



Department of Defense **INSTRUCTION**

NUMBER 1342.22

July 3, 2012

USD(P&R)

SUBJECT: Military Family Readiness

References: See Enclosure 1

1. **PURPOSE.** In accordance with the authority in DoD Directive (DoDD) 5124.02 (Reference (a)), this Instruction:

a. Reissues DoD Instruction (DoDI) 1342.22 (Reference (b)) and establishes policy, assigns responsibilities, and establishes procedures for the provision of military family readiness services.

b. Sets requirements for financial education and counseling, relocation assistance, family readiness in the Reserve Components (RCs), and emergency family assistance (EFA).

c. Cancels DoDD 1342.17, DoDIs 1342.27, 1338.19, and 1342.23, and Directive-Type Memorandum 10-023 (References (c) through (g)).

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 DoD (hereinafter referred to collectively as the "DoD Components").

b. Applies to all Military Service members and their families and, when authorized by law or the Secretary of the Military Department concerned, and other designated populations such as civilian personnel. Additional detail regarding eligibility for services is outlined in this Instruction.

c. Where it addresses EFA, applies to DoD personnel, including Active Components, RCs, DoD civilians, DoD families, DoD and non-DoD tenants, transient DoD and U.S. Government personnel, and DoD contractors living or working on DoD installations worldwide.

(1) Where Defense Agencies, DoD Field Activities, and other DoD Components are tenant organizations on an installation hosted by a DoD entity that provides family support for the tenant organizations, a separate EFA plan is not required to be developed by such tenant organizations. If the tenant organizations have unique circumstances that are not addressed in the host installation EFA plan, the tenant organization shall develop and maintain an appropriate contingency plan that addresses the gaps in the host installation EFA plan.

(2) Where Defense Agencies, DoD Field Activities, and other DoD Components are tenant organizations hosted by non-DoD entities, appropriate contingency plans are required.

d. 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. 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 operational readiness of the military force.

b. Service members and their families have primary responsibility for their well-being. Family readiness services enhance members' and families' abilities to fulfill that responsibility.

c. The type and level of family readiness services provided to Service members and their families shall be 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 financial readiness.

(3) Personal and family life readiness.

d. Family readiness services shall be provided through a system that maximizes the network of agencies, programs, services, and individuals in a collaborative manner to promote military family readiness, hereinafter referred to as the family readiness system (FRS). The FRS shall:

(1) Be allocated resources to accomplish its mission.

(2) Be designed, funded, and managed:

(a) Using results obtained from a performance management strategy that includes assessment of needs as well as reporting on family readiness fiscal, manpower and program information, and evaluation of family readiness services.

(b) To enable services, staff, and resources to be surged, drawn down or evolved, 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) To maximize diverse forms of service delivery including, but not limited to, the Internet, telephone, outreach, and co-location of services in an easily accessible environment.

(d) To address the varied composition, cultural diversity, and demographics of Service members and their families.

(3) Promote military recruitment and retention, and support commanders' ability to maintain a mission-ready force consistent with DoDI 4001.1 (Reference (h)).

(4) Link formal and informal networks to promote a sense of community and optimize Service member and family strengths and capacity to demonstrate resilience.

(5) Involve Service members, their families, and DoD leadership in FRS performance management efforts, as appropriate.

(6) Promote interagency collaboration and service coordination within and among Federal and non-Federal entities to identify and achieve common family readiness goals and improve communication among service providers and with Service members and their families.

(7) Provide compassionate, coordinated assistance and support to DoD personnel and their families in the event of an all-hazards incident.

(8) Use joint program standards and standardized assessment tools to ensure that the services outlined in this Instruction are available, accessible, and have the intended impact.

(9) Work collaboratively with public affairs offices to create uniform and comprehensive communication strategies targeted to Service members, their families, service providers, commanders, and communities.

5. RESPONSIBILITIES. See Enclosure 2.

6. PROCEDURES. See Enclosure 3.

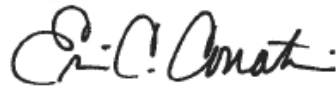
7. INFORMATION COLLECTION REQUIREMENTS. The Annual Report on Family Readiness Programs referred to in paragraphs 7.d. of Enclosure 2 and 6.e. of Enclosure 3 of this Instruction has been assigned Report Control Symbol (RCS) DD-P&R(A) 1910 in accordance with DoD 8910.01-M (Reference (i)).

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

9. EFFECTIVE DATE. This Instruction:

a. Is effective July 3, 2012.

b. Must be reissued, cancelled, or certified current within 5 years of its publication in accordance with DoDI 5025.01 (Reference (j)). If not, it will expire effective July 3, 2022 and be removed from the DoD Issuances Website.



