELIVERY.....	16
Principles.....	17
Access Points	17
PERSONNEL	19
Training.....	19
Supervision	19
Volunteers	19
PLANNING AND QUALITY ASSURANCE.....	19
Needs Assessment.....	19
Accreditation.....	20
Monitoring	20
Evaluation	20
Reporting.....	20
GOVERNANCE.....	20
FRCC Role.....	20
FRCC Chair	21
FRCC Membership.....	21
ELIGIBILITY	21
GLOSSARY	24
ABBREVIATIONS AND ACRONYMS.....	24

DEFINITIONS.....24

DRAFT

ENCLOSURE 1

REFERENCES

- (a) DoD Directive 5124.02, "Under Secretary of Defense for Personnel and Readiness (USD(P&R))," June 23, 2008
- (b) DoD Directive 1342.17, "Family Policy," December 30, 1998, hereby canceled
- (c) DoD Instruction 1342.22, "Family Centers," December 30, 1992, hereby canceled
- (d) DoD Instruction 1342.27, "Personal Financial Management for Service Members," November 12, 2004, hereby canceled
- (e) DoD Instruction 1338.19, "Relocation Assistance Programs," June 15, 1990, hereby canceled
- (f) DoD Instruction 1342.23, "Family Readiness in the National Guard and Reserve Components," September 29, 1994, hereby canceled
- (g) Title 10, U.S.C.
- (h) DoD Instruction 4001.01, "Installation Support," January 1, 2008
- (i) DoD Instruction 6055.17, "DoD Installation Emergency Management (IEM)" Program, January 13, 2009
- (j) Section 1781, title 10, U.S.C.
- (k) Section 1781a, title 10, U.S.C.
- (l) Section 1781b, title 10, U.S.C.
- (m) DoD Directive 5124.06, "Quality of Life Executive Committee,"
- (n) Section 563 of Public Law 111-84, National Defense Authorization Act for Fiscal Year 2010, October 28, 2009
- (o) Section 1782, title 10, U.S.C.
- (p) Section 2358, title 10, U.S.C.
- (q) DoD Directive 1404.10, "DoD Civilian Expeditionary Workforce," January 23, 2009
- (r) DoD 7000.14R, "Department of Defense Financial Management Regulations," Volume 5, Chapter 34, current edition
- (s) Section 1056, title 10, U.S.C.
- (t) DoD Instruction 6490.06, "Counseling Services for DoD Military, Guard and Reserve, Certain Affiliated Personnel, and Their Family Members," April 21, 2009
- (u) DoD Directive 1344.9, "Indebtedness of Military Personnel," October 27, 1994
- (v) DoD Instruction 1344.07, "Personal Commercial Solicitation on DoD Installations," March 30, 2006
- (w) DoD Instruction 1342.19, "Family Care Plans," May 7, 2010
- (x) Section 1784a, title 10, U.S.C.
- (y) 5 CFR 315.612, "Noncompetitive appointment of certain military spouses"
- (z) Section 1784 of title 10, U.S.C.
- (aa) Section 2108, (3)(D)-(G) of title 5, U.S.C.
- (bb) Section 595 of title 50, U.S.C.
- (cc) DoD Directive 6400.01, "Family Advocacy Program (FAP)," August 23, 2004
- (dd) DoD Instruction 6400.06, "Domestic Abuse Involving DoD Military and Certain Affiliated Personnel," August 21, 2007
- (ee) DoD Directive 1332.25, "Transition Assistance for Military Personnel" December 9, 1993
- (ff) Unified Facilities Criteria 4-730-01, "Family Services Centers," June 20, 2006

- (gg) Section 675 of Public Law 109-364, National Defense Authorization Act for Fiscal Year 2007
- (hh) Section 1588, title 10, U.S.C.
- (ii) DoD Instruction 1100.21, "Voluntary Services in the Department of Defense," March 11, 2002
- (jj) Section 401, title 37, U.S.C.
- (kk) Joint Publication 1-02, "DoD Dictionary of Military and Associated Terms," April 12, 2001
- (ll) Section 793 of title 10, U.S.C.

