



SOLDIER AND FAMILY READINESS GROUP

REAL: Readiness Essentials for Army Leaders

SOLDIER AND FAMILY READINESS LIAISON (SFRL)
TRAINING



ENGAGING • CONNECTING • EMPOWERING

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- ❖ All MD&SSO Specialists can answer questions and sign personnel up for classes.
- ❖ MD&SSO Specialists can schedule REAL training, Pre-deployment, Reset briefs and CARE team training.

Objectives

- Identify the primary elements of the SFRG leadership team
- Define and understand the components of successful SFRG operations
- Identify how volunteers contribute to SFRG operations
- Identify methods of communicating with SFRG membership
- Understand how to execute the SFRL role within the SFRG

Family Readiness

- **Family Readiness System:**

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

- **Unit Family Readiness Program:**

Compilation of those available resources that provide support to the individual Soldier and their Family to successfully balance life, career and mission events. This support consists of proactive use of official communication, information, referral, readiness and deployment support. Support is extended to the entire Family unit (children, spouses, parents and other extended Family members.)

- **Family Readiness Plan (unit level):**

Detailed schematic of the Command Team plan for implementing volunteer resources (Soldier and Family Readiness Groups), meetings, logistical and administrative support, special events, communications, official and social networking to enhance the success of the Unit Family Readiness Program.

Army Family Readiness

Soldier

Civilians

Families

Soldier and Family Readiness Group

- SFRLs
- SFRG Advisors
- SFRSAs
- SFRG Volunteers
- Newsletters
- Telephone Trees
- Resource & Referral
- vSFRG
- Social Media

Commander

Morale, Welfare & Quality of Life

- Army Community Service
- Child, Youth & Services (CYS)
- Family & MWR
- Better Opportunities for Single Soldiers (BOSS)
- Chaplains

Family Assistance and Readiness

- ID Cards
- DEERS
- Health & Medical
- Military Family Life Counselors (MFLCs)
- Army Community Service

Army Regulation 600-20

Soldier and Family Readiness Group (SFRG)

- Command-sponsored organization of Soldiers, civilian employees, Family members (immediate and extended) and volunteers belonging to a unit.
- SFRGs will provide mutual support and assistance, and a network of communications among the Family members, the chain of command, and community resources.

How Do SFRGs Support Family Readiness?

- Mission Essential Activities
 - SFRG member meetings and educational briefings for SFRG members
 - SFRG staff and committee meetings
 - Communication with SFRG membership
 - Maintenance of SFRG contact rosters
- Standard Operating Procedures (SOPs)

SFRG Leadership

- Leadership of the SFRG includes:
 - Command Team
 - Soldier and Family Readiness Liaisons (SFRLs) / Soldier and Family Readiness Support Assistants (SFRSAs)
 - SFRG leaders and Co-leaders
 - Soldier and Family Readiness Advisors
- Each member plays a vital and specific role in the leadership and management of SFRGs
- Each level of leadership has tasks necessary to the efficient and effective management of SFRGs

Soldier and Family Readiness Liaison Role

**Knowing what you
know about
SFRG's....**



**What do you think the role of the
Soldier and Family Readiness
Liaison entails?**

Defining Your Lane

Know your commander's intent on:

- Their expectations of the SFRL role
- What they do **NOT** want you to do
- What situations should be elevated to command
- How the SFRL and Soldier and Family Readiness Advisor will work together
- If there is an SFRSA how the SFRL and SFRSA will work together
- The commander's Family Readiness Goals/Priorities
- Who the SFRL reports to



Your commander will determine your roles and responsibilities

SFRL Operational Role

Assists the commander with oversight of command's Family Readiness Program:

- Liaison between the SFRG and the command to ensure SFRG member issues are addressed and the command is aware
- Assist the command in maintaining an active SFRG
- Assist the SFRG in establishing a functional chain of concern in order to pass official information from command to SFRG membership
- Serve as the primary advisor to the SFRG on all military matters
- Coordinate with other agencies to support commander's Family Readiness Program

SFRL Administrative Role

Logistical Support:

- Arrange meeting sites, agendas, speakers, etc.
- Compile newsletter articles with Command overview
- Coordinate training of personnel/volunteers
- Coordinate with the SFRG Leader regarding proposed activities and review the results
- Ensure volunteers have work space IAW AR 608-1, App J

Administrative Support:

- Ensure SFRG rosters are up to date
- Serve as the volunteer Organizational Point of Contact (OPOC) and verify volunteer hours monthly
- Recommend and draft awards for volunteers
- Track SFRG issues

SFRL Support Role

Provide support to the SFRG Leader:

- Assist with coordinating and scheduling briefings
- Coordinate and review information for forwarding to SFRG membership
- Maintain communication link between Command and the SFRG Leadership
- Engage with other Family Readiness Programs through ACS and other Agencies
- Assist with immediate needs of SFRG members by providing referral information and follow-up
- Coordinate and maintain communication as a team with other SFRLs, senior advisors and SFRG Leaders



Executing the SFRL Role

Where to Begin

- Commander's Family Readiness Plan and SFRG's role in the plan
- Army and local regulations, policies and guidance for SFRGs
- Standard Operating Procedures
 - Budget (*required*)
 - Informal Funds (*required*)
 - External Operating Presence (*required if SFRG utilizes social media*)
 - Newsletter (*required*)
 - SFRG Operations (*recommended*)
 - Volunteer Management (*recommended*)
- Family Programs Resources

Setting Boundaries

Consider the following when determining if it is within the SFRL's role before performing a task:

- ✓ Is it a request from the command group?
- ✓ What does the SOP/Job Description read?
- ✓ Are there ethical issues?
 - Consider fundraising tasks
 - Consider Casualty/CARE Team Operations
- ✓ Is the task a duplication of another service?

If it doesn't feel right, ask questions!

Ethical and Legal Issues



- Remember you are not a counselor or attorney – *if put in that role refer the individual appropriately*
- Consult experts before giving advice
- Advise consultation with unit legal rep or ethics counselor if needed
- Use regulations to ensure you are on target
- Watch out for endorsement, commercial sponsorship and solicitation issues

SFRL's help protect their commanders and advisors



Volunteer Management

SFRG Volunteers





Need for SFRG Volunteers

The SFRG Mission cannot be completed solely by the commander

- Soldier Readiness
- Training
- Deployments
- Temporary Duty Assignments

Volunteers are crucial in providing a consistent baseline for two way communication between Command and the unit Soldiers and Families on a regular basis

Selecting Volunteers

- Volunteers will be the heart of the SFRG and provide the human connection to the Command's Family Readiness program
- Volunteers are selected and appointed by the Command
- Consider the characteristics needed for each position
 - SFRG Leader
 - Key Contact
 - Soldier and Family Readiness Advisor
 - Informal Funds Custodian

Volunteer Position Descriptions

- Ensure expectations regarding each position is established and communicated
- Helps delineate roles
- Ensures individuals understand their roles prior to committing to them
- Commander appoints volunteers in writing
- Review position descriptions, appointment letter, initial counseling and confidentially statement with volunteers

Communicating to Volunteers - “What’s In It For Me?”

Personal/professional experience

**Enhancement of marketable
professional skills**

**Sense of community and
accomplishment**

Fosters Soldier and Family cohesion

Recognizing Volunteers

- Critical to let volunteers know their time and effort is valued by the Command, the Unit, and the Army
- Know how your volunteers want to be recognized
- Know different methods of recognition

Working with Volunteers – Challenges and Conflict

- Volunteers will encounter challenges
- Conflict can occur:
 - Among SFRG Leadership
 - Between SFRG Leadership and SFRG Members
- Use conflict resolution skills

Volunteer Administrative Requirements

- DD Form 2793, Volunteer Agreement
- SFRG Volunteer Position Description
- Training Requirements
- Training Certificates
- Volunteer Service Record

Volunteer Management Information System (VMIS)

VMIS is located at www.myarmyonesource.com

Volunteers can:

- Manage their Volunteer Service Record
- Locate an Army Volunteer Coordinator
- Apply for volunteer opportunities
- Record and track volunteer hours

Check on Knowledge

- What is your main role with volunteer management?
- Why are volunteers necessary in the SFRG?
- Where do you go to register volunteers?
- What are three ways to get members involved in SFRG functions?