Erin C. Conaton
Under Secretary of Defense for
Personnel and Readiness

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Glossary

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ENCLOSURE 1

REFERENCES

- (a) DoD Directive 5124.02, "Under Secretary of Defense for Personnel and Readiness (USD(P&R))," June 23, 2008
- (b) DoD Instruction 1342.22, "Family Centers," December 30, 1992 (hereby cancelled)
- (c) DoD Directive 1342.17, "Family Policy," December 30, 1988 (hereby cancelled)
- (d) DoD Instruction 1342.27, "Personal Financial Management for Service Members," November 12, 2004 (hereby cancelled)
- (e) DoD Instruction 1338.19, "Relocation Assistance Programs," June 15, 1990 (hereby cancelled)
- (f) DoD Instruction 1342.23, "Family Readiness in the National Guard and Reserve Components," September 29, 1994 (hereby cancelled)
- (g) Directive-Type Memorandum 10-023, "Emergency Family Assistance," December 10, 2010 (hereby cancelled)
- (h) DoD Instruction 4001.01, "Installation Support," January 10, 2008
- (i) DoD 8910.01-M, "DoD Procedures for Management of Information Requirements," June 30, 1998
- (j) DoD Instruction 5025.01, "DoD Directives Program," October 28, 2007
- (k) Sections 992, 1056, 1588, 1781, 1781a, 1781b, 1781c, 1782, 1784, and 1784a of title 10, United States Code
- (l) DoD Directive 1404.10, "DoD Civilian Expeditionary Workforce," January 23, 2009
- (m) DoD Instruction 6055.17, "DoD Installation Emergency Management (IEM) Program," January 13, 2009
- (n) DoD 7000.14-R, "Department of Defense Financial Management Regulations (FMRs)," current edition
- (o) DoD Instruction 1344.07, "Personal Commercial Solicitation on DoD Installations," March 30, 2006
- (p) DoD Instruction 1015.10, "Military Morale, Welfare, and Recreation (MWR) Programs," July 6, 2009
- (q) DoD Instruction 6490.06, "Counseling Services for DoD Military, Guard and Reserve, Certain Affiliated Personnel, and Their Family Members," April 21, 2009
- (r) DoD Instruction 1344.09, "Indebtedness of Military Personnel," December 8, 2008
- (s) Sections 501-596 of the appendix to title 50, United States Code
- (t) DoD Instruction 1342.19, "Family Care Plans," May 7, 2010
- (u) DoD Directive 6400.1, "Family Advocacy Program (FAP)," August 23, 2004
- (v) DoD Instruction 6400.06, "Domestic Abuse Involving DoD Military and Certain Affiliated Personnel," August 21, 2007
- (w) Report of the DoD Independent Review, "Protecting the Force: Lessons From Fort Hood," January 2010
- (x) DoD After Action Report, "Response to the Terrorist Attack on the Pentagon: Pentagon Family Assistance Center After Action Report," March 2003
- (y) Joint Publication 3-68, "Noncombatant Evacuation Operations," current edition
- (z) DoD Directive 5400.11, "DoD Privacy Program," May 8, 2007

- (aa) DoD Instruction 6025.18, "Privacy of Individually Identifiable Health Information in DoD Health Care Programs," December 2, 2009
- (ab) DoD Directive 5015.2, "DoD Records Management Program," March 6, 2000
- (ac) DoD Directive 1332.35, "Transition Assistance for Military Personnel," December 9, 1993
- (ad) Unified Facilities Criteria 4-730-01, "Family Services Centers," April 7, 2006
- (ae) Section 675 of Public Law 109-364, "John Warner National Defense Authorization Act for Fiscal Year 2007," October 17, 2006
- (af) DoD Instruction 1100.21, "Voluntary Services in the Department of Defense," March 11, 2002
- (ag) Section 401 of title 37, United States Code
- (ah) Joint Publication 1-02, "Department of Defense Dictionary of Military and Associated Terms," current edition
- (ai) DoD Instruction 1315.19, "Authorizing Special Needs Family Members Travel Overseas at Government Expense," December 20, 2005

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 family readiness services.
- c. Pursuant to section 1781 of title 10, United States Code (U.S.C.) (Reference (k)), 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.
 - (2) Make recommendations to the Secretaries of the Military Departments with respect to programs and policies regarding military families.

2. ASSISTANT SECRETARY OF DEFENSE FOR READINESS AND FORCE MANAGEMENT (ASD(R&FM)). The ASD(R&FM), through the Office of the Deputy Assistant Secretary of Defense for Military Community and Family Policy (ODASD(MC&FP)) under the authority, direction, and control of the USD(P&R) shall:

- a. Provide direct oversight of 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 Annual Report on Family Readiness Programs required in paragraph 6.e. of Enclosure 3 to facilitate such oversight.
- b. Provide dedicated staff to oversee implementation of this Instruction.
- c. In collaboration with the Military Departments, establish a FRS performance management strategy pursuant to section 6 of Enclosure 3.
- d. Initiate, coordinate, and track research activities related to military family readiness, and ensure that such research and promising practices are catalogued and made available to stakeholders. Use research to inform programmatic decisions. Provide guidance and technical assistance to the DoD Components in applying research findings to program management.
- e. Establish requirements for family readiness service provider training and coordinate joint-Service training programs based on research and the results of program evaluation.

f. Coordinate with the Assistant Secretary of Defense for Reserve Affairs (ASD(RA)) to ensure:

(1) Access to family readiness services by members of the RCs and their families consistent with Service regulations.