DRAFT

ENCLOSURE 2

RESPONSIBILITIES

1. UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND READINESS (USD(P&R)). The USD(P&R) shall:

- a. Monitor compliance with this Instruction.
- b. Establish partnerships, in accordance with applicable laws and regulations, with federal and non-federal entities to enhance FRs.
- c. Pursuant to section 1781 of title 10, United States Code (Reference (j)), maintain the Office of Family Policy, which shall:
 - (1) Coordinate programs and activities of the Military Departments to the extent that they relate to military families; and
 - (2) Make recommendations to the Secretaries of the Military Departments with respect to programs and policies regarding military families.
- d. In accordance with section 1781a of Reference (k), chair the Military Family Readiness Council, which shall:
 - (1) Make recommendations to the Secretary of Defense regarding the policy and plans required under section 1781b of Reference (l); monitor requirements for the support of military family readiness by the Department of Defense; and evaluate and assess the effectiveness of DoD military family readiness programs and activities.
 - (2) Not later than February 1 each year, submit to the Secretary of Defense and the congressional defense committees a report on military family readiness. This report shall:
 - (a) Provide an assessment of the adequacy and effectiveness of the military family readiness programs and DoD activities during the preceding fiscal year in meeting the needs and requirements of military families.
 - (b) Recommend actions to be taken to improve the capability of the military family readiness programs and DoD activities to meet the needs and requirements of military families.
- e. Chair the Quality of Life Executive Committee to ensure an integrated approach to quality of life for military personnel and their dependents across functional areas of responsibility in accordance with DoDD 5124.6 (Reference (m)).
- f. Establish an Office of Community Support for Military Families With Special Needs (hereafter referred to as the Office of Special Needs (OSN)) to enhance and improve Department

of Defense support for military families with special medical or educational needs in accordance with section 563 of Public Law 111-84 (Reference (n)).

2. DEPUTY UNDER SECRETARY OF DEFENSE FOR MILITARY COMMUNITY AND FAMILY POLICY (DUSD(MC&FP)). The DUSD(MC&FP) under the authority, direction and control of the USD(P&R) shall:

a. Provide direct oversight for the family readiness services through the regular collection and analysis of fiscal, manpower, facility and program information from the Military Services. In collaboration with the Secretaries of the Military Departments, develop a standard format and common elements for the report required in paragraph 5.e. of Enclosure 3.

b. Establish dedicated staff to oversee the provision of family readiness services.

c. Establish requirements for assessment of needs and program evaluation.

(1) In accordance with sections 1782 and 2358 of title 10, U.S.C. (References (o) and (p)), conduct surveys of Service members and their families to support needs assessment requirements in paragraph 5.a.(2) of Enclosure 3.

(2) In collaboration with the Military Services, establish a systemic model of program evaluation in accordance with paragraph 5.d. of Enclosure 3.

e. Initiate, coordinate and track research activities related to military family readiness, and ensure such research and promising practices are catalogued and made available to stakeholders. Use research to inform programmatic decisions and provide guidance and technical assistance to the DoD Components in applying research findings to program management.

f. Coordinate with the ASD(RA) to ensure:

(1) Access to family readiness services for members of the National Guard and Reserve Components and their families consistent with Service regulations.

