HEADQUARTERS MARINE CORPS ROUTING SHEET (5211)
NAVMC HQ 335 (REV. 04-11)

1 DATE: 11 Jan 2012

2 OPERATION CODE

X -	ORIGINATOR OF OFFICE AFFIXING ROUTING SHEET	G -	INFORMATION
A -	APPROPRIATE ACTION	H -	RETURN TO: Room
B -	GUIDANCE	I -	INITIAL
C -	SIGNATURE	J -	DISPOSITION
D -	COMMENT	K -	DECISION
E -	RECOMMENDATION	L -	RETENTION
F -	CONCURRENCE	O -	(OTHER)

ROUTING – Use numbers to show order of routing

3 SUBJECT:
SIGNATURE AND PUBLICATION OF REVISION OF MCO 1754.9 UNIT, PERSONAL AND FAMILY READINESS PROGRAM.

4 RT	5 CODE	6 ADDRESSEES		7 DATE IN	7 DATE OUT	8 INITIALS CONCUR	8 INITIALS NONCONCUR
//////		COMMANDANT	CMC				
//////		MILITARY SECY	MILSEC				
//////		ASST COMMANDANT	ACMC				
//////		MILITARY ASST	MILASST				
//////		SGTMAJMARCOR	SMMC				
//////		DIR MC STAFF	DMCS				
		SEC GENERAL STAFF	SGS				
		EXEC EDITOR	EDITOR				
		COUNSEL FOR CMC	CL				
		DC M&RA	M&RA				
		DC I&L	L				
		DC PP&O	P				
		DC AVN	A				
8	F,A	DC P&R	R				
		DC CD&I/CG MCCDC	CD&I				
		DIR INTEL	I				
		DIR C4	C4				
		SJA TO CMC	JA				
		LEGIS ASST	OLA				
		DIR PA	PA				
		DIR AR	AR				
		INSPECTOR GENERAL	IG				
		DIR HEALTH SERV	HS				
		CHAPLAIN	REL				
		DIR SPL PROJ	SPD				
		DIR SAFETY	SD				
		CDR, MCNCR	MCNCR				
		COMMARCORSYSCOM	MCSC				
		CG MCRC	MCRC				
		CO HQBN HH	HQBN				
		CO MARBKS	MARBKS				
DEPUTY COMMANDANT FOR MANPOWER AND RESERVE AFFAIRS (DC M&RA)							
7	F,C	DC M&RA	MRA		1/9	REM	
6	F,I	ADC M&RA	MRA		1/26		
5	F,I	EXECUTIVE ASST	MRA		1/26		
		SGTMAJ M&RA	MRA				
4	A	ADMIN OFFICER	MRA		1/25		
		DIRECTOR, MP	MP				
		DIRECTOR, RA	RA				
		DIRECTOR, MM	MM				
		DIRECTOR, MR	MR				
3	F,I	DIRECTOR, MF	MF		1/24		
		DIRECTOR, MI	MI				
		FINANCIAL MGMT	MB				
MARINE AND FAMILY PROGRAMS DIVISION (MF)							
2	F,I	DEPUTY DIRECTOR	MF		1/24		
		CHIEF OF STAFF	MF				
		SGTMAJ	MF				
1	A	MF ADMIN	MF		1/20	PJW	
		CO, WWR	WWR				
		BRANCH HEAD MFP	MFP				
		BRANCH HEAD MFC	MFC				
		BRANCH HEAD MFR	MFR				
		BRANCH HEAD MFY	MFY				
X		BRANCH HEAD MFZ	MFZ		1/11		
		BRANCH HEAD MFQ	MFQ				
		BRANCH HEAD MFN	MFN		1/13	KEC	
		MF LEGAL COUNSEL	CNSL		1/19		
		ORIGINATOR					

9 NATURE OF ACTION REQUIRED	ORIGINATOR'S INITIALS	DUE DATE (if any)
ROUTINE		
URGENT		

1. PURPOSE. To request DC, M&RA formal concurrance and approval of revised policy which incorporates program changes, enhancements and clarifications in support of the Unit, Personal and Family Readiness Program (UPFRP). Cancellation of MCO 1754.9.

2. BACKGROUND. Original policy and programs were based on a wartime footing model that enhanced the level of support provided to Marines, spouses, and designated parents/extended family members throughout mission, career, and life events. The program was developed to ensure accurate communication from the Commander to the family, to provide information and referral services, to promote continued volunteer support of the unit and to prepare family members for deployment by ensuring a ready Marine, family member and unit.

3. DISCUSSION. The revised policy clarifies the chain of command and communication channels as well as the duties and training requirements of Family Readiness Command Team members. It expands the Family Readiness Command Team which now includes a Single Marine Program repressentative. Several technology tools were removed and the use of the Authorized Organizational Communication Tool was instituted.

4. RECOMMENDATION. Recommend that the revised MCO 1754.9A be approved.

Enclosures:
1) NAVMC HQ 942
2) Executive Summary of Changes to MCO 1754.9
3) MCO 1754.9A

5618 120125076

11 ACTION OFFICER (Name, Grade, Office Code, Telephone number)
Ann Crittenden, NF-5, MR (MFZ), 703-784-0296

CLEARANCE OF PROPOSED ISSUANCE

CLASSIFICATION THIS SHEET ONLY:	CLASSIFICATION OF ATTACHED:	ORIGINATING OFFICE:
UNCLASSIFIED	UNCLASSIFIED	SD
DATE SUBMITTED: 2011-12-07	DATE RECEIVED: 2011-12-07	DATE REQUIRED: 2011-12-19

	INITIAL	DATE
DIRECTIVES	KEL	2011-12-20
SSIC	KEL	2011-12-20
REPORTS	WA	2011-12-20
FORMS	LS	2011-12-12
RECORDS MGMT	BB	2011-12-20
PA/FOIA	LW	2011-12-20

DIRECTIVE NUMBER AND SUBJECT:

MCO 1754.9A
UNIT, PERSONAL AND FAMILY READINESS PROGRAM (UPFRP)

SJA CONCURRED WITH COMMENT ON 12/20/2011

REFERENCES (a) SECNAV M-5210.2 (b) MCO 5215.1K (c) SECNAVINST 5216.5D (d) NAVMC 5214.2E (e) SECNAV M-5213.1

ITEMS MARKED BELOW INDICATE ERRORS IN THE PROPOSED ADMINISTRATIVE ISSUANCE

- ☐ 1. Standard Subject Identification Code (SSIC) incorrect or unsuitable. Suggest using *(Ref (a))*
- ☐ 2. Letterhead must be in compliance with references (b) and (c).
- ☐ 3. Add "FROM" line. Add "TO" line. *(Ref (b))*
- ☐ 4. When referencing DOD issuances, include the Title and date.
- ☐ 5. Use latest suffix letter when citing instructions. Do not use "series." *(Ref (b))*
- ☐ 6. If reference(s) have not been distributed to all addressees, add the abbrevation "NOTAL" enclosed in parentheses at the end of the reference line. *(Ref (c))*
- ☐ 7. Type subject line in all "CAPITAL" letters.
- ☐ 8. Title and underline major paragraphs. *(Ref (b))*. Paragraph format is incorrect (Ref (b)).
- ☐ 9. Remove punctuation after headings when not followed by text.
- ☐ 10. Type directives identification block data to include originator's office code (Ref (b))
- ☐ 11. Allow an extra line below the directives identification to allow for date signed insertion.
- ☐ 12. Make purpose or situation paragraph a synopsis of the directive's content. (Ref (b))
- ☐ 13. Distribution format incorrect/Publications Control Number (PCN) missing *(Ref (b))*
- ☐ 14. Misspellings/typographical errors exist, please proofread.
- ☐ 15. Route to ARDE to obtain PCN number
- ☐ 16. Label enclosures. *(Ref (b))*
- ☐ 17. All references and enclosures must be cited in the basic instruction. *(Ref (b))*
- ☐ 18. Use sex-neutral and clear language. (Refs (c))
- ☐ 19. Change MCO into the 5 paragraph Order format. (Ref (b)).
- ☐ 20. Changes too extensive. Issue a revision.
- ☐ 21. Pen changes not allowed. Page replacement required for HQMC Directives *(Ref (b))*
- ☐ 22. Bulletins cannot remain in effect for longer than 1 year.
- ☐ 23. Complete NAVMC 11216/11217 (attached) for each reporting requirement (Ref (d))
- ☐ 24. Insufficient time to prepare report.
- ☐ 25. RCS assigned.
- ☐ 26. For each report include the report control symbol (report title, location of the report in the directive, and the expiration of the report or the exemption authority.)
- ☐ 27. For each form include the form number, title, stock number (if applicable) and stocking information. (Ref (e))
- ☐ 28. All forms must have a form number. Complete one copy of DD 67(attached) for each form. (Ref (e))
- ☐ 29. Filled-in samples of forms must have the word "SAMPLE" overlayed or printed on them. (Ref (e))
- ☐ 30. The statement "to be reproduced locally" cannot be used for forms stocked. Contact Marine Corps Form Manager or go to Navy Forms On-line at https://forms.daps.dla.mil for stocking information.
- ☒ 31. See additional comments attached.