(2) Involvement of the RCs in family readiness planning, implementation, and evaluation.

(3) Coordination among Reserve Regional Headquarters, State Joint Forces Headquarters, installation commanders, and community leaders through inter-Service family assistance committees, as appropriate.

(4) Access to training for the RCs.

g. Share lessons learned related to family readiness services with the Deputy Assistant Secretary of Defense for Civilian Personnel Policy for application to the Civilian Expeditionary Workforce in accordance with DoDD 1404.10 (Reference (1)).

h. In collaboration with the Secretaries of the Military Departments, establish a family readiness communication plan to:

(1) Promote consistency in family readiness messages provided to Service members and their families.

(2) Educate the broader military, federal, and civilian communities about the relationship between family readiness and operational readiness and the family readiness system.

(3) Promote referrals by those who have direct contact with Service members and their families (including health care providers, school personnel, legal personnel, chaplains, and child care providers) to the family readiness services outlined in paragraph 3 of Enclosure 3, as appropriate.

i. Appoint a representative to the DoD Emergency Management Steering Group consistent with DoDI 6055.17 (Reference (m)).

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

4. 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 RCs.

b. In collaboration with the ASD(R&FM), provide oversight of family readiness fiscal, manpower, facility, and program elements through the regular review of information from the Military Services in accordance with paragraph 6.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 the FRS for Military Health System (MHS) personnel to ensure appropriate referrals between the MHS and the FRS, when indicated.

6. HEADS OF THE DOD COMPONENTS. The Heads of the DoD Components shall:

a. Establish implementing guidance in accordance with the EFA requirements of this Instruction.

b. Ensure that every DoD installation has a written plan for the provision of EFA that addresses the requirements of this Instruction and is integrated into overarching installation emergency management plans in accordance with Reference (m).

7. SECRETARIES OF THE MILITARY DEPARTMENTS. The Secretaries of the Military Departments, in addition to the responsibilities in section 6 of this enclosure, shall:

a. Establish implementing Departmental guidance in accordance with this Instruction and forward a copy of implementing guidance to the ASD(R&FM) within 120 days. To the extent possible, the Services should encourage use of terminology, e.g., program labels, consistent with this Instruction to minimize confusion for end users.

b. Allocate adequate resources to implement the requirements of this Instruction, ensuring that family readiness services are available to all Service members and their families regardless of geographic location or proximity to military installations.

c. Ensure integration of the RCs in all aspects of FRS development and management. Identify and address needs that are unique to the RCs.

d. Collaborate with the ASD(R&FM) to develop and implement a family readiness performance management strategy in accordance with section 6 of Enclosure 3, including submission of:

(1) The Annual Report on Family Readiness Programs to the Deputy Assistant Secretary of Defense for Military Community and Family Policy no later than 15 February annually.

(2) Triennial assessments of military family needs.

e. Coordinate family readiness programming with the RCs, other Military Services, and other Federal and non-Federal entities to avoid redundancy and maximize the use of existing resources to the greatest extent possible.

f. Assist Service members in fulfilling their responsibility to prepare their families for their mission-related absence(s).

g. Ensure that local military communities, including military families, commanders, medical personnel, chaplains, child and youth services personnel, school personnel, and community-based service providers, as appropriate, are educated about:

(1) The rewards and challenges of military service.

(2) The relationship between family readiness and operational readiness.

(3) The system of support available to military families in managing the challenges of daily living experienced in the context of military service.

h. Ensure monitoring of banks and credit unions on military installations for compliance with financial education requirements in paragraphs 340307(h) and 340409 (Volume 5, Chapter 34) of DoD 7000.14-R (Reference (n)) and DoDI 1344.07 (Reference (o)).

i. Ensure establishment of a Family Readiness Coordinating Committee (FRCC) on every military installation in accordance with section 7 of Enclosure 3.

j. Direct commanders to:

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

(2) Leverage the FRS to help them identify potentially challenging family issues and mitigate the impact of such issues on operational readiness, including:

(a) Consult regularly with family readiness leadership and service providers to keep families informed of family readiness services and address family readiness-related challenges.

(b) Refer Service members in their commands for personal financial management (PFM) services when notified of such members' financial difficulty or indebtedness.

(3) Support Total Force Joint-Service family readiness efforts to maximize regional cooperation, planning, and information sharing. Capabilities resident in the Military Services and other Federal, State, and local entities should be maximized to assist with family readiness efforts.

ENCLOSURE 3

PROCEDURES

1. OVERVIEW OF THE FRS

a. The FRS is composed of DoD-operated and community-based family readiness services that are delivered through a variety of access points, e.g., Military and Family Support Centers (MFSCs) and Military OneSource (MOS). (See paragraph 4.b. of this enclosure for detailed information on family readiness access points.)