(2) Involvement of the National Guard and Reserve Components in FRS planning, implementation and evaluation.

g. Establish requirements for FRS service provider training and coordinate joint-Service training programs based on research and the results of program evaluation. Coordinate with ASD(RA) to ensure access to training for National Guard and Reserve Components.

h. Share lessons learned related to family readiness services with the Deputy Under Secretary of Defense (Civilian Personnel Policy) for application to the Civilian Expeditionary Workforce in accordance with DoDD 1404.10 (Reference (q)).

i. Collaborate with heads of the other OSD Components and other federal and non-federal entities to promote awareness of family readiness services among those who have direct contact with Service members and military families, including health care providers, legal personnel, chaplains and child care providers, to promote referrals by such personnel to family readiness services, as appropriate.

j. In collaboration with the Secretaries of the Military Departments, establish a family readiness communication plan for all Active, National Guard and Reserve Components to ensure consistency in messages provided to Service members, their families, and family readiness partners and stakeholders. This plan shall address:

(1) Establishment of a family readiness social media strategy.

(2) Initiation of a regularly-recurring comprehensive awareness program to educate commanders and senior enlisted officers on family readiness policy, services and resources.

(3) Availability of an Internet-accessible portal through which Service members, their families, service providers and military leadership can access official, timely information about DoD family readiness policies, programs, and services.

k. **INSERT EFAC RESPONSIBILITIES WHEN DTM IS PUBLISHED**

3. DEPUTY UNDER SECRETARY OF DEFENSE FOR WOUNDED WARRIOR CARE AND TRANSITION POLICY (DUSD(WWCTP)). The DUSD(WWCTP) under the authority, direction and control of the USD(P&R) shall provide oversight for transition assistance services (subparagraph 1 of paragraph 2 of Enclosure 3).

4. ASSISTANT SECRETARY OF DEFENSE FOR RESERVE AFFAIRS (ASD(RA)). The ASD(RA) under the authority, direction and control of the USD(P&R) shall:

a. Ensure compliance with this Instruction within the National Guard and Reserve Components.

b. In collaboration with the DUSD(MC&FP), provide oversight of FRS fiscal, manpower, facility and program elements through the regular review of information from the Military Services in accordance with paragraph 5.e. of Enclosure 3.

5. ASSISTANT SECRETARY OF DEFENSE FOR HEALTH AFFAIRS (ASD(HA)). The ASD(HA) under the authority, direction and control of the USD(P&R) shall establish requirements for education and training on FRSs for Military Health System (MHS) personnel to ensure appropriate referrals between the MHS and FRSs, when indicated.

6. SECRETARIES OF THE MILITARY DEPARTMENTS. The Secretaries of the Military Departments shall:

- a. Establish implementing guidance in accordance with this Instruction.
- b. Ensure adequate resources are allocated to ensure that family readiness services are available to all Active, National Guard and Reserve Component Service members and their families regardless of geographic location.
- c. In collaboration with the DUSD(MC&FP), ensure training on FRSs is provided to commanders, MHS personnel, chaplains, child and youth services personnel, school personnel and community-based service providers.
- d. Ensure integration of the National Guard and Reserve Components in all aspects of family readiness system development and management. Identify and address needs that are unique to the National Guard and Reserve Components.
- e. Ensure manpower requirements are adequate and efficient to provide oversight for family readiness services and to implement the requirements of this Instruction.
- f. Ensure planning and quality assurance measures for FRSs are implemented in accordance with paragraph 5. of Enclosure 3, including submission of a FRS report to the DUSD(MC&FP) no later than 15 February annually.
- g. Ensure family readiness programming is coordinated with the National Guard Reserve Components, other Services, and other federal and non-federal entities to avoid redundancy and maximize the use of existing resources to the greatest extent possible.
- h. Ensure Service members are aware of their responsibilities to prepare their families for their mission-related absence(s).
- i. Ensure the military community is educated about:
 - (1) The rewards and challenges of military service;
 - (2) How family well-being contributes to mission readiness; and
 - (3) The system of support available to them in managing the challenges of daily living experienced in the context of military service, and how to access resources and services.
- i. Ensure every military installation has a written plan for the provision of emergency family assistance as part of the overall installation emergency management plan in accordance with Reference (1).

j. Ensure monitoring of banks and credit unions on military installations to ensure they comply with financial education requirements in 340307(h) and 340408 of DoD 7000.14-R (Reference (r)).

k. Ensure establishment of an Family Readiness Coordinating Committee (FRCC) on every military installation in accordance with paragraph 6 of Enclosure 3.

l. Ensure commanders:

(1) Encourage the use of family readiness services by Service members and their families.