THIS ISSUANCE IS

- ☐ APPROVED
- ☒ APPROVED SUBJECT TO MARK-UP / COMMENTS
- ☐ DISAPPROVED *(When corrections are made, return for approval.)*
- ☐ A MARKED UP COPY IS ATTACHED

SIGNATURE AND TITLE
ENRIGHT.KIM.R.1191537765
Digitally signed by ENRIGHT.KIM.R.1191537765 DN: c=US, o=U.S. Government, ou=DoD, ou=PKI, ou=USMC, cn=ENRIGHT.KIM.R.1191537765 Date: 2011.12.20 14:36:25 -05'00'

DATE

COMMENTS:

* THIS DIRECTIVE IS APPROVED SUBJECT TO THE FOLLOWING MARK-UPs/COMMENTS:
* ACCEPT ALL CHANGES TO THE 'DIRECTIVES_REPORTS' REVIEW AND USE THIS ITERATION AS YOUR NEW MASTER MCO.
* REMOVE 'DRAFT' WATERMARK.
* ADHERE TO ALL COMPLIANCE REVIEW COMMENTS.

Publishing Reminders for HQMC only:
Prior to returning this Order/Directive to HQMC ARDB Directives for publishing do the following:
1. Type date the directive was signed under the directive identification on the upper right on all pages of unclassified directives. Classified and printed directives identification will alternate upper right corner on even pages and upper left corner on odd pages.
2. On classified Orders/Directives type classification at the center top and bottom of each page in the header and footer.

NAVMC HQ 942 (05-07) Reset Form

Adobe Designer 8.0

EXECUTIVE SUMMARY OF CHANGES

Subj: CHANGES TO MCO 1754.9 "UNIT PERSONAL AND FAMILY READINESS PROGRAM"

1. The following is a summary of changes made to MCO 1754.9, "Unit Personal and Family Readiness Program". Revised policy incorporates program changes, enhancements and clarifications in support of the Unit, Personal and Family Readiness Program (UPFRP). Previous policy was issued via MCO 1754.9.

a. Original policy and programs were based on a wartime footing model that enhanced the level of support provided to Marines, spouses, and designated parents/extended family members throughout mission, career, and life events. The program was developed to ensure accurate communication from the Commander to the family, to provide information and referral services, to promote continued volunteer support of the unit and to prepare family members for deployment by ensuring a ready Marine, family member and unit.

b. Revised policy clarifies the duties of the Family Readiness Officer (FRO), additional training requirements for the FRO and billeted volunteers, the chain of command and communication and a revised and expanded Family Readiness Command Team. The Family Readiness Command Team now incorporates a representative from the Single Marine Program and delineates roles for Commanding Officer spouse and Command Team Advisor.

c. Revised policy removes the use of the FRO survey, the Family Readiness Assessment Tool, the Volunteer Tracking Tool and the Mass Communication Tool while implementing the Authorized Organizational Communication Tool which incorporates both Marine Online (email only) and e-Marine as the primary communication sources.

d. Revised policy modifies the reporting chain of command for the FRO and clarifies the role of the Higher Headquarters FRO.

2. Point of contact: Ms. Ann Crittenden, NF-5, Branch Head, Family Readiness (MFZ), 703-784-0296.

DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
3000 MARINE CORPS PENTAGON
WASHINGTON, DC 22350-3000

IN REPLY REFER TO:
MCO 1754.9A
MFZ-2

MARINE CORPS ORDER 1754.9A

From: Commandant of the Marine Corps

To: Distribution List

Subj: UNIT, PERSONAL AND FAMILY READINESS PROGRAM (UPFRP)

Ref: (a) Uniform Code of Military Justice
(b) MCO P1700.27B, MCCS Policy Manual
(c) OPNAVINST 5380.1B, Voluntary Services in the Department of the Navy, 12 May 2011
(d) DoD Instruction 1342.28, Implementation of the Yellow Ribbon Reintegration Program, 30 Mar 2011
(e) DoD Instruction 1100.21, Voluntary Services in the Department of Defense, 26 Dec 2002
(f) SECNAVINST 5211.5E, Department of the Navy Privacy Act Program, 28 Dec 2005
(g) MCO 5239.1, Information Assurance Policy
(h) MCO 3070.2, Marine Corps Operations Security, (OPSEC) Program, 18 May 2007
(i) MCO 1740.13A, Family Care Plan
(j) MCCS Family Readiness Officer Supervisor Personnel Handbook
(k) MCO P1710.30E, Marine Corps, Youth and Teen Program
(l) DoD Instruction 1402.5, Criminal History Background Checks on Individuals in Child Care Services, 19 Jan 1993
(m) DoD Instruction 1300.18, DoD Personnel Casualty Matters, Policies and Procedures, 14 Aug 2009
(n) MCO P1610.7F Performance Evaluation System
(o) MCO 3040.4, Marine Corps Casualty Assistance Program, 01 Mar 2011
(p) MCO P12000.11A, Marine Corps NAF Personnel Policy Manual
(q) DoD 5500.7R, Joint Ethics Regulation (JER), 23 Mar 2006
(r) MCO 5110.4A, Marine Corps Official Mail Program
(s) 10 USC sec 1588, Authority to Accept Certain Voluntary Services

DISTRIBUTION STATEMENT A: Approved for public release; distribution is unlimited.

(t) DoD Instruction 6400.06, Domestic Abuse Involving DoD Military and Certain Affiliated Personnel, 20 Sep 2011
(u) DoD Instruction 4500.36-R, Management, Acquisition, and use of Motor Vehicles, 16 Mar 2007
(v) MCO 7042.6C, Award of Trophies and Similar Devices in recognition of Significant Accomplishments
(w) DoD Instruction 1015.10, Military Morale, Welfare and Recreation (MWR) Programs, 6 May 2011
(x) Force Order 1754.9A, Marine Forces Reserve Unit, Personal and Family Readiness Program

Reports Required: Yellow Ribbon Reintegration Program Report Control Symbol DD-1754-04 External Report Control Symbol DD-RA(Q) 2223

1. Situation. To establish policy guidance for the Unit, Personal and Family Readiness Program (UPFRP) and ensure program standardization throughout the Marine Corps in accordance with references (a) through (x). For military personnel, chapter 4, paragraph 2 (c) and (d) and paragraph 3 (d) of this Order constitute lawful orders and are punishable under Article 92 of reference (a).

2. Cancellation. MCO 1754.9

3. Mission. Per the references, this Order provides policy and guidance for the standardized implementation and maintenance of the UPFRP to ensure each unit, regardless of type component, deployment status or operational tempo, maintains optimum unit and personal effectiveness, thereby enhancing operational readiness.

4. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent

(a) The Corps most valuable resource is the individual Marine and their family. It is imperative to the success of the Marine Corps enterprise that Commanders advocate and promote the UPFRP by acknowledging the link that exists

between personal and family readiness and operational unit readiness.

(b) This Order mandates that Commanders ensure the policies contained herein are used in creating, establishing, maintaining and reinforcing UPFRP.

(c) This Order updates information and policies stated in the references.

(d) The desired outcome of UPFRP is a ready and resilient Marine. This is defined as a Marine whose unit, family, significant other, or any other individual associated with the Marine that the Marine depicts as a contact, are equipped with the knowledge and skills necessary to successfully meet the challenges of military life. Unit, Personal and Family Readiness directly impacts making Marines and winning battles by building commitment, raising morale, and increasing unit readiness.

(2) Concept of Operations

(a) The UPFRP is the Commander's Program. Just as the Commander is responsible for everything their unit does or fails to do, they are accountable and responsible for operating the program within the guidelines established within this Order. Unit Commanders are responsible for the operational control of the UPFRP, including daily and annual performance management requirements and adherence to administrative control policies and procedures. The Commander is supported in the implementation of the UPFRP via the Family Readiness Officer (FRO) and Marine Corps Community Services (MCCS) or sister service equivalent. This includes Marine Corps Family Team Building (MCFTB), which offers primary and secondary tier preventative education to Marines and their families and designated contacts along the life cycle continuum. If appropriate installation/MCCS sponsored programs are not available locally, the FRO shall make referrals to alternate community based and/or non-MCCS organizations to address their needs. The Commander will develop unit-specific policies and guidelines to further support program implementation. These additional policies will not supersede this Order.

(b) The UPFRP has four distinct, complimentary tenets:

1. Official Communication. Defined as communication directly from or on behalf of the Commander that

is disseminated to the Marine, spouse, family member or extended family member, or designated contacts. Official communication enables communication from and outside the unit, conveys information on the unit's status, and protects operational security.

2. Readiness and Deployment. Training and education to empower both the Marine and family members to successfully balance the rigors of a military lifestyle, family, career and mission events.

3. Information and Referral. Provide information on services and make referrals as appropriate to MCCS, non-MCCS and/or community-based support organizations for Marines and family members. Address issues that have the potential to impact the readiness of the Marine, the unit or the Marine's family.

4. Volunteer Management. Responsible for creating and obtaining volunteer opportunities while providing oversight of non-appointed volunteers in the planning, coordinating and executing specific unit morale events and collaborating with appointed volunteers to support the enhancement of the Commander's UPFRP mission.

(c) Commanders retain operational cognizance over the UPFRP and its programs. MCCS conducts administrative cognizance over FROs who coordinate the UPFRP. Both are responsible for establishing a mutually supportive relationship which is necessary for UPFRP to be successful. As such, Commanding Officers at all levels of command are required to implement the UPFRP and develop a Family Readiness Command Team Structure, in accordance with this Order. UPFRP programs will be established at the following type commands:

1. Marine Forces (MARFOR).

2. Marine Forces Reserves (MARFORRES).

3. Marine Corps Combat Development Command (MCCDC).

4. Marine Expeditionary Forces (MEF).

5. Major Subordinate Commands (MSC).

6. Major Subordinate Elements (MSE).

7. Marine Divisions (MARDIV).

8. Marine Aircraft Wings (MAW).

9. Marine Logistics Groups (MLG).

10. Other Commands. Training and Education Command, Marine Corps Districts (MCD/Recruiting Stations (RS)), Inspector and Instructor (I-I) Stations and other attached or detached commands.