(1) Section 3 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 collaboration with other Federal and non-Federal entities shall be engaged 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 or spiritual support; medical services; child and youth services; psychological services; sexual assault prevention and response services; suicide prevention services; and children's educational services.

b. The mission of the 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 readiness-related challenges in order to maintain unit cohesion and operational readiness. Family readiness service providers serve as consultants to commanders in this effort.

(2) Providing a network of high-quality integrated services and support that mitigate the challenges of daily living and those associated with 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 family readiness services is voluntary.

2. FUNDING. Family readiness services shall be operated using appropriated funds, unless the Secretary of the Military Department has elected to operate them as a Category A morale, welfare, and recreation (MWR) activity per the guidance in DoDI 1015.10 (Reference (p)).

3. SERVICES. The following services shall be made available to Service members and their families.

a. Relocation Assistance. In accordance with section 1056 of Reference (k), relocation assistance shall be available to Service members who are ordered to make a permanent change of station (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) Workshops and counseling and, as requested and in coordination with other family readiness service providers, about financial management; home buying and selling; renting; stress management related to moving; property management; and shipment and storage of household goods (including motor vehicles and pets).

(c) 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 service providers.

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

(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. The FRS 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 DoDI 6490.06 (Reference (q)).

c. Personal and Family Life Education. The FRS shall offer:

(1) 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.

(2) When possible and in collaboration with other family readiness service providers, education and resources related to health, fitness, wellness, and nutrition.

d. PFM Services. The FRS shall offer proactive personal life cycle financial management services that provide Service members and their families with the tools and information they need to develop individual strategies to achieve financial goals and address financial challenges. Information shall address the effects of financial decisions on personal and professional lives, resources needed to make prudent consumer decisions, and related services and support.

(1) Service members are responsible for their personal finances, and are expected to pay their just financial obligations in a proper and timely manner pursuant to DoDI 1344.09 (Reference (r)).

(2) PFM services shall:

(a) Support commanders in maintaining unit financial readiness to sustain mission readiness.

(b) Promote personal readiness and retention in the military.

(c) Include:

1. Education and training.

a. Education and training shall be designed as a continuum of service, provided as a component of Service members' initial entry orientation training and of periodically recurring training across the military lifecycle as outlined in Section 992 of Reference (k).

b. At a minimum, training on basic PFM skills shall be provided to Service members within 3 months of arriving at the first permanent duty station.

c. Service members assuming a leadership role with responsibility for supervision of others (officers and noncommissioned officers) shall be provided with information on policies and practices designed to protect junior military members, including those governing commercial solicitation as outlined in Reference (o).

2. Counseling.

a. One-on-one assistance in the evaluation of individual or family income and expenditures and recommendations for short- and long-term actions to achieve the financial goals and contribute to individual and operational readiness shall be provided.

b. Prior to deployment, Service members shall be encouraged to establish an extended absence financial plan, and support will be offered in the development of such plans.

3. Consumer advocacy and complaint resolution and reporting assistance in coordination with appropriate authorities.

4. Information and referrals (I&Rs) made in accordance with Reference (o).

(d) At a minimum, address:

1. Money management, which includes information on topics such as savings and banking; budgeting; credit management; debt management; and making prudent consumer purchases.

2. Financial management planning, which includes basic information on topics such as investing; taxes; insurance; education; wills and trusts; transition/retirement, and information on how to evaluate and select assistance with in-depth financial planning needs.

3. Legal affairs information and referral (I&R) on topics such as estate planning; power of attorney; predatory lending and compliance with sections 501-596 of the appendix to title 50, U.S.C. (also known as “The Servicemembers Civil Relief Act”) (Reference (s)).

(3) Outreach to children, youth, and spouses (or service providers serving these groups) shall encourage family member participation in PFM services.

(4) Where applicable, PFM services shall incorporate the following DoD Financial Readiness Campaign pillars to help Service members reach their financial goals and achieve financial freedom:

(a) Maintain good credit.

(b) Achieve financial stability.

(c) Establish routine savings.

(d) Participate in the Thrift Savings Plan and Savings Deposit Program.

(e) Sustain the Service member’s Group Life Insurance and other insurance.

(f) Encourage low-cost loan products as an alternative to payday lending and predatory loans.

(g) Use low-cost MWR programs.

(h) Preserve security clearances.

(5) The provision of PFM services shall maximize existing DoD assets, including command-based financial readiness service providers and other DoD-sponsored financial readiness assets approved by the installation commander.

(a) When banks and credit unions operating on DoD installations and other non-governmental organizations are used to provide financial education, they shall comply with the conditions set forth in Reference (o).

(b) When services from a non-governmental organization are utilized, DoD service providers shall monitor them throughout the duration of instruction.

(6) At a minimum, one staff member within the installation-based MFSC shall be designated and trained to organize and execute financial management services for the military community. Service providers hired, contracted, or serving part-time as the primary expert on personal finances for the installation or region shall:

(a) Possess a baccalaureate degree from an accredited college or a combination of education and experiences, which equips such service providers to serve as a PFM counselor.