(2) Understand how the FRS can help them identify potentially challenging family issues and mitigate the impact of such issues on operational readiness.

(3) Are encouraged to support Total Force joint-Service family readiness efforts to maximize regional cooperation, planning and information sharing.

ENCLOSURE 3

PROCEDURES

1. OVERVIEW OF THE FRS

a. FRSs are composed of DoD-operated and community-based family readiness services that are delivered through a variety of access points.

(1) Paragraph 2 of this Enclosure provides requirements for the family readiness services that represent the foundation of the FRS.

(2) Other services provided by DoD entities and through partnerships with other Federal and non-Federal entities shall be recognized as contributors to the overall mission of the FRS as described in paragraph b. of this section. Such services include, but are not limited to, religious/spiritual support; child and youth services; medical services; sexual assault prevention and response services; and children's educational services.

b. The mission of an FRS is to help Service members and their families manage the challenges of daily living experienced in the unique context of military service. The FRS performs the critical roles of:

(1) Assisting commanders in preventing, identifying and addressing family-related challenges in order to maintain unit cohesion and operational readiness; and

(2) Providing a network of high-quality integrated services and support that mitigate the challenges of daily living and the military lifestyle.

c. Family readiness services shall emphasize personal growth, positive development, and improved individual and family functioning.

d. Except where otherwise required by law, DoD regulation or command authority, accessing a FRS is voluntary.

2. SERVICES. The following services shall be made available to Service members and their families in accordance with Reference (g).

a. Relocation Assistance. In accordance with (Reference (s)), relocation assistance services shall be available to Service members who are ordered to make a PCS and dependents of such members who are authorized to move in connection with the PCS.

(1) Services shall include:

(a) Information, education and referrals related to destination area preparation and settling-in, with emphasis on information regarding moving costs, housing options and home-

finding assistance, child care, services for family members with special needs, spouse employment opportunities, schools, cultural adaptation, immigration issues and community orientation.

(b) Sponsorship training services to facilitate cost-effective and efficient transition to a new community and unit.

(2) Relocation information and resources shall be available via a secure DoD-maintained computerized information system (CIS).

(a) Relocation information shall be continuously updated in the CIS by installation relocation personnel.

(b) Relocation information shall be certified quarterly in the CIS by installation relocation personnel.

(c) Relocation assistance staff shall inform military personnel offices about the CIS so they may access information on locations of possible future duty assignments.

b. Non-Medical Individual and Family Counseling. FRSs shall provide non-medical counseling services that are short-term and solution focused, and address topics related to personal growth, development, and positive functioning. Such services are governed by DoD Instruction 6490.06 (Reference (t)).

c. Personal and Family Life Education. FRSs shall offer education and enrichment services that focus on helping families build and maintain healthy relationships, strengthen interpersonal competencies and problem-solving skills, and master respective roles, tasks and responsibilities throughout the family life cycle.

d. Personal Financial Management Services

(1) Service members and their families are responsible for their personal finances, and are expected to pay their financial obligations in a proper and timely manner pursuant to DoD Directive 1344.9 (Reference (u)).

(2) Personal financial management services, which include education and counseling, shall:

(a) Help correct deficiencies that may impede their mission readiness.

(b) Promote retention in the military.

(c) Help Service members and their families maintain economic readiness, achieve personal financial goals and manage critical life stages that impact personal finances (e.g., marriage; birth of a child, college; retirement, etc.).

(d) Provide families with consumer information and assistance with consumer complaints.