(d) Per reference (b), Installation Commanders are the supporting Commanders in oversight of MCCS programs and services.

(e) Reference (b) provides policy for the establishment of comprehensive family support programs for all Marines, Active Duty and Reserve, regardless of geographic location or deployment status.

(f) The UPFRP is an official Marine Corps program and is classified as a Category A (CAT A) Morale, Welfare and Recreation (MWR) program per reference (b). CAT A programs are considered mission essential and are authorized Non Appropriated Funds (NAF). Accordingly, the Uniform Funding Management (UFM) practice may be utilized for operating purposes.

(g) Reference (s) provides the legal basis for the use of volunteers in military family support programs. Volunteers are covered by workers compensation, and serve under the purview of reference (e). Directions for Voluntary Services in the Department of Defense, reference (e), implements policies and responsibilities for the acceptance and use of voluntary services in the Department of Defense (DOD) programs. Further, references (c), (e and (s) describe the conditions under which voluntary services may be accepted, the responsibilities of accepting officials, and the government support of authorized volunteers when performing their official duties.

b. Subordinate Element Missions

(1) Deputy Commandant for Manpower and Reserve Affairs (DC, M&RA). As directed by the Commandant of the Marine Corps, the DC, M&RA provides oversight for all issues pertaining to the UPFRP.

(2) Chaplain of the Marine Corps (REL). Reports directly to and advises the Commandant on family readiness issues, specifically regarding the role of chaplaincy in family support. The Chaplain of the Marine Corps shall coordinate changes to the Prevention and Relationship Enhancement Program (PREP) and Chaplain's Religious Enrichment Development Operations (CREDO) with the Director, Marine and Family Programs Division, to ensure continued integration and applicability of these programs. While funding for PREP and CREDO programs is managed within the Marine and Family Programs Division (MF), the Chaplain of the Marine Corps is responsible for "spend plans", overall funding management and program management.

(3) Installation Family Readiness Council (IFRC), Family Readiness Committee (FRC), MCCS Board of Directors (BOD). The Installation Commander will convene a quarterly Installation Family Readiness Council (IFRC) meeting. The IFRC will advise Marine and Family Programs Division (DC, M&RA (MF)) on matters having a significant impact on family readiness aboard the installation. The Marine and Family Programs Division (DC, M&RA (MF)) is responsible for all components of the Family Readiness Committee meeting including organization, solicitation for agenda items, researching, staffing, and providing responses to follow-up action produced by the FRC for further approval by the MCCS BOD. The FRC will advise the MCCS BOD on matters having a significant impact on family readiness, Marine Corps-wide.

(4) Public Affairs

(a) Coordinate with DC, M&RA (MF) to ensure key UPFRP themes, functions, events, and updates are incorporated into the annual Public Affairs (PA) plan.

(b) Disseminate information on key UPFRP themes, functions, events, and updates through Marine Corps News, Marines magazine, PA internal information products, and civilian media outlets as appropriate.

(c) Coordinate with DC, M&RA (MF) to obtain information and/or provide subject matter expertise when responding to civilian media inquiries pertaining to UPFRP functions.

(d) Coordinate with command public affairs officers to ensure information on Marine Corps-wide unit, personal and family readiness themes, functions, events, and updates are

provided for incorporation into the local command information effort.

(5) Marine and Family Programs Division DC, M&RA(MF). Maintains functional control as the program and resource manager and serve as the Marine Corps subject matter expert on UPFRP issues. DC, M&RA (MF) will:

(a) Develop plans and policy for UPFRP.

(b) Serve as the program manager for the UPFRP for FRO structure, funding, and staffing of FRO billets. Hiring of FROs will remain the responsibility of the Commanders and the local MCCS Installation HR Directors.

(c) Serve as the program sponsor for the Yellow Ribbon Reintegration Program (YRRP) with support from MARFORRES.

(d) Coordinate MCCS functions in support of the UPFRP to provide a Marine Corps-wide standardized level of support.

(e) Research, staff and provide appropriate responses for all issues submitted to the FRC from the IFRC. All issues requiring the FRC's consideration will then be forwarded by the Force or Installation Commander to CMC (MF). CMC (MF) will then route and address each submission appropriately.

(6) Commanders, U.S. Marine Corps Forces Command, U.S Marine Forces Pacific, and Marine Corps Forces Reserve and Commanding Generals, Marine Corps Combat Development Command, Marine Corps Logistics Command, Marine Corps Installation Command, and Marine Corps Recruiting Command (MCRC)

(a) Establish UPFRP at all Marine Corps units, and within MARFORRES, TECOM and MCRC to include support for Marines and their families on special duty assignments/independent duty.

(b) Commanding Officers shall establish a robust, dynamic, applicable and accessible UPFRP by fully implementing and advocating the directives, ideas and concepts detailed in this Order.

(c) Senior Enlisted Advisors will be fully informed about UPFRP opportunities and MCCS functions.

(d) Maintain cognizance on all matters pertaining to UPFRP functions, policies and associated resources for subordinate commands.

(e) Ensure all personnel involved with unit, personal and family readiness functions and volunteers are aware and in compliance with, references (f), (g) and (h).

(f) Formally recognize all UPFRP volunteers annually during the National Volunteer Appreciation Week (typically conducted in April) using the standard UPFRP recognition certificates, or be incorporated in a local MCCS volunteer appreciation event.

(7) Installation Commanders

(a) Installation Commanders will direct the establishment, maintenance, operation and delivery of MCCS programs impacting UPFRP, including MCFTB aboard their installation.

(b) Establish a quarterly Installation Family Readiness Council.

(c) Ensure all base tenant activities support the success of the installation UPFRP.

(8) Director, Installation MCCS

(a) Maintain responsibility and accountability for administration control of NAF employees. Administrative control includes: administration of pay and benefits in accordance with appropriate Marine Corps orders, Human Resources personnel policy manuals and other locally established installation wide MCCS NAF employee policies and procedures. The Installation MCCS Director will guide the administrative functions of the UPFRP with responsibility and oversight of hiring practices, personnel actions and other human resource actions.

(b) Provide Commanders and Sergeants Major at all levels of command as appropriate, with an annual brief on personal and family readiness support functions offered through MCCS.

(c) Ensure unit, personal and family readiness themes, events and updates, including UPFRP events and updates,

are incorporated into MCCS advertising and Public Affairs planning in accordance with reference (b).

(d) Ensure UPFRP is offered similar or comparable administrative and operational support offered to other MCCS programs.

5. Administration and Logistics

a. Forms: Electronic NAVMC forms contained in this Order are available on the Marine Corps Forms Repository website at http://navalforms.daps.dla.mil

b. The current Commander's Checklist is located in Appendix A of this Order.

c. Submit all change recommendations regarding this Order via the appropriate chain of command to DC, M&RA. Recommendations should be submitted in writing and should include supporting rationale.

d. For the purposes of this Order, the term Marine is used to designate all service members assigned or attached to Marine units, single or married.

e. For the purposes of this Order, the term Family Readiness Officer (FRO) is used to refer to both Civilian and Active Duty personnel appointed by unit commanding officers unless otherwise specified. Concurrently, Deputy FROs will be identified as such.

f. For the purposes of this Order, supported constituencies include unit Marines, spouses of unit Marines, children of unit Marines, designated parents of unit Marines, and other designated members of the extended family of unit Marines.

g. Designated members of the extended family of unit Marines is defined as anyone the Marine identifies on the UPFRP Authorization form (Appendix A) or in the Authorized Organizational Communication Tool (AOCT). Extended family members may include blood relatives, friends or other close relationships as designated by the member.

h. Sergeant Major/Senior Enlisted Advisor (SgtMaj/SEA) for the purposes of this Order, addresses the advisor of that unit whatever rank that individual may hold.

6. Command and Signal

a. Command. This Order is applicable to the Marine Corps Total Force.

b. Signal. This Order is effective on the date signed.

R. E. MILSTEAD, JR
Deputy Commandant for
Manpower and Reserve Affairs

DISTRIBUTION: PCN 10202566600

LOCATOR SHEET

Subj: UNIT, PERSONAL AND FAMILY READINESS PROGRAM (UPFRP)

Location: _____

(Indicate the location(s) of the copy(ies) of this Order.)

RECORD OF CHANGES

Log completed change action as indicated.

Change Number	Date of Change	Date Entered	Signature of Person Incorporating Change

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Chapter 1

Program Requirements - Unit, Personal and Family Readiness Program

1. Purpose. This chapter provides detailed information on the concept, mission, and operation/execution of the Unit, Personal and Family Readiness Program (UPFRP).