(b) Obtain and maintain a nationally recognized financial counselor certification in accordance with Service implementing guidance.

e. I&R Services. I&R services shall embody a continuum of service that links individuals with the information or service that meets an identified need. Such services include:

(1) Familiarizing Service members and their families with the range of services available through the FRS.

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

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

(4) Advocating for Service member and family access to needed services.

f. Deployment Assistance. The FRS shall offer services and support to Service members and their families before, during, and after deployment to promote positive adjustment to deployment, family separation, and family reunion. Such services shall:

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

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

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

(4) Ensure ongoing outreach, communication, activities, and events with deploying and deployed units, Service members 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 commanders or Service members, provide assistance in developing family care plans in accordance with DoDI 1342.19 (Reference (v)).

g. Spouse Education and Career Opportunities (SECO). The FRS shall provide services that strengthen the education and career opportunities of military spouses.

(1) In accordance with sections 1784 and 1784a of Reference (k), education and career opportunity services shall include:

(a) Career exploration opportunities to help military spouses understand their skills, interests, and goals in order to discover available opportunities that are aligned with these personal characteristics.

(b) Education and training to help military spouses identify academic, licensing, or credentialing requirements that can help them reach career goals and access sources of financial assistance for such requirements.

(c) Employment readiness assistance to optimize self-marketing skills such as resume writing and interview techniques.

(d) Employment connections that promote the hiring of military spouses through the Military Spouse Employment Partnership and other partnerships, online career networks, job fairs, and Federal appointment authorities, as appropriate.

(2) When assessing the need for SECO services, family readiness service providers shall identify opportunities to refer military spouses to other services that support their well-being, e.g., health and fitness; family life education; and PFM services.

h. Exceptional Family Member Services. In accordance with section 1781c of Reference (k), family support services shall be provided to assist family members with special needs in accessing services as part of the overall Exceptional Family Member Program (EFMP). Family support services shall include, but are not limited to:

(1) Provision of assistance to military families with family members with special needs, regardless of the sponsor's enrollment status in the EFMP.

(2) Provision of non-clinical case management, including the development and maintenance of an individualized services plan that identifies the family's current needs and the services they require.

(3) Provision of information about and referral to appropriate local military and community resources.

(4) Provision of information to leadership in identifying and addressing the needs of military families with special needs.

(5) Collaboration with installation providers and Federal, State, and local agencies to share and exchange information in developing a comprehensive program.

(6) Provision of relocation support, including coordination with the gaining installation's EFMP community support program, consistent with paragraph 3.a. of this enclosure.

(7) Education and provision of assistance to Service members and their families about the EFMP enrollment and assignment coordination process, resources, and other topics as deemed appropriate.

i. Child Abuse Prevention and Response Services. Child abuse prevention and response services are provided as governed by DoDD 6400.1 (Reference (u)).

j. Domestic Violence Prevention and Response Services. Domestic violence prevention and response services are provided as governed by Reference (u) and DoDI 6400.06 (Reference (v)).

k. MWR Services. MWR services are provided as governed by Reference (p)).

l. EFA. Requirements for EFA were developed using recommendations from the Report of the DoD Independent Review (Reference (w)) and the DoD After Action Report (Reference (x)).

(1) EFA Plans. Every DoD installation shall develop and maintain a written statement of policy that establishes, implements, and sustains EFA under the authority of the installation emergency management plan in accordance with Reference (m). At a minimum, such plans shall include:

(a) Mission. Plans shall describe the mission of the Emergency Family Assistance Center (EFAC) as promoting short- and long-term recovery and the return to a stable environment and mission ready status for DoD personnel and their families following an all-hazards incident, and in accordance with Joint Publication 3-68 (Reference (y)), delivery of noncombatant repatriation assistance for DoD/non-DoD civilian employees and DoD/non-DoD family members affected by an authorized/ordered departure from an overseas country throughout the entire safe haven period. The EFAC shall be the central point for:

1. Delivery of the services outlined in subparagraph 3.1.(1)(c)5. of this section, which address the practical and emotional needs of families arising from the incident.

2. Coordination of family assistance services from governmental and non-governmental entities.

3. Continuous, authoritative, and factual family assistance information for Service members, families, service providers, leadership, and other stakeholders.

(b) Concept of Operations. The concept of operations shall describe the general sequence and scope of the family assistance response effort, and shall include:

1. The sequence of activities for activating, sustaining, and deactivating an EFAC, including criteria for assessing the types of services required based on the type of incident.
2. Organizational responsibilities and plans for coordination among organizations supporting the family assistance response effort.
3. Execution of the EFA plan, including plans for synchronization of services across the functional areas in subparagraphs 3.1.(1)(c)4. and 3.1.(1)(c)5. of this section.
4. Plans for assessing the need for community support.
5. Integration of the EFA plan as part of the installation emergency management plan.
6. An equipment and materials checklist to activate the EFAC.