(e) Support Service members' ability to accomplish the following:

1. Within three months of arriving at his/her first permanent duty station, demonstrate a basic understanding¹ of pay and entitlements, banking and allotments, checkbook management, budgeting and saving (to include the thrift savings plan), insurance, credit management, car buying, permanent change of station moves (as required by Reference (k)), and how to access financial education and counseling through the family readiness system.

2. Prior to any deployment that exceeds four weeks, Service members shall be able to establish an extended absence financial plan.

3. Prior to assuming a leadership role with responsibility for supervision of others, officers and noncommissioned officers shall have a basic understanding of policies and practices designed to protect junior military members, including those governing commercial solicitation as outlined in DoDD 1344.07 (Reference (v)).

(f) Target services to those at greatest risk for financial difficulty as demonstrated by needs assessments and other survey instruments.

(g) Serve and encourage participation by members' family members, including children, youth and spouses.

(h) Be permitted to utilize educational materials from organizations outside of the Department of Defense in accordance with Reference (r) and Reference (v).

1. Preference shall be extended to installation-based financial institutions to provide services as prescribed in paragraph 340408 of Reference (r), which represents an integral part of financial education offerings.

2. DoD personnel shall participate in services provided by outside sources and monitor such services throughout the duration of instruction.

e. Information and Referral (I&R) Services. I&R services shall embody a continuum of assistance that seeks to link individuals with the information or service that meets an identified need. Such services include:

(1) Familiarizing individuals with the range of services available through the FR.

(2) Making referrals to DoD-operated and community-based resources.

¹ Basic understanding refers to one's ability to understand underlying principles and of a subject and apply them to everyday life situations.

(3) Working closely with individuals to identify their needs and locate services not readily available through the existing FRS.

(4) Advocating for the individual to ensure access to needed services.

f. Deployment Assistance. As requested, FRSs shall provide Service members and their families with services and support before, during, and after deployment to promote positive adjustment to deployment and family separation. Such services shall:

(1) Be provided for mobilizations and deployments lasting longer than 30 days and those happening as a unit or individually.

(2) Educate families about deployment-related challenges they may face, and the services available to them to cope with such challenges.

(3) Be initiated early enough that DoD personnel and their families have adequate time to participate and respond to the information they receive.

(4) Ensure ongoing outreach, communication, activities, and/or events with deployed units/individuals and their families throughout all phases of deployment to promote prevention and early identification of family problems that may compromise military or family readiness.

(5) As requested by Service members, provide assistance in developing family care plans in accordance with DoD Instruction 1342.19 (Reference (w)).

g. Spouse Well-Being Services. FRSs shall provide information and referral services that strengthen the well-being of military spouses. Services will support the social, financial, physical, child care, education, employment, and sense of community/belonging components of military spouse well-being, as well as the military unique support needs of deployment and reintegration. FRSs will provide education and employment services that advise military spouses on:

(1) Financial assistance in obtaining education, training, licenses or credentials necessary for a portable career, in accordance with title 10, U.S.C, Section 1784a (Reference (x)), and available through the Military Spouse My Career Advancement Account Program.

(2) Educational and career counseling services available to military spouses through the Military OneSource (MOS) Military Spouse Career Center.

(3) Federal employment and other authorities regarding military spouses, including:

(a) Noncompetitive Appointment of Certain Military Spouses, in accordance with 5 CFR 315.612 (Reference (y)).

(b) Employment Opportunities for Military Spouses, in accordance with section 1784 of title 10 U.S.C. (Reference (z)).

(c) Derived Preference for Federal appointment of widow/widowers of veterans in accordance with (Reference (x)).

(d) State and local employment opportunities, including services provided by the State Career One-Stop Centers in conjunction with the State Workforce Investment Board(s) and on-line at: www.careeronestop.org/.

(e) Authority to guarantee the equity of military spouses with regard to matters of residency, to include voting, taxation, and land rights in accordance with Section 595 of title 50, U.S.C. (Reference (y)).

h. Exceptional Family Member (EFM) Services. In accordance with Reference (n), family support services shall be provided to assist EFMs and their families in accessing services as part of the overall Exceptional Family Member Program (EFMP).