2. Concept. The UPFRP is intended to support the Commander in maintaining operational readiness of both the Marines and the unit. Operational readiness, also known as unit readiness, directly affects the fundamental mission of the Marine Corps which is to make Marines and win battles.

a. The most valuable resource to the Marine Corps is the individual Marine and their family. The UPFRP is a Commander's program, therefore it is the Commander's responsibility to ensure the operational readiness of the unit.

b. While the Commander ensures implementation of the UPFRP, it is the individual Marine that is responsible and accountable for their personal readiness and the readiness of their families.

c. Personal and family readiness is a combat multiplier, equally important as individual, equipment and combat readiness. Achieving a high state of individual and family readiness supports the Marines and their families in successfully balancing the challenges of the military lifestyle, family, career and mission events.

d. Achieving and maintaining a high state of personal and family readiness combined with operational/unit readiness increases commitment, morale, and resiliency to life cycle events. Readiness directly affects the fundamental mission of the Marine Corps. Families that have access to family readiness programs are in a higher state of readiness, thereby allowing individual Marines to perform their assigned missions efficiently, effectively and safely, thereby promoting a higher state of unit readiness.

e. The UPFRP is an enhancement to small leadership and is not designed nor intended to be a replacement of small unit leadership.

f. The foundation of the UPFRP throughout a Marine's service life cycle is underpinned by the support provided by the unit's Family Readiness Command Team, the MCCS team and other organizations on and off installation. See figure 1-1.

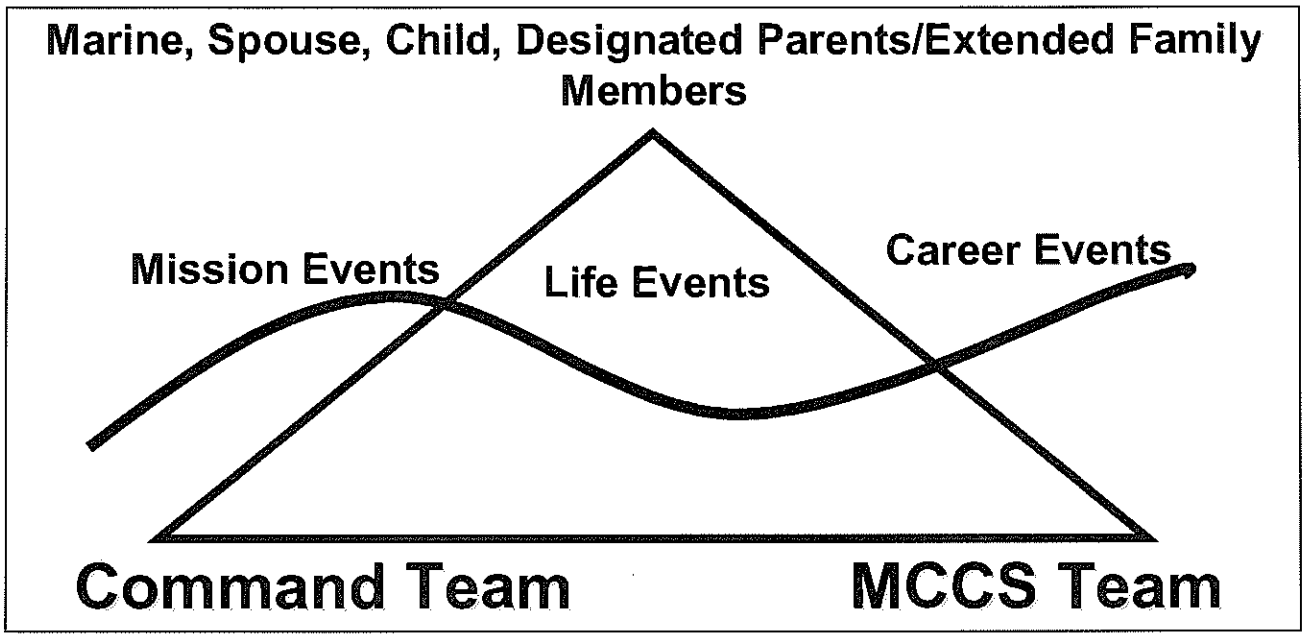

Figure 1-1

3. Mission. The UPFRP is a combat multiplier. It is equally as important as individual, equipment, and combat readiness. The ability of the individual Marine and their family to successfully balance: mission events, life events and career events supported by the enduring partnership between the unit's Family Readiness Command Team and the Marine Corps Community Services (MCCS) Team results in a high level of readiness.

4. Action. Commanders at all levels are responsible for the implementation of the following four mission areas which serve as the basic tenets and supporting elements of the UPFRP:

a. Communication. The FRO has a variety of tools to communicate information between Marines, spouses, families, extended family members and designated contacts. The Organization Communication System (OCS) is comprised of various communication tools including the Authorized Organizational Communication Tool (AOCT), the unit website, newsletters, toll-free numbers and/or email.

(1) Official communication is defined as a message or other form of information sharing sent on behalf of or with the approval of the Commander. Official communication is necessary to establish and/or maintain an open line of communication between Marines, spouses, families, extended family members and designated contacts. The FRO will be responsible for disseminating official communication through the AOCT in an accurate and timely fashion while maintaining protection of operational security and confidentiality. Official communication should be sent at least once a month, or more if the unit is deployed.

(2) Authorized communication is information that supports the UPFRP and includes Installation activities or community service events. FROs must recognize that frequent authorized communication may be deemed as "spam" or be delivered into "junk" e-mail accounts for their Marines and families. To minimize the risk of this information being received by the intended audience as "spam," command authorized communication should not be sent more than once a week. Authorized communication may be sent via any of the tools within the OCS.

(3) Unofficial communication is information related to social events or other events intended for specific groups of individuals. Unofficial events are not always approved by the Commander nor sponsored by the unit/command. Types of unofficial events may include walking clubs, spouse clubs, exercise or craft groups, teas, social events, business promotions, etc. The FRO will not publish this type of information through an official source. A spouse or appointed volunteer that has completed the requisite training which includes Personally Identifiable Information (PII) and Operational Security (OPSEC) training may maintain a separate email distribution list with contact information of those persons interested in participating in such a group/activity. Provision of contact information serves as a participant's consent that they agree to be included on a social list. Every effort will be exercised to protect PII. CO/XO Spouses not serving in an appointed volunteer capacity may obtain a social list from the Command representative. The Command representative in most units will be the Adjutant or the S-1.

b. Readiness and Deployment Support (RDS)

(1) Deployments and separation, a hallmark of our Marine Corps culture, can add stress to and disrupt the lives of Marines and their family members. Readiness and Deployment

Support is addressed by a standardized training curriculum facilitated by MCFTB. It equips family members with tools designed for building life skills to demonstrate a sense of readiness to be utilized in the Marine's absence.

(2) The goal of readiness and deployment support training is to prepare military families for the unique challenges of a deployment while maintaining a constant state of readiness independent of deployment.

(a) Readiness and deployment support training is designed to enhance readiness by delivering mobile family education programs to all ages. Designed specifically for Marines, families and extended family members, these programs increase awareness of relevant readiness issues, while offering individuals creative solutions to build a healthier family.

(b) The deployment readiness process must be integrated into unit deployment training across all phases of deployment. Topics covered include pre, mid and post deployment; return and reunion and reintegration. Training is facilitated by MCFTB and available trainings are individualized for parents and children; spouse/significant other, and parents/extended family members. The FRO should consult with the Commander and coordinate with MCFTB to select training appropriate for the intended audience.

(3) Family Care Plan (FCP). Per reference (i), completion of the FCP is the responsibility of the individual Marine. The accountability for ensuring that family care plans are viable and approved rests with the Commander. FROs are not responsible for completing or keeping copies of Family Care Plans. Refer to reference (i) for more details.

c. Information and Referral (I&R). Official information and referral services are available through the installation I&R Office. If installation I&R services are not available, the FRO and/or Family Readiness Command Team members may also provide information and referral services as they are typically the first point of contact that a Marine and/or family member reaches out to. Neither the FRO nor the Family Readiness Command Team members are to be involved in the role of counselor or Behavior Health Therapist. Family Readiness Command Team members including the FRO must stay within the four mission areas explained herein. The Command Team's goal is to gauge the needs and to refer the Marine and/or his spouse, designated parents/extended family members to the appropriate MCCS program,

the military resource, or the community resource that can best meet their needs.

d. Volunteer Management

(1) Volunteers are individuals with a direct connection to the unit. They may be a Marine or a spouse, parent and/or extended family member of a Marine within the unit. An individual may opt to serve as a non appointed volunteer in support of specific, event driven, short term, unit morale event and/or as an appointed volunteer in the capacity of Command Team Advisor or Family Readiness Assistant. The Commander's and/or SgtMaj/SEA's spouses are encouraged to volunteer and have open invitations to volunteer within the unit and serve in a Command Team advisor role if they wish. The Commanding Officer will appoint the Command Team advisors.

5. While the above four mission areas are key components of the UPFRP they are not designed to be all-encompassing. The FRO will utilize all reasonable means, using a variety of techniques, tools and resources within the limits set forth in official policy, to ensure the individual Marine and their family are educated and empowered to achieve and maintain a high state of personal and family readiness and resiliency in response to life, career and mission events.

Chapter 2

Roles of Personnel

1. Purpose. This chapter provides detailed information on the structure of the UPFRP and personnel roles and responsibilities.

2. Roles and Responsibilities

a. Commanding General/Commanding Officer

(1) Commanders shall establish and maintain a UPFRP in accordance with this Order. Consideration should be given to the unique challenges of the unit, to include, geographical location. The program must be accessible to all members of the command, their spouses, children and designated parents/extended family members and designated contacts.

(2) Within 30 days of assuming command, Command Team members, including the Commander, will attend Command Team Training (conducted by MCFTB). The Commander's spouse is required to attend Command Team Training if they plan to be a participant on the command team and/or if they assume an appointed volunteer position. If the Commander's spouse does not wish to participate, then they are not required to complete command team training.