Communication Network

Mission-Essential Communication

“The SFRG will provide mutual support and assistance ***and a network of communications*** among the Soldiers, Family members, the chain of command and community resources.”

Communicating with SFRG Membership

Accomplishing Mission Essential Activities:

- SFRG member meetings
- SFRG staff and committee meetings
- Publication and distribution of SFRG newsletters
- Maintenance of updated Family rosters and Family readiness information
- Establishment of SFRG member telephone trees and re-email distribution lists
- Scheduling educational briefings for SFRG members

Mission-Essential Communication

- Communicating with our Families is one mission essential activity of the SFRG.
- Operational Security (OPSEC) must be maintained.
- Personal Security (PERSEC) should be considered.
- Can be resource information, command messages or educational briefings.

Key Contact Volunteers

- AR 608-1 identifies as a key position
- Provide a human voice to the SFRG
- Are the SFRG leader's link to the membership
- Help new members adjust to the unit
- Can assist with Family sponsorship programs
- Connect members to their community and make referrals
- Use in situations when technological communications are not appropriate:
 - Welcome new members to the unit
 - Provide information from command
 - Provide information regarding deployment/redeployment
 - Assist with crisis situations
 - Dispel rumors and gossip
 - Provides answers quickly



Methods of Communication

Telephone

- One-on-one
- Personal
- High tech versus high touch
- Provides verification message received



Social Media

- Allows non-traditional SFRG members (parents, siblings, etc..) to be a part of the Army Family
- Helps connect SFRG members to the unit and to each other regardless of location
- Helps tell your unit story
- Mass communication tool

Social Media Cautions:

Publishing information on unit mission or deployments

Sharing PII

Posting command messages with unit specifics

Other Social Media Platforms



Methods of Communication

Meetings

- Have a purpose for the meeting
- Have an agenda
- Notify the audience as soon as possible and send reminders
- Consider adding a social component
- Provide alternate means to meet through technology if needed

Newsletters

- Must be approved by command
- 80% must be official information
- If distributing via e-mail, consider short descriptions and hyperlinks
- Consider using postal mail to distribute to those who do not utilize e-mail

Postal Mail

- Handwritten notes provide a personal touch
- Allow for delivery time

E-Mail

- Safeguard Personally Identifiable Information (PII)
- Use blind copy (BCC) for addresses
- Do not include images or attach large files that can slow down a computer
- Be careful of spelling errors

Texting

- Use for reminders and short messages
- Do not overuse – you will eventually be ignored

Social Media & the SFRG Mission

Social Media CAN Support:

- Orienting Families to the community
- Providing updates on community and social events
- Keeping Families connected
- Providing information on community resources
- Command messages on safety and generic topics

Social Media CANNOT Support:

- Information on unit mission
- Information on deployments
- Personal identifying information
- Command messages on specific unit activities
- At Risk Family support

Social Media Posting & Monitoring is a command Responsibility

Encouraging Member Participation

- Command emphasis
- Consider what different demographics need:
 - Junior Enlisted
 - Senior Enlisted
 - Officer
 - Single Parents
 - Families with Children
 - Families without Children
 - Single Soldiers
 - Parents
 - Geo-Dispersed



Critical Incidents in the Unit

Stability Support: SFRG Role

- Command should contact SFRG leader with guidance
 - If not contacted, seek clarification and direction from SFRL / SFRSA
- Identify how SFRG can support impacted Soldiers and Family members
- Notify SFRG members as directed by command
- Inform command of comments, concerns, feedback obtained from Family members
- Coordinate with command for an incident debrief with SFRG members if needed
- Establish and maintain contact with surviving Family members, if requested

Stability Support: SFRL Role

- Contact command for guidance and direction
- Work with SFRG leader to identify how SFRG can support the Care Team and the affected Soldier/Family members
- Gain command guidance on how to notify SFRG members (i.e., unit families) of support issues
- Coordinate volunteers as needed



Communication Activities

Check on Knowledge

- What are the different types of communication available when communicating with SFRG membership?
- Name some of the generational differences in communication for each generation.
- How does the communication network support SFRG mission essential activities?
- What communication strategies will you employ in your role?
- Who must approve all communications prior to being published/sent, etc.?