(1) Family support services may range from answering questions and providing information and referral, to more substantive support, such as development of a services plan (SP). Family support services shall include, but are not limited to:

(a) Assessment of the family's current situation and needs, including the services they may be utilizing.

(b) Provision of information and regarding the availability of military and community resources.

(c) Referral and assistance in obtaining services or re-accessing services previously received, including advocacy support.

(d) Development of and updates to the EFM's SP, as appropriate.

(e) Support before and during relocation, including coordination with the gaining installation's EFM family support program.

(f) Participation in the process for the consideration of reasonable accommodation in children and youth programs.

(g) Provision of education about and assistance with the EFMP enrollment and assignment process.

(2) EFMP family support personnel shall provide ongoing outreach with military units, individuals and their families, other FRS service providers, and installation and community organizations, to promote an understanding of the EFMP and to encourage families with EFMs to seek support services, as needed.

i. Child Abuse Prevention and Response Services. Child abuse prevention and response services are governed by DoD Directive 6400.01 (Reference (cc)).

j. Domestic Violence Prevention and Response Services. Domestic violence prevention and response services are governed by References (cc) and DoD Instruction 6400.06 (Reference (dd)).

k. Emergency Family Assistance. In the event of an all-hazards incident, the FRS, as directed by the installation commander, shall provide emergency family assistance consistent with Reference (l).

l. Transition Assistance. Transition assistance services for active duty military personnel and their families in accordance with DoD Directive 1332.35 (Reference (bb)).

3. SERVICE DELIVERY

a. Principles. FRS service delivery models shall be configured in accordance with the following principles. FRSs shall:

(1) Encourage a sense of partnership among family readiness service providers and where possible, integrate services provided through available access points to facilitate members' and families' ability to navigate the FRS.

(2) Conduct regular outreach to units, members, families and existing and potential FRS partners to:

1. Promote awareness of family readiness services and encourage proactive engagement with the FRS by family readiness unit liaisons, Service members, family members and FRS partners.

2. Enhance individuals' ability to easily navigate among the various access points within the FRS.

3. Target geographically- and/or socially-dispersed members and families.

(3) Optimize partnership opportunities to:

1. Augment services;

2. Support geographically- and/or socially-dispersed Service members and families;

3. Reduce duplication of service;

4. Promote timely and appropriate referrals of members and families to services.

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

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

(1) Military and Family Readiness Centers (MFRCs). MFRCs shall:

(a) Be easily identifiable.

(b) Be designed and furnished in a way that welcomes Service member, families and other clients in accordance with Service implementing guidance.

(c) Comply with Unified Facilities Criteria 4-730-01 (Reference (ff)).

(2) National Guard and Reserve Component Family Programs. Reserve Component Family Programs shall be knowledgeable about accessible DoD-operated and community-based services to link families to such services in a timely manner.

(3) Joint Family Support Assistance Program (JFSAP). In accordance with section 675 of Public Law 109-364 (Reference (gg)), the JFSAP shall:

(a) Augment family readiness services provided by the Military Departments, coordinating service delivery with Military Service access points.

(b) Target Service members and families who geographically dispersed from a military installation.

(c) In accordance with applicable law and regulations, collaborate and build relationships with community organizations to enhance the availability of high-quality community-based family readiness services.

(4) Military OneSource (MOS). MOS shall:

(a) Augment family readiness services provided by the Military Departments.

(b) Provide information, resources and referrals to non-medical counseling services.

(c) Be available to Service members and their families 24 hours a day, 365 days a year.

4. PERSONNEL. FRS shall employ qualified individuals to provide DoD-operated family readiness services in accordance with standards required in section 5.b. of this Enclosure.

a. Training. FRS service providers shall receive initial training, as necessary, for the performance of their job responsibilities.