(3) Commanders shall publish a UPFRP policy statement to outline their vision and intent of the unit UPFRP within 60 days of assuming command. The UPFRP policy statement should be similar in format to an Equal Opportunity or Sexual Harassment policy statement. The Commander's UPFRP policy statement should reflect an understanding of the concepts, purposes and actions outlined in chapter 1 of this Order, including clear expectations for all Marines, single and married, to participate in and be accountable for their personal and family readiness.

(4) Commanders have operational control the UPFRP. The Commander is responsible for becoming familiar with the concepts, purposes and actions outlined in this Order.

(5) Commanders shall conduct a monthly meeting or on an 'as needed' basis to resolve unit issues. Family Readiness Command Teams meet to ensure members of the command team are familiar with family readiness issues. Teleconference or Video Teleconference (VTC) capabilities may be used as needed. Command Team meetings can continue to take place while units are

deployed. If issues arise, meetings via Video Teleconferencing (VTC) are encouraged to take place to ensure open lines of communication.

(6) Commanders shall implement and foster a UPFRP and those without a full-time civilian funded FRO may assign a full-time Deputy FRO from within the existing structure of the unit. In the event the civilian funded FRO position is vacant upon the Commander assuming command, the Commander will initiate one of the following two options within 30 days of assuming command:

(a) Initiate the hiring process through the local or assigned MCCS Human Resource Office (HRO) to hire a Non-Appropriated Funds (NAF) employee. Additional information regarding the administrative procedures inherent in hiring a NAF civilian is found in reference (j) and in chapter 3 of this Order, or:

(b) Assign in writing a service member from the unit in the pay grade of E6 or above to assume all billet responsibilities as the Deputy FRO.

(7) DC, M&RA Marine and Family Programs Division retain program management oversight of the UPFRP. Commanders requesting to hire an initial full-time, civilian FRO must submit a written request via the Unit FRO Staffing Checklist (Appendix H) and meet the appropriate criteria to hire a DC, M&RA funded position. New FRO hires will be authorized on a case by case basis and must be justified. DC, M&RA retains the authority to approve/disapprove new FRO hires.

(8) Commanders are authorized to assign primary duty FROs or collateral duty Deputy FROs in addition to the existing primary duty FRO to address unique challenges such as size, need or location of the command. This decision is based on the Commander's judgment and intent for the program, and will be sourced internally. Examples of units that may need to assign Deputy FROs are Marine Corps Recruiting Command (MCRC) and Training and Education Command (TECOM) as they are supported by other service installation commanders.

(9) Commanders shall request a brief from the installation MCCS Director or designated representative for the purpose of becoming familiar with the local MCCS functions that support the UPFRP within 60 days of completing Command Team Training.

(10) Commanders shall require their FRO, as a special staff officer, to participate in any scheduled command in-briefs normally attended by other special staff officers and any other training offered for FROs by the installations.

(11) Commanders will screen, select and appoint in writing at least one Command Team Advisor and as many Family Readiness Assistants as deemed necessary by the Commander considering the unit's mission, size, geographic locations and need. The CO/Sgt Maj spouse is encouraged to participate along with other unit spouses, parents and/or extended family members of unit Marines. The Command Team Advisor must be a spouse, parent or extended family member of a Marine within the unit.

(12) Commanders shall ensure compliance with requirements for Operational Security (OPSEC) and security of Personally Identifiable Information (PII) in accordance with references (g) and (h), respectively.

(13) Commanders shall ensure compliance with public law and references (f) and (m) in the case of a unit member becoming wounded, ill, injured or a casualty.

(a) The FRO, Deputy FRO, UPFRP volunteers or civilians shall not be involved in any aspect of the casualty notification process or follow-on casualty assistance. In the event of a casualty or an incident resulting in a wounded, ill or injured Marine, the FRO should contact the units CACO representative for further direction.

(b) Commanders are not authorized to release any information about a deceased Marine until 24 hours after the identified Next of Kin (primary/secondary) has been notified and a press release has been made public. All Next of Kin are listed on the Record of Emergency Data (RED). Press releases are made public on the following website: http://www.defense.gov/releases/.

(14) Commanders shall regularly incorporate personal and family readiness education and training into unit professional military education (PME) at least twice per year.

(15) Commanders shall ensure that leadership at all levels are informing Marines of the opportunities to participate in UPFRP training and events.

(16) Commanders shall ensure compliance with this Order by Family Readiness Command Team members, appointed volunteers and the Marines attached to the unit.

(17) Commanders are responsible for receipt, oversight, budget and execution of all expenditures of UPFRP funding received. Commanders determine UPFRP spending priorities within DOD's fiscal and legal guidelines, and are the final approval authorities for all expenditures of UPFRP funds. See chapter 6 of this Order for further guidance on protocols and procedures.

(18) Commanders shall ensure volunteers are recognized during Volunteer Appreciation Week, usually conducted in April, or at other appropriate times per chapter 5 of this Order.

(19) Commanders shall actively participate in the interview and hiring of the FRO when initiating the hiring process. MCCS Human Resources professionals are available to provide support in the hiring process ensuring that HR policies and procedures are adhered to. Non DoD employees may not participate in the hiring process because it is an inherently governmental activity.

(20) Commanders must adhere to installation specific personnel guidelines including but not limited to hiring, termination, performance reviews, grievance matters, tuition assistance, bonuses, incentive awards, etc., and participate in any administrative process that may affect the FROs employment status. FROs are to be identified as a special staff officer to the Commander as they receive operational guidance from the commander. FROs are guided by the administrative policies of MCCS but are not direct employees of MCCS.

(21) Commanders shall provide official UPFRP communication to Marines and their authorized contacts. Authorized contacts are defined as those individuals identified by the Marine in authorized organizational communication tool and on the Authorization Form (Appendix A) as being approved to receive family readiness information. Authorized contacts are typically, spouses, designated parents and/or extended family members. Official communication will be disseminated at least monthly via the AOCT. The information will be provided by the FRO on behalf of or with approval of the Commander. Although use of commercial social networking sites is authorized (Facebook, Twitter), they should redirect the user to the unit's official communication tool site. PII and OPSEC regulations

must be followed when using social networking sites and the AOCT.

(22) Commanders shall provide authorized UPFRP communication to Marines, spouses and designated parents/extended family members at their discretion. Authorized UPFRP communications are in keeping with the spirit and intent of the Commander's UPFRP vision and are not time sensitive. Authorized communication can be delivered through any of the tools within the OCS, however FROs are cautioned against the use the AOCT to deliver authorized communication.

(23) Commanders shall ensure the AOCT is updated at least every 30 days during periods of non-deployment, and at least twice monthly during periods of deployment of the entire unit or detachments. Updates do not have to include official communication at every revision, but may provide training opportunities or information about command-sponsored family events or functions. All units with a funded civilian FRO are required to develop an authorized organizational communication tool unit websites for sharing information to their Marines, family members, and other contacts the Marine designates.

(24) Commanders shall establish a policy by which information is disseminated to the Marines, their spouses and designated parents/extended family members in the event of a crisis. Examples of a crisis or perceived crisis for this purpose include an entire family within the unit being killed in a car accident, a helicopter crash in the country/vicinity of the deployed unit or a base closure due to natural disaster. This information shall not interfere with or precede the initial casualty notification. When disseminating crisis information, the Commander is cautioned on using the unit website, authorized organizational communication tool and/or Marine Online to disseminate crisis information.

(25) Commanders shall ensure equal access to services in accordance with this Order.

(26) Commanders shall ensure all command members understand the roles and duties of the unit FRO.

b. Chief of Staff (CoS)/Executive Officer (XO) and Sergeant Major/Senior Enlisted Advisor (SgtMaj/SEA). The roles and responsibilities of the CoS/XO and/or SgtMaj/SEA revolve around setting the example, communicating Commander's intent, and implementing policy. The CoS/XO and/or SgtMaj/SEA are

responsible to the Commander for setting the example and executing the vision and intent of the Commander's UPFRP. The CoS/XO and/or SgtMaj/SEA will coordinate with the FRO on all personal and family readiness matters relating to Marines and their families. This includes the intangible mission of cultivating an understanding and appreciation within the command of the importance of the UPFRP. Company Commanders and special staff officers may offer a unique insight into the challenges being faced by the Marines and their families. Effective communication up and down the chain of command is critical to the success of the Commander's program.

(1) The CoS/XO shall assist the Commander as the senior officer advisor and the SgtMaj shall assist the Commander as the senior enlisted Marine advisor to ensure all Marines maintain a constant state of personal and family readiness and initiate action to hold all Marines accountable for failure to do so.

(2) The CoS/XO and/or SgtMaj/SEA shall assist the Commander in establishing the personal and family readiness climate in the unit and assist the commander in addressing personal and family readiness matters within the unit.

(3) The CoS/XO and/or SgtMaj/SEA shall, through personal involvement and emphasis while serving in a mentorship role, require small unit leaders to advocate for the use of personal and family readiness opportunities offered through MCCS functions and other on-base or off-base support agencies.

(4) The CoS/XO and/or SgtMaj/SEA shall demonstrate to Marines and families the importance of personal and family readiness through active and visible presence and involvement in personal and family readiness efforts.

(5) The CoS/XO and/or SgtMaj/SEA shall ensure the Commander's vision and intent of the program is understood and implemented.

(6) The CoS/XO and/or SgtMaj/SEA shall keep apprised of all policies of the Commander and disseminate that information to the unit's officer personnel.