(c) Organizational Structure. EFA plans shall describe the organizational structure for the EFAC and organizational and functional responsibilities. The organizational structure of the EFA plan shall be captured in the installation emergency management plan. The EFAC organizational structure shall:

1. Include the EFAC staffing structure, including lines of succession for key management and staff positions.
2. Provide for the development and updating of contact rosters.
3. Include any memorandums of agreement, memorandums of understanding, or any other agreements with emergency responders; relevant service providers (installation-based and community-based); other Service component commands; and local, State, and Federal emergency management institutions. These documents define the lines of communication and working relationship between the EFAC and other emergency responders.
4. Address, at a minimum, responsibilities of the EFAC functional areas and the staff positions that comprise:
 - a. Management, which includes the EFAC director, a legal advisor, and a casualty and mortuary affairs advisor.
 - b. Administration, which includes volunteer coordination, documentation and reporting, communication, and registration functions.
 - c. Public affairs.

5. Address the EFAC operational component, including the types of services to be provided to families, personnel requirements for such services, and coordination among service providers. At a minimum, plans shall address requirements for the provision of:

- a. Identification of medical needs and information on available medical services.
- b. Coordination with casualty and mortuary affairs.
- c. Religious and pastoral care.
- d. Psychosocial services, including assessment, non-medical counseling (inclusive of crisis intervention, stress counseling, and debriefs), and referrals to military or community medical providers for persons requiring clinical mental health services.
- e. Housing or temporary lodging services.
- f. Transportation.
- g. Translation and interpreter services.
- h. Child and youth services.
- i. Legal services.
- j. Financial services, including assistance with insurance, entitlements, and benefits.
- k. I&R services.
- l. Shelter management.
- m. Personnel locator assistance.

6. Address measures to provide security, access control, and protection of privacy in accordance with DoDD 5400.11 (Reference (z)) and DoDI 6025.18 (Reference (aa)); privacy and security rules with respect to documentation of any medical services provided; and any casualty- and mortuary-related information, including media-neutral life cycle management (i.e., creation, maintenance, use, and disposition) of associated records (electronic or paper).

7. Address measures to ensure media-neutral life cycle management (i.e., creation, maintenance, use, and disposition) of EFA program records (paper and electronic) in accordance with DoDD 5015.2 (Reference (ab)).

8. Address coordination with installation family readiness groups, as appropriate.

(d) Administration and Logistics. This section of the plan shall address:

1. Site and Facility. The EFA plan shall list multiple site options for the delivery of EFA in the event of an all-hazards incident. Site options shall:

- a. Include installation- and community-based options.
- b. Identify primary and secondary locations.
- c. Be accessible, convenient, and secure. Proper security measures, which shall be in place throughout the duration of the emergency response, shall ensure the safety and comfort of individuals served and be coordinated with local law enforcement efforts.
- d. Have adequate space to accommodate an intake area; private areas for the provision of services to families; a briefing room; work centers for EFAC staff; space for the provision of child and youth services; a command center with private meeting space; donation collection area; and space to visually display information for families.

2. Equipment and Technology. The EFA plan shall include equipment and technology requirements, including those that:

- a. Enable the operation of a 24 hours a day, 365 days a year telephone hotline.
- b. Support accountability, assessment, communication, and reporting functions.

3. Supplies. The EFA plan shall include a supply list and actions for accessing required supplies in the event of an all-hazards incident.

4. Transportation. The EFA plan shall include requirements for various types of transportation support.

5. Communications. The EFA plan shall include requirements for regular communication with:

- a. Persons affected by the incident.
- b. EFAC staff, volunteers, and other organizations supporting the emergency response effort.
- c. Installation emergency operations center.
- d. Military Service headquarters.

(e) Procedures. The EFA plan shall include guidelines and procedures for:

1. Referral of individuals for emergency relief supplies and donations.
2. Collection and protection of information obtained from individuals served by the EFAC.
3. Documentation of EFA activities and preparation of an after-action report as required in paragraph 6.e. of this enclosure.

(2) Training. Those responsible for functions in subparagraph 3.1.(1)(c)4. and providers of the services listed in subparagraph 3.1.(1)(c)5. of this section shall be regularly trained on installation EFA plans and procedures.

(3) Education. DoD personnel and their families shall be provided with information on installation emergency response procedures, including location(s) of the EFAC in the event of an incident.

(4) EFA Exercises. EFA plans shall be:

(a) Tested annually as part of installation emergency management exercises in accordance with Reference (m).

(b) Updated annually to address recommendations made in response to installation emergency management exercises, if any.

m. Transition Assistance. Transition assistance services that prepare separating Service members and their families to reenter the civilian work force shall be provided in accordance with DoDD 1332.35 (Reference (ac)).

4. SERVICE DELIVERY

a. Principles. Family readiness service delivery models shall be configured in accordance with the following principles.