Non-Mission-Essential Activities: Informal Funds

SFRG Funding Streams

APF FUNDING	NAF FUNDING	SFRG INFORMAL FUNDS (Limit \$10,000/year)	SUPPLEMENTAL MISSION FUNDS INTENDED FOR SFRGS
Official Mail	Registered SFRG Volunteer Expenses:	Holiday Parties	Controlled at the Battalion Level
Use of government facilities and equipment	Annual Volunteer Recognition Awards (GC approval)	Social Activities	Examples of Use:
Use of government owned or leased vehicles	Awards, Banquets, and Mementos, (GC approval)	SFRG Parties or Outings	Supplemental Unit Send-off and Welcome Home Activities
Travel/Training Expenses		Volunteer Recognition	Food
Reimbursement of Incidental Expenses		Supplemental Unit Send-off	Reimbursement of statutory volunteer expenses if APFs are not available.
Child Care		Welcome Home activities	
Awards		Food	

Informal Funds

Authorized Use:

- Only one SFRG informal fund per unit
- Used for specific purposes stated in SFRG informal fund SOP
- **Post deployment recognition and social activities**
- Must benefit entire SFRG membership

Unauthorized Use:

- Unit Ball
- Traditional Military Gifts
- Mixing funds (APF, NAF, informal funds)
- **Soldier Farewell**
- Organizational Days
- Welcome Home Ceremonies

Informal Funds

Command

Authorize opening the account and ensuring that the Social Security Number associated with the EIN is either the commander's or someone's that is currently in the unit; and request a review of the account upon each change of command (incoming and outgoing)

Appoint in writing a fund custodian AND alternate and authorize these volunteers as signatories on account

Provide written job descriptions

Approve a Standard Operating Procedure (SOP) for both the APF and the SFRG informal fund

Consult with Staff Judge Advocate and/or ethics counselor

Review and approve all Authorized Spending Plans for SFRG operations

Provide written approval for all SFRG fundraising

Review reimbursement procedures for volunteer expenses (statutory volunteers only)

Review monthly SFRG informal funds report (Company level); review annual SFRG informal Funds report (BDE/BN level)



Informal Funds

SFRG Leader

Work with commander to identify resources needed in support of SFRG operations

Ensure appointment letters are in place

Work with fund custodian AND alternate

Ensure the SFRG informal fund SOP is written, and approved

Work with commander and fund custodian to establish Authorized Spending Plans for SFRG Operations

Obtain command approval for SFRG fundraising events

Ensure monthly and annual reports are submitted

Ensure fund custodian AND alternate register and track hours in Volunteer Management Information System (VMIS)

Informal Funds

Fund Custodian

Assist command with establishing (non-interest-bearing) bank account and obtain access to account

Write and sign checks for SFRG-related, commander-approved events; reimburse pre-approved purchases

Maintain all documentation (Authorized Spending Plan, Ledgers, Checks, Receipts, Annual Reports, etc.)

Provide monthly informal fund report to Commander (company level) for review, and as requested

*Must include income, expenses and ending balance

Prepare annual informal fund report for **BDE/BN** review

Ensure the SFRG informal fund SOP is written and approved by current commander

Register in the Volunteer Management Information System (VMIS), apply for volunteer position and track volunteer hours

***Fund custodian MUST NOT be unit commander, first sergeant, SFRL, SFRG leader.**

Army Directive 2019-17



Fundraising

- **Fundraising must be approved in writing at battalion level**
 - See Army Directive 2019-17
- **Command must consult with SJA and/or ethics counselor**
- **Fundraising on-post but outside unit footprint requires Garrison Commander approval (delegated to DFMWR)**
- **Off-post fundraising allowed by exception with approval from the Garrison Commander**
- **SFRGs may NOT conduct external fundraising or solicit gifts or donations (this includes internet and social media sites)**
- **Annual gross income cap of \$10,000 (O-6 commander) may grant 3 month exception up to \$25,000, (for each informal fund account)**

Check on Knowledge

- What are the three areas that SFRLs may be tasked to assist with for SFRG operations?
- What are three leadership positions within the SFRG?
- What is one of the key functions an SFRL can complete to assist with communication among SFRG membership?
- How often does the commander receive an informal funds report?
- Can SFRGs conduct external fundraising or solicit gifts and donations?
- How can informal funds be used?