(7) The CoS/XO and/or SgtMaj/SEA shall serve as additional Information and Referral (I&R) resources for the FRO, Marines and families.

(8) The CoS/XO and/or SgtMaj/SEA shall attend Family Readiness Command Team meetings.

(9) The CoS/XO and/or SgtMaj/SEA shall attend Family Readiness Command Team training with the Commanding Officer upon assumption of command or within 30 days of assignment as the CoS/XO and/or SgtMaj/SEA. If a change of command occurs after the 30-day deadline, it may be more beneficial for the CoS/XO and/or SgtMaj/SEA to attend with the Command Team and new Commander in order to facilitate the transition between Commanders. The incoming Commander is responsible for determining whether or not the CoS/XO and/or SgtMaj/SEA attends Command Team training within 30 days of assignment or waits to attend with the entire team and a new Commander. The Family Readiness Command Team structure is illustrated in Figure 2-1 and a training matrix listing all required training of the Family Readiness Command Team is illustrated in Figure 2-2.

(10) Married Marines that do not input spouse contact information on authorized organizational communication tool/MOL will be advised by senior leadership on the benefits of the UPFRP for their family. The Marine will be given a personal opportunity to better understand the tenets, goals, Commander's policy and benefits of the program. Spouses of Marines are encouraged to participate in the program and must complete an opt-out form (Appendix C) if they choose not to participate in the UPFRP.

c. Installation Commander. The Installation Commander shall conduct an Installation Family Readiness Council meeting on a quarterly basis. The Commanding General (CG)level FRO or the CG's designated representative for Family Readiness issues, will submit items generated from the Installation Family Readiness Council meetings as potential agenda items for the Family Readiness Council meetings.

d. FRO. The roles and responsibilities of the FRO and Deputy FRO are outlined in chapter 3 of this Order.

e. Chaplain. As a member of the Family Readiness Command Team the roles and responsibilities of the unit Chaplain are inherently dynamic. In addition to ministerial duties, the Chaplain is in a unique position to provide insight into the health of the Commander's UPFRP, and to offer timely and relevant advice on issues impacting the unit's personal and family readiness.

(1) The Unit Chaplain shall advise the Commander about any potential challenges within UPFRP that the unit may be facing and recommend appropriate courses of action.

(2) The Unit Chaplain shall attend all unit-specific functions where a chaplain's brief is required, such as a unit "L.I.N.K.S." workshop.

(3) The Unit Chaplain is encouraged to familiarize himself with all potential resource opportunities to include networking with other unit chaplains in order to observe other unit's training activities and civilian faith-based outreach programs.

(4) The Unit Chaplain shall attend Family Readiness Command Team training within 30 days of assignment. If a change of command is forthcoming shortly after the 30 day deadline, the Unit Chaplain may attend with the Family Readiness Command Team and new Commander later in order to participate in information flow and dialogue with the new Commander. The incoming Commander will determine whether the Unit Chaplain attends Command Team training within 30 days of assignment or waits to attend with the entire team.

f. Single Marine Program (SMP) Representative. The SMP representative brings a unique perspective to the Family Readiness Command Team, providing representation of the Single Marines at the command level. Family Readiness Command Team members will stay abreast of the SMP and community/recreation activities thereby fostering an environment where the Command acknowledges the needs and interests of the Single Marines within the unit. As a member of the Family Readiness Command Team, the roles and responsibilities of the SMP representative include but are not limited to:

(1) Serve as a Special Staff representative reporting directly to the SgtMaj/SEA.

(2) Serve as the Commander's representative on all single Marine quality of life areas of interest.

(3) Serve as a source of information and liaison for single Marines.

(4) Participate in monthly SMP Council Meetings, if conducted.

(5) When the SMP Unit Representative deploys or is on Temporary Additional Duty (TAD) in excess of 60 days, a replacement representative will be assigned.

g. Commander's Spouse and SgtMaj/SEA's Spouse. The spouse of the Commander and SgtMaj/SEA provides fundamental support and insight to the Family Readiness Command Team and spouses of the unit. The Commander and SgtMaj/SEA spouse are encouraged to participate on the Family Readiness Command Team serving as a source of support, guidance and insight to the other spouses. Should the spouse of the Commander or SgtMaj/SEA choose to participate on the Family Readiness Command Team and/or serve as an appointed volunteer, their strategic role is to:

(1) Embody the Commander's intent.

(2) Share best practices.

(3) Advocate use of support systems.

(4) Encourage sense of community.

(5) Suggest and conduct social events for select unit members.

(6) Provide support of the commanders vision of the UPFRP, facilitation of professional relationships between Family Readiness Command Team members and supporting agencies, communication, partnership with the FRO, discouraging competition between the FRO and Command Team spouses and mentorship of younger spouses.

(7) As a participant on the Family Readiness Command Team, the spouse of the Commander and SgtMaj/SEA are required to attend Family Readiness Command Team Training within 45 days of the Commander assuming command and L.I.N.K.S. workshops as available. They must comply with OPSEC and PII requirements as outlined in references (g) and (h), respectively.

(8) The Commander's Spouse and SgtMaj/SEA's Spouse are authorized access to personnel rosters, email distribution lists or other such information that may contain PII only if they are serving in an appointed volunteer capacity and have completed OPSEC and PII training.

h. Volunteers. Volunteers are key to a successful UPFRP program. With support of the Commander, the FRO is responsible

for the recruitment and management of the volunteer program. Volunteers are defined as individuals with a direct connection to the unit and desire to provide their time and/or talents in support of their Marine and the unit. Volunteers may be Marines, sailors, spouses, parents and/or extended family members and may opt to serve in support of specific, event - driven, short-term, unit morale event (non-appointed) and/or appointed as a Command Team Advisor/Family Readiness Assistant. See chapter 5 of this Order for more information on volunteers and volunteer management.

i. Marines. The individual Marine is responsible for promoting opportunities to their family that ensure education, preparation and readiness against inevitable mission and/or lifecycle events that may serve as detractors from family readiness. Additionally, the Marine is responsible to the commander and the unit for obtaining personal education, preparation and readiness against both lifecycle and mission events that may serve as detractors from personal, unit and/or mission readiness.

j. Family Readiness Command Team Structure. The Family Readiness Command Team, illustrated in Figure 2-1 (below) executes the UPFRP as directed by the unit Commander. Each unit Command Team in partnership with small unit leadership makes available resources and provides education for unit Marines, spouses of unit Marines, and designated parents/extended family members of unit Marines.

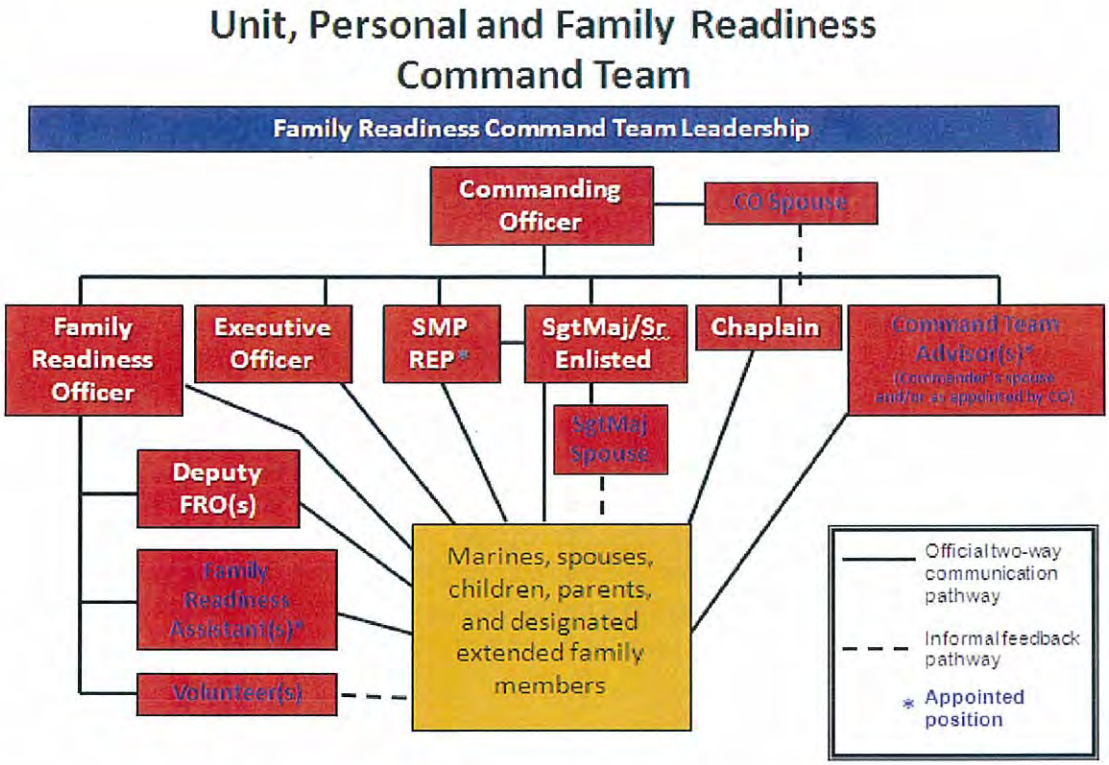

Figure 2-1 - Active Duty Component

3. Family Readiness Command Team Training. Family Readiness Command Team members must complete the required training within the requisite timeframe.