(1) Ongoing employee training and professional development requirements shall be established and monitored to ensure that such requirements are met.

(2) Initial and ongoing training shall include training about the variety of services and supports available to families across the FRS and FRS providers' shared responsibility for the readiness of families served.

b. Supervision. FRS personnel shall receive the support and supervision necessary to effectively perform their job responsibilities.

c. Volunteers. Programs to recognize volunteers for their efforts in support of Active, National Guard and Reserve Component family readiness programs shall be strongly encouraged. Volunteers shall be used within FRS in accordance with section 1588 of title 10, U.S.C. (Reference (hh) and DoD Instruction 1100.21 (Reference (ii))).

5. PLANNING AND QUALITY ASSURANCE. A continuous evaluative cycle shall be used to configure FRSs and assess the process, performance and impact of family readiness services. The cycle shall include:

a. Needs Assessment. Except where services are mandated by law or other regulation, the content and delivery of family readiness services shall be based on the needs of Service members and their families.

(1) Assessments of needs shall be designed to determine:

(a) The types of services are needed and who needs them.

(b) The level at which there is a need, e.g., local, regional, Service-wide, DoD-wide.

(c) How Service members and families are accessing services.

(2) A DoD-wide assessment of needs shall be conducted at least annually.

(3) Service-wide assessments of needs shall be conducted at least every three years. A summary of the results shall be forwarded to the OSDUS(MC&FP) with the annual report required in subparagraph e. of this section.

b. Accreditation. The performance of FRSs shall be evaluated against nationally accepted standards of performance. The family readiness services in paragraph 2 of this Enclosure shall be accredited by a national accrediting body not less than once every five years. When individuals are referred to community-based services, reasonable efforts shall be made to ensure such services are accredited by a national accrediting body.

c. Monitoring. Personnel from the Military Service Headquarters and the ODUSD(MC&FP) shall periodically visit FRSs to ensure compliance with this Instruction.

d. Evaluation. The impact of FRSs shall be measured through regular program evaluation that uses valid and reliable outcome, customer satisfaction, process, and activity measures that are linked to specific and measurable performance goals.

(1) Evaluation shall produce both qualitative and quantitative data that is used to inform decisions regarding sustainment, modification or termination of family readiness services.

(2) FRSs shall be evaluated no less than _____, and a summary of results shall be forwarded to the ODUSD(MC&FP) with the annual report.

ion shall:

e. Reporting. In accordance with paragraph 2.a. of Enclosure 2, a FRS report shall be provided by the Military Departments to the DUSD(MC&FP) no later than 15 February annually.

6. GOVERNANCE. Every military installation shall have a family readiness coordinating committee (FRCC), which shall serve as a forum for cross-organizational review and resolution of individual, family, and installation community issues that impact military family readiness.

a. FRCC Role. The FRCC shall:

(1) Recommend changes in policy related to family readiness services outlined in paragraph 2. of this Enclosure.

(2) Facilitate pooling of resources for cross-organizational activities to enhance military community life.

(3) Review the results of needs assessments and program evaluations to assign appropriate follow-up actions, including making recommendations on the sustainment, modification and termination of services, as appropriate.

(4) Develop and implement cross-organizational solutions to problems that cannot be resolved by individual organizations/programs. Promote collaboration among helping agencies, identify gaps in service, and reduce duplication of effort.

(5) Prioritize and forward, at least semi-annually to their Service Headquarters, issues and concerns that cannot be resolved at the installation level.

(6) Facilitate the pooling of resources for cross-organizational activities to address installation issues.

b. FRCC Chair. The FRCC shall be chaired by the installation commander or deputy. This responsibility shall not be delegated below the second highest ranking commander.

c. FRCC Membership. FRCC members of shall include representatives from:

- (1) The service areas in paragraph 2. of this Enclosure;
- (2) Mental Health;
- (3) Department of Defense Education Activity when there is a DoD-school on the installation;
- (4) Chaplaincy;
- (5) Child and youth services;
- (6) Sexual assault prevention and response services;
- (7) Medical; and
- (8) Other installation organizations as requested by the installation commander.