(1) Senior military and civilian personnel with direct oversight of family readiness services shall encourage collaboration among family readiness service providers and integrate services provided through available access points to facilitate Service member and family ability to navigate the FRS.

(2) Family readiness service providers may contact military family members with or without the Service member sponsor's consent when relaying official information to a family member pertaining to their readiness. Personally identifiable information shall be protected in accordance with Reference (z).

(3) Family readiness service providers shall conduct regular outreach to command representatives, family readiness unit liaisons, Service members and their families, and civilian service providers to:

(a) Maximize opportunities to work with the command to regularly share official family readiness information (e.g., program and event schedules; family readiness points of contact; location and availability of services) with military families.

(b) Promote awareness of family readiness services and encourage proactive engagement with the FRS by family readiness unit liaisons, Service members, family members, and civilian service providers.

(c) Enhance individuals' ability to easily navigate among the various access points within the FRS.

(d) Ensure access to services by geographically-dispersed and socially-isolated Service members and their families.

(4) Service delivery shall optimize military-civilian, inter-department and interagency partnership opportunities to:

(a) Augment services, as appropriate.

(b) Provide family readiness services to geographically-dispersed and socially-isolated Service members and their families.

(c) Identify and eliminate duplication of service.

(d) Promote timely and appropriate referrals of Service members and families to services.

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

(6) The FRS shall deliver services in a manner consistent with military families' needs, as indicated through needs assessments in accordance with paragraph 6.a. of this enclosure.

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

(1) MFSCs. MFSCs shall:

(a) Be visually conspicuous and conveniently accessible by active duty Service or Reserve Service members and their families and, in accordance with Service implementing guidance, other populations designated by the Secretaries of the Military Departments.

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

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

(2) RC Family Programs. RC family programs shall be:

(a) Knowledgeable about DoD-operated and community-based services to link RC families to such services in a timely manner.

(b) Accessible by Service members and their families regardless of activation status.

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

(a) Augment family readiness services provided by the Military Departments by providing services to Service members and their families from all components in all domestic states and territories.

(b) Deliver services through a State or territory-based team that includes a combination of military and family life counselors, child and youth behavioral counselors, personal financial counselors, and MOS consultants.

(c) Target outreach efforts towards Service members and their families who are geographically dispersed from a military installation.

(d) 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.

(e) Be accessible by all Service members and their families in accordance with Reference (p).

(4) MOS. MOS shall:

(a) Augment family readiness services provided by the Military Departments by providing information, referrals, and confidential non-medical counseling services.

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

(c) Be accessible by Service members and their families in accordance with Reference (p).

(5) Military and Family Life Counselor (MFLC) Program. MFLCs shall:

(a) Augment counseling provided by the Military Departments.

(b) Provide confidential non-medical, short-term, solution-focused counseling and briefings that augment counseling provided by the Military Services.

(c) Be accessible to Service members and their families in accordance with Reference (p).

(6) Medical Command. In accordance with Service implementing guidance, child abuse and domestic abuse prevention and response services may be delivered through the medical command.

5. SERVICE PROVIDERS. FRS providers shall be qualified to provide DoD-operated family readiness services in accordance with standards required in paragraph 6.b. of this enclosure.

a. Training. Family readiness service providers shall receive training, as necessary and in accordance with Service implementing guidance, 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 family readiness service providers' shared responsibility for the readiness of families served.

b. Supervision. Family readiness service providers 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 family readiness programs shall be encouraged. Volunteers shall be used in accordance with section 1588 of Reference (k) and DoDI 1100.21 (Reference (af)).

6. PERFORMANCE MANAGEMENT. A FRS performance management strategy that balances the need for overarching consistency and Service-specificity shall be developed jointly by the ODASD(MC&FP and the Military Services to assess elements of cost, quality, effectiveness, utilization, accessibility, and customer satisfaction. The strategy shall include:

a. Assessment of Needs. 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 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 or prefer to access services.

(2) Service-wide assessments of needs shall be conducted at least every 3 years pursuant to section 1782 of Reference (k), and a copy of the results shall be forwarded to the ODASD(MC&FP).

b. Quality Assurance. To ensure the family readiness services in section 3 of this enclosure meet national standards of quality, they shall be accredited or certified using standards developed by a national accrediting body not less than once every 4 years.

c. Monitoring. Personnel from the Military Service Headquarters and the ODASD(MC&FP) shall periodically visit family readiness access points to ensure compliance with this Instruction. These visits may be part of the accreditation and certification process in accordance with paragraph b. of this section and will be coordinated with the Services.

d. Evaluation. The impact of family readiness services shall be measured through program evaluation that uses valid and reliable outcome, customer satisfaction, cost, and process measures that are linked to specific and measurable performance goals. Evaluation shall produce both qualitative and quantitative data that are used to inform decisions regarding sustainment, modification or termination of family readiness services.

e. Reporting. In accordance with Reference (ab) and paragraphs 2.a. and 7.d(1). of Enclosure 2, the Annual Report on Family Readiness Programs shall be provided by the Military Departments to the ASD(R&FM) through DASD(MC&FP) no later than 15 February annually.