a. Commanders shall attend Family Readiness Command Team Training within 30 days of assuming command. All other members of the command team must complete Family Readiness Command Team Training within 30 days of their appointment. Ideally commanders and command team members will jointly attend command team training.

b. A training matrix listing all required/recommended training of the Family Readiness Command Team is illustrated in Figure 2-2 (below):

Training Matrix for Active-Duty Component

	Family Readiness Command Team Training	Family Readiness Officer Training	Command Team Advisor Training	Family Readiness Assistant Training	L.I.N.K.S. Training	LifeSkills Training (incl. PREP, CREDO)	PII	OPSEC
CO,XO,SgtMaj/ Senior Enlisted, Chaplain, SMP	WITHIN 30 DAYS							
Family Readiness Officer	WITHIN 30 DAYS	WITHIN 30 DAYS	WITHIN 90 DAYS	WITHIN 90 DAYS	ALL SESSIONS ASAP	Within 90 DAYS	WITHIN 45 DAYS	WITHIN 45 DAYS
Deputy Family Readiness Officer	WITHIN 30 DAYS	WITHIN 30 DAYS	Within 90 DAYS	Within 90 DAYS	ALL SESSIONS ASAP		WITHIN 45 DAYS	WITHIN 45 DAYS
CO/Senior Enlisted Spouses	WITHIN 45 DAYS				ALL SESSIONS ASAP		WITHIN 45 DAYS	WITHIN 45 DAYS
Command Team Advisor	WITHIN 45 DAYS		WITHIN 45 DAYS	WITHIN 45 DAYS	WITHIN 90 DAYS		WITHIN 45 DAYS	WITHIN 45 DAYS
Family Readiness Assistant				WITHIN 45 DAYS	As Applicable		WITHIN 45 DAYS	WITHIN 45 DAYS

REQUIRED Recommended

Required: BLUE Recommended: YELLOW
Figure 2-2

c. In addition to Command Team Training, the following training must be completed:

(1) Commanding Officer

(a) Family Readiness Command Team Training within 30 days of assuming command.

(b) Request a brief with the installation MCCS Director or designated representative within 30 days of completing Command Team Training.

(2) XO/SgtMaj/SEA/Chaplain

(a) Family Readiness Command Team Training within 30 days of appointment or assuming command.

(3) Family Readiness Officer (FRO)

(a) Family Readiness Command Team Training within 30 days of appointment or Commander assuming command.

(b) FRO Training within 30 days of appointment.

(c) PII and OPSEC Training within 45 days of appointment.

(d) Advisor/Assistant Training within 90 days of appointment.

(e) The FRO shall complete the suite of L.I.N.K.S. trainings as available (Spouses; Marines; Parents; Teens; Kids) as soon as available.

(f) LifeSkills training (recommended; as available).

(4) Deputy FRO

(a) Family Readiness Command Team Training within 30 days of appointment or Commander assuming command.

(b) FRO Training within 30 days of appointment

(c) Advisor/Assistant Training (recommended; within 90 days of appointment).

(d) The Deputy FRO shall complete the suite of L.I.N.K.S. trainings as available (Spouses; Marines; Parents; Teens; Kids).

(e) PII and OPSEC Training within 45 days of appointment.

(5) CO/SgtMaj/SEA Spouse

(a) Family Readiness Command Team Training within 45 days of appointment or Commander assuming command.

(b) PII and OPSEC Training within 45 days of appointment.

(c) All sessions of L.I.N.K.S as scheduled.

(6) Single Marine Program Representative

(a) Family Readiness Command Team Training within 30 days of appointment or Commander assuming command.

(b) PII and OPSEC Training within 45 days of appointment.

(7) Command Team Advisor

(a) Family Readiness Command Team Training within 45 days of appointment or Commander assuming command.

(b) PII and OPSEC Training within 45 days of appointment.

(c) Family Readiness Advisor and Family Readiness Assistant training within 45 days of appointment.

(d) L.I.N.K.S. for Spouses Training within 90 days of appointment.

(8) Family Readiness Assistant

(a) Family Readiness Assistant training within 45 days of appointment.

(b) PII and OPSEC Training within 45 days of appointment.

(c) L.I.N.K.S. Recommended as available.

d. Marine Corps Recruiting Command. The Marine Corps Recruiting Command is tasked with the contents of this Order to address the nuances inherent in the recruiting commands. Although the Recruiting Command Component Family Readiness Command Team mirrors that of the Active Duty Family Readiness Command Team outlined in Figure 2-1, the training requirements mirror that of the Reserve Component outlined in Figure 7-2.

e. Reserve Component. The Reserve Component Commanding General/Commanding Officer is tasked with the contents of this Order to address the nuances inherent in the Reserve Component. Figure 7-1 outlines the Reserve Component Family Readiness Command Team.

f. Installation Commanders. Installation Commanders are tasked with the contents of this Order to address the support necessary to ensure implementation of the UPFRP.

Chapter 3

Family Readiness Officer (FRO)

1. Purpose. The purpose of this chapter is to define the roles and responsibilities of the FRO and the Deputy FRO, if applicable.

2. Family Readiness Officer. The FRO represents the Commander's vision and serves as the hub of communication for the UPFRP. The FRO serves as a coordinator, facilitator and liaison in support and partnership of Family Readiness Command Team members, meetings and functions. The FRO is operationally guided by the commander and administratively guided by the MCCS Director, ultimately creating an OPCON/ADCON construct.

a. Unit Commanders are responsible and accountable for the operational control of FROs including daily and annual performance management requirements, adherence to policies and procedures and daily implementation of the UPFRP.

b. MCCS is responsible and accountable for administrative control of FROs including administration of pay and benefits in accordance with reference (p) and other locally established installation-wide MCCS NAF employee policies and procedures. The unit Commander shall be advised by the Installation Commander on base/station/installation polices involving MCCS NAF employees. FROs are designated as a full time primary duty Special Staff Officer and are thereby guided by the commander. Although FROs are MCCS employees and are bound by MCCS administrative policies and procedures, FROS are accountable to the unit Commander.

c. The FRO shall provide direct coordination for the UPFRP in support of the Commander, the Marines, the families, extended families and designated contacts. The FRO will be knowledgeable of all available resources and organizations, both on and off DoD installations, that support the goals outlined in this Order and the Commander's intent. The primary duty of the FRO shall be to serve as a communication portal between the commander, the unit, the Marine and the Marine's contacts. The FRO is supported in these communication duties by an authorized Organizational Communication Tool and supported by the resources and organizations offered through MCCS, DoD and local and community organizations.

d. The FRO shall not deploy, nor be assigned as the Remain Behind Element Officer-in-Charge (RBE OIC) or be assigned collateral duties that are not in direct relation to the UPFRP. However, the FRO may be assigned additional duties in support of the UPFRP as the Commander deems necessary and appropriate. The Commander is cautioned on assigning the FRO to lead or participate in additional duties not associated with the UPFRP that involve the solicitation of money from the Marines or their family members, such as the Combined Federal Campaign, the Navy/Marine Corps Relief Fund Drive or Marine Corps Ball Committee. The FRO ensures resources are leveraged to educate, prepare, and empower Marines and their families as directed by the Commander's intent and vision. The FRO is the pivotal member of the Family Readiness Command Team and as such, is directed to accomplish the following:

(1) The FRO shall proactively solicit the family readiness needs of the unit, educate themselves on all available resources to promote family readiness, and marshal the capabilities and resources of the installation or supporting MCCS and public and private organizations to meet those needs. The FRO must be thoroughly familiar with all available sister service equivalents, services, agencies, organizations and MCCS functions. The FRO is highly encouraged to attend all MCFTB on-site trainings, seminars, workshops, and retreats in accordance with the unit Commander's guidance and space availability. Active participation in on-site MCFTB services/sessions provides invaluable tools and opportunities, better equipping the FRO to achieve optimum unit family readiness.

(2) The FRO shall conduct personal and family readiness screening interviews as part of the official check-in process. Prior to the Marine checking in or during the interview, the FRO shall distribute UPFRP Orientation Packets. The following information, at a minimum, will be included:

(a) Commander's Welcome and Policy Statement.

(b) UPFRP points of contact, website and toll-free numbers (if applicable).

(c) Reference sheet with explanation for purpose of and instructions for use of IT capabilities.

(d) Information on UPFRP official communication processes.