GLOSSARY

PART I. ABBREVIATIONS AND ACRONYMS

EFM	exceptional family member
FRS	family readiness system
ISP	individualized service plan
MFRC	military and family readiness center
MOS	Military OneSource

PART II. DEFINITIONS

access point. A vehicle through which Service members and their families can access family readiness information, services and referrals.

all-hazards. Defined in Reference (l).

case management. For the purposes of this Instruction, case management is the provision of non-medical advice and assistance in obtaining medical, social, community, legal, financial and other needed services. Non-medical case management does not involve coordination and follow-up of medical treatments.

dependent. Defined in section 401 of title 37, U.S.C. (Reference (jj)).

deployment. Defined in Joint Publication 1-02 (Reference (kk)).

DoD Personnel. Active duty, Guard and Reserve component members of the Military Services and civilian employees, including nonappropriated fund employees and special government employees of all offices, agencies and departments carrying out a function on a military installation.

EFM. A family member with special needs who:

1. Has, or is suspected to have, a special medical need; and/or
2. Is receiving or is eligible to receive early intervention services, special education services, and/or reasonable accommodations as defined by section 793 of title 29, U.S.C. (Reference (ll)).

extended absence financial plan. A plan developed by a Service member prior to deployment, specifying the following for the period of the absence: legal power of attorney to accomplish

personal and financial requirements, a plan for meeting financial obligations, disposition of car and auto insurance, allotments by appropriate monthly expenditures, and disposition of other financial issues that might occur during the period of absence.

family readiness. The state of being prepared to effectively navigate the challenges of daily living experienced in the unique context of military service. Ready individuals and families are knowledgeable about the potential challenges they may face, equipped with the skills to competently function in the face of such challenges, and aware of the supportive resources available to them in managing such challenges.

- mobility and economic readiness. The state of being prepared to successfully meet financial obligations and manage the challenges of the mobile military lifestyle.
- mobilization and deployment readiness. The state of being prepared for the challenges of mobilization and deployment, to cope with changes in operational tempo, to address personal and family emergencies and stress in the absence of a deployed family member and to access appropriate services and support in the event of military service-related injury, illness, or death.
- personal and family life readiness. The state of being prepared to cope with the stressors of daily living and manage the competing demands of work life and personal/family life.

family readiness unit liaison. A command-sponsored individual, who provides liaison between Service members and families and the command, promoting a culture of mutual support and communication.

formal network. A network that reflects the policies and systems operating under military or civilian authority as instruments of socialization and support.

FRS. The network of agencies, programs, services, and individuals, and the collaboration among them, that promote the readiness and quality of life of Service members and their families.

FRS director. The individual at the local level who is responsible for the management of the family readiness system.

geographically-dispersed.

informal network. The associations, interactions, exchanges, and connections that people and families make in everyday life, including group associations and less organized networks of personal and collective relationships.

MFRC. An installation based facility that provides family readiness services at installations with 500 or more Service members assigned.

military family. A group composed of one Service member and such Service member's dependents; two married Service members; or two married Service members and such Service

members' dependents, in accordance with Reference (f). To the extent authorized by law and in accordance with Service implementing guidance, the term may also include other nondependent family members of a Service member.

military community. Service members, military families, military leadership and FRS service providers and partners.

non-medical counseling. Defined in Reference (t).

operational readiness. Defined in Reference (kk).

outreach. Systematic efforts to make contact with members of the military community outside of conventional FRS access points.

sense of community. The degree to which Service members and families feel positively attached to the military as an organization and view the military community as a source of support and connection to others.

Service member. Any member of a Military Service in the Active or Reserve Component.

services plan. An individualized written plan that documents interaction with the family and/or the EFM, referred to in Reference (n) as an individualized services plan.