Resources

Army Community Service Core Programs

ACS Readiness Programs

- Financial Readiness
- Army Emergency Relief
- Relocation Readiness Program
- Mobilization, Deployment & Stability Support Operations

Family Advocacy Program

- Victim Advocacy
- New Parent Support
- Transitional Compensation
- SHARP Transition Assist to G-1

Support for Wounded & Survivors

- Survivor Outreach Services
- Soldier Family Assistance Centers

Information, Referral & Follow-Up

Exceptional Family Member Program

Volunteer Programs

- Army Volunteer Corps
- Army Family Team Building
- Army Family Action Plan



Community Resources



Organizations listed are nonprofit non-federal entities and not part of the Department of Defense or any of its components and have no government status. Listing them does not express or imply endorsement.

Local Resources

Fort Campbell

<http://ww.campbell.army.mil/Pages/Default.aspx>

MWR

<http://www.campbell.armymwr.com>

<http://campbell.armymwr.com/programs/information-exchange>

ACS

<https://www.facebook.com/FortCampbellACS>

BACH

<http://www.blanchfield.amedd.army.mil/>

<https://www.facebook.com/BACH.FortCampbell>

USO

<https://ww.facebook.com/USOFortCampbell>

Fort Campbell Schools

<http://am.dodea.edu/campbell>

Web Based Resources



www.militaryonesource.com



<https://msepjobs.militaryonesource.mil/msep>



www.myarmyonesource.com



<https://www.whitehouse.gov/joiningforces>



www.esgr.mil/



<https://www.jointservicesupport.org/>



<http://www.arfp.org/>



www.yellowribbon.mil

Military Resources



Family Advocacy Program (FAP)

- FAP Prevention Training
 - Troop Training
 - Parenting Classes
 - Couples/Family Enrichment
- New Parent Support Program
- Victim Advocacy Program

1501 Williams C. Lee Rd
(270) 412-5500

Exceptional Family Member Program (EFMP)

- Mandatory enrollment for Active Duty Soldiers
- Information and Referral
- Advocacy
- Respite Care
- Monthly Support Groups and Activities
- Unit/SFRG briefings
- System Navigation
- Resource Library

1501 William C. Lee Rd.
(270) 798-2727

Check on Knowledge

- What are some the agencies that are a part of the Family Readiness Program?
- What are the three Family programs – Active Duty – that can provide resources and referrals to assist individuals?
- What is the mission of the Family Advocacy Program?
- What is the mission of Exceptional Family Member Program?



Additional Training

Additional Training

Social Media Training

- Required to administer social media sites
 - Army OPSEC Training for External Official Presence (EOP) Operators:

<https://iatraining.us.army.mil/>

- Defense Information Security Agency (DISA) Social networking:

http://iase.disa.mil/eta/sns_v1/sn/launchPage.htm

Professional Development Opportunities

- **Social Media and vSFRG**
- **OPSEC/PII**
- **Informal Fund Custodian**
- **Key Contact**
- **CARE Team**
- **Crisis Management**
- **Deployment Cycle Support**
- **Marketing the SFRG**
- **Customer Service**
- **Organizational Point of Contact (OPOC) VMIS**

Did We Meet the Objectives?

- Identify the primary elements of the SFRG leadership team
- Define and understand the components of successful SFRG operations
- Identify how volunteers contribute to SFRG operations
- Identify methods of communicating with SFRG membership
- Understand how to execute the SFRL role within the SFRG

Soldier Readiness

+

Family Readiness

=

Unit Readiness





Questions