(1) The ASD(R&FM) and the Services shall identify common reporting elements. In accordance with paragraph b. of this section, accreditation results shall be included in the annual report.

(2) In the event of an all-hazards incident, EFA activities and lessons learned shall be documented in an after-action report in accordance with Service implementing guidance, and forwarded to the ASD(R&FM).

7. GOVERNANCE. Every military installation shall have a 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 Chair. The FRCC shall be chaired by the installation commander or deputy. This responsibility shall not be delegated below the second highest ranking commander. The FRCC is not necessary if an installation committee or council already performs this function, a similar function or whose function could be expanded to cover the FRCC's responsibilities.

b. FRCC Membership. FRCC members shall include representatives who are full-time or permanent part-time Federal officers or employees from:

- (1) Leadership with oversight of the service areas in section 3 of this enclosure.
- (2) Psychological health.
- (3) DoD Education Activity when there is a DoD-school on the installation and school liaison representatives.
- (4) Chaplaincy.
- (5) Child and youth services.
- (6) Sexual assault prevention and response services.
- (7) Medical.
- (8) Other installation organizations as requested by the installation commander.

c. FRCC Role. The FRCC shall:

- (1) Recommend changes in policy or procedures related to family readiness services outlined in section 3 of this enclosure.
- (2) Facilitate pooling of resources for cross-organizational activities to enhance military family readiness
- (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) Promote collaboration among helping agencies to identify gaps in service, reduce duplication of effort, and develop and implement internal and external cross-organizational solutions to problems that cannot be resolved by individual organizations or programs.
- (5) Collaborate with other components and participate in State boards or coalitions whose mission is to collaborate in support of Service members and their families.
- (6) Prioritize and forward, at least semi-annually, to their Service Headquarters, issues that cannot be resolved at the installation level. Promising practices related to the resolution of issues shall be captured by Service Headquarters and shared with the ASD(R&FM) for dissemination to the other Services, as appropriate.

GLOSSARY

PART I. ABBREVIATIONS AND ACRONYMS

ASD(HA)	Assistant Secretary of Defense for Health Affairs
ASD(RA)	Assistant Secretary of Defense for Reserve Affairs
ASD(R&FM)	Assistant Secretary of Defense for Readiness and Force Management
CIS	computerized information system
DASD(WWCTP)	Deputy Assistant Secretary of Defense for Wounded Warrior Care and Transition Policy
DoDD	DoD Directive
DoDI	DoD Instruction
EFA	emergency family assistance
EFAC	Emergency Family Assistance Center
EFMP	Exceptional Family Member Program
FRCC	Family Readiness Coordinating Committee
FRS	family readiness system
I&R	information and referral
JFSAP	Joint Family Support Assistance Program
MFLC	Military and Family Life Counselor
MFSC	Military and Family Support Center
MHS	Military Health System
MOS	Military OneSource
MWR	morale, welfare, and recreation
ODASD(MC&FP)	Office of the Deputy Assistant Secretary of Defense for Military Community and Family Policy
PCS	permanent change of station
PFM	personal financial management
RC	Reserve Component
SECO	Spouse Education and Career Opportunities
U.S.C.	United States Code
USD(P&R)	Under Secretary of Defense for Personnel and Readiness

PART II. DEFINITIONS

Unless otherwise noted, these terms and their definitions are for the purposes of this Instruction.

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

accredited. Verification that family readiness services have been assessed by a national accrediting body and meet the standards of quality established by that body.

all-hazards. Defined in Reference (m).

certified. Verification that family readiness services have been internally assessed by the organization providing such services and meet the standards of quality established by a national accrediting body.

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

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

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 member with special needs. A family member with special medical or educational needs who meets the criteria established in DoDI 1315.19 (Reference (ai)).

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; aware of the supportive resources available to them; and make use of the skills and supports in managing such challenges. Includes mobility and financial readiness, mobilization and deployment readiness, and personal and family life readiness. This term and its definition are proposed for inclusion in the next edition of Reference (ah).

family readiness unit liaison. An official command-sponsored individual, who provides liaison between Service members and their 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.

FRCC. An installation-level coordinating body that meets to conduct cross-organizational review and resolution of individual, family, and installation community issues that impact military family readiness.

FRS. 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.

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

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.

MFSC. 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 spouse; Service member, spouse and such Service member's dependents; two married Service members; or two married Service members and such Service members' dependents. 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 military and civilian family readiness service providers.

mobility and financial 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.

non-clinical case management. The provision of I&R to families and individuals to assist them in making informed decisions and navigating the resources they need to improve their quality of life. This may include I&R for medical, educational, social, community, legal, and financial services. This does not involve coordination and follow-up of medical treatments.

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

operational readiness. Defined in Reference (ah).

outreach. Systematic efforts to make contact with members of the military and civilian communities outside of established family readiness access points.

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 and family life.

sense of community. The degree to which Service members and their 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 Component or RC.