(e) UPFRP Authorization Form, (Appendix A) and information on the AOCT. The information on the AOCT should include a written description, including instructions to complete the online documentation, return the forms to FRO or verify information on current form within ten days of receipt.

e. The FRO shall contact the spouse if applicable and any other designated family member(s) identified by the Marine through the Authorization form and the AOCT within 30 days of the Marine joining a unit. If the Marine is married but has not provided spouse contact, the Marine will sign the UPFRP Opt-Out Form, (Appendix B). The spouse will be asked to sign the form, but if the request is refused, a Marine senior in rank to the subject Marine will sign as a witness in addition to the FRO. The FRO will continue to contact the Marine and their spouse until the form is signed by both parties. The FRO will continue to communicate with a Marine's spouse even during a period of separation or pending divorce unless the process for refusal to participate as stated above is completed using the UPFRP Opt-Out Form, (Appendix B). The Marine is responsible for inputting and updating the contact information indicated in the MOL file.

f. The FRO shall provide official communication to the spouse and any identified contacts in the AOCT of the unit Marines. For the protection of the Marine's privacy rights, only those listed on the Authorization form or in the AOCT are authorized to receive command information. The Marine is responsible for ensuring contact information is current and correct. If the Marine cannot access the AOCT to make changes, than a change request must be submitted by the Marine utilizing the Authorization form. Under no circumstances will contact information be changed, added to or deleted unless completed by or authorized in writing by the Marine.

g. The FRO shall brief the incoming Commander to ensure that all directives regarding the unit's family readiness posture are current. The UPFRP budget and funding priorities shall be discussed with the Commander during this initial brief.

h. The FRO shall promote MCFTB and personal and family readiness programs offered by the local MCCS at large. To ensure effective marketing and promotion of the programs, the FRO must be familiar with the concepts and information provided and be able to articulate the benefits of each.

i. Actively recruit and encourage families to attend a L.I.N.K.S. workshop. The positive results in attending a

workshop for command families cannot be overemphasized. L.I.N.K.S. is the first step towards unit family readiness. Completion of a L.I.N.K.S. workshop helps to create a sense of community, improve family preparedness, and increase military retention. If a family member is not near an installation, the L.I.N.K.S. online course material may be accessed via online courseware (as available).

j. The FRO shall ensure that appointed volunteers receive appropriate, timely training and shall educate them on the Commander's guidance for the UPRFP. The FRO shall further reemphasize that no volunteer shall have a role in the casualty assistance notifications.

k. When transferring from one duty station to another involving a change in the MCCS agency, FROs with prior FRO employment experience, shall attend Command Team training and the Information and Referral component of FRO training at their new duty station. FROs shall also attend Command Team Training with every new Commander. Every three years FROs shall attend FRO refresher training as policies and training information are frequently updated. At a minimum, FRO refresher should include information on local resources and updates on information and referral resources and local resources. Completion of the course will be accompanied by a completion certificate provided by MCFTB and filed in the FRO's personnel record.

l. The FRO shall ensure the timely submission of authorized volunteer reimbursement claims to the local or assigned MCCS fiscal office or the unit fiscal officer/comptroller. In addition, the FRO shall track all claims for reimbursement until paid unless the FRO is not assigned as the Responsible Officer (RO) or Assistant RO. Should the FRO be assigned as the RO or Assistant RO, chapter 6 of this Order contains reimbursement procedures, information, and the required Volunteer Agreement Form, Appendix E. The FRO shall refer to chapter 6 of this Order for guidance on authorized expenditures. The final approval authority for any questioned expenditure rests with the Commander.

m. The FRO shall meet with the local or supporting MCFTB Director to initiate a working relationship, and request a copy of the annual MCFTB training calendar of events. The FRO is encouraged to meet with other local MCCS program managers and MCCS Area Coordinators, if available, to establish positive, open relationships.

n. The FRO shall coordinate UPFRP training requests with the supporting MCFTB program and attend any special training such as unit training for L.I.N.K.S. Workshops, PREP or CREDO Retreats where unit members are in attendance. When requests are made for unit training, (training offered only to members of a specific unit), the FRO will coordinate with the supporting MCFTB program to schedule and/or facilitate the event. If the supporting MCFTB does not offer the requested training then the FRO will coordinate with the supporting MCCS to deliver the requested training. If neither the supporting MCFTB and/or MCCS can schedule or facilitate the training, the FRO will coordinate with a community based resource as a last resort.

o. The FRO shall regularly update the authorized organizational communication tool every 30 days to ensure contacts receive updates and information. Unit newsletters may be developed at least quarterly and more often if suitable information requires distribution. Newsletters may be distributed via soft or hard copy media.

p. The FRO shall make every effort to attend training graduations and L.I.N.K.S. closing sessions for attendees from their unit; and shall plan, coordinate and attend volunteer appreciation ceremonies, and other appropriate volunteer recognition venues related to unit members.

q. The FRO shall coordinate with supporting MCFTB and MCCS representatives to ensure adequate facilities are available and supporting logistics are coordinated in order to meet all unit family readiness needs. This includes but is not limited to meeting space, Family Day location, child care accommodations if the Child Care in a Unit Setting option is being used per references (k) and (l).

r. The FRO shall receive, budget and execute all UPFRP funds allocated to the Unit in accordance with the Commander's intent unless the FRO is not assigned as the RO or Assistant RO. Should the FRO be assigned as the RO or Assistant RO, then the FRO shall be guided in the administrative process of receiving, budgeting and executing all UPFRP funds by local MCCS policies and regulations and chapter 6 of this Order. However, the authorization for execution and ultimate responsibility for that execution rests with the Commander.

s. The FRO shall arrange for all appropriate UPFRP administrative and fiscal support to include but not limited to transactions between the UPFRP and other installation

organizations, such as the post office, printing facilities, and the disbursing office.

t. The FRO shall maintain a record of Marines designated as Individual Augments (IAs) or on Temporary Additional Duty (TAD) in Excess to the command. This is defined as any Marine who is joined to a command for a period in excess of 180 days (6 months) but less than 270 days (9 months) as explained in MARADMIN 287/04. Additional attention is required by Family Readiness Command Team members in general and the FRO specifically to ensure full support is provided to families of Marines TAD in Excess. The following responsibilities are intended for support of Marines assigned TAD in Excess:

(1) Parent Command FRO (Permanent Assignment). A parent command is the command to which a Marine is permanently assigned and is usually the command located in the vicinity of the dependent family. The parent command is responsible for providing communication to the Marine and the Marine's contacts even if the Marine is attached to another unit during periods of TAD in excess. Further, the parent command is responsible for providing communication to the family even if the family leaves the local area during a unit deployment. Parent command responsibilities include but are not limited to the following:

(a) Acting as a ready resource of local information and referral support.

(b) Making and continuing liaison with the gaining command's FRO or family readiness point of contact if the Marine is attached to a sister service.

(c) Contacting the family to provide the gaining Command's FRO information and continuing to contact the family to assure an appropriate level of support is being provided.

(d) Maintain regular contact with families during the Marine's absence from the parent command. Provide the same information and support as permanently assigned families who are not in the local area.

(e) Maintain updated family contact information. A family may choose to temporarily relocate during the deployment. This does not alleviate the responsibility of the parent command to pass unit information to the family.

(f) Coordinate family readiness briefs with the supporting MCFTB for Marines and families in support of the deployment such as the pre, mid and post-deployment events.

(g) Provide local administrative support and updates as required, such as Defense Enrollment Eligibility Reporting System (DEERS) and TRICARE, for example.

(h) Coordinate the transfer of UPFRP funds to the gaining command, if applicable. When determining the amount of funds to be transferred, consider the length of time the Marine will be TAD, whether or not the dependent family plans to remain co-located with the unit or installation, if the gaining command is capable of accepting the funds.

(2) Gaining Command FRO. A gaining command is the command to which a Marine or Marines are assigned as TAD in Excess to fill specific billet requirements and might require separation from the Marine's family. This distinction does not apply to units that attach to other units in their entirety, such as the Battalion Landing Team to the MEU. Gaining command responsibilities include but are not limited to the following:

(a) Initiating contact with the parent command FRO and collecting contact information for the family.

(b) Contacting the family and follow-up with a Welcome Aboard letter or packet with the gaining Command's contact information.

(c) Contacting the parent command FRO to establish liaison and exchange information.

(d) Coordinating family readiness briefs and training with MCFTB for Marines and families in support of the deployment such as pre, mid and post-deployment events.

(e) Maintaining updated family contact information and ensuring contacts are authorized and loaded into the gaining command authorized organizational communication tool.

(f) Developing a check-in process that captures updated family support information.

(g) Providing families with unclassified deployment/redeployment information as applicable.

(h) Coordinating the transfer of UPFRP funds from the parent command, if applicable. When determining the amount of funds to be transferred, consider the length of time the Marine will be TAD, whether or not the dependent family plans to remain co-located with the unit or installation and if the gaining command is capable of accepting the funds.

(3) Individual Marine. The individual Marine is ultimately responsible to ensure that their contacts are afforded opportunities to receive important command information. The individual Marine's tasks include but are not limited to the following:

(a) Check out with the parent command FRO.

(b) Ensure information provided on the Authorization Form is accurate and updated as required.

(c) Ensure spouse and/or designated parents/extended family members are provided accurate parent and gaining command FRO contact information.

(d) Encourage attendance by spouse and/or designated parents/extended family members at all family readiness briefings, programs and events.

(e) Maintain appropriate contact with spouse and/or designated parents/extended family members during absence from the parent command.

(f) If required per reference (i), complete a viable Family Care Plan for the Commander's or designated command representative's signature prior to transferring from the parent command.

(g) Check-in with the gaining command FRO.

u. The FRO shall coordinate for child care in support of unit events per references (k) and (l). Child care costs shall be borne by the unit for unit and family readiness events such as family days, holiday events, etc. Child care costs shall be borne of MCFTB for unit and family readiness events facilitated by MCFTB personnel, e.g. deployment briefs, Family Readiness Training, LifeSkills workshops, L.I.N.K.S. sessions, etc.

v. The FRO shall not use social rosters to announce events or solicit materials or donations with the exception of MCCS sponsored events.

(1) The FRO shall include a signature block on all emails with at least the following information:

(a) Name, rank/grade.

(b) Position/title (e.g. 2/3 Family Readiness Officer, 7th Marine Regiment Family Readiness Officer).

(c) Address and phone numbers, duty and cell, if applicable.

(d) Email address.

(e) The FRO may include a favorite quotation or saying.

(f) Disclaimer: Information is distributed in this email as information of common interest for military members and their families/contacts. Use of this information does not advertise nor imply endorsement of any commercial activity or product by the Department of Defense, U.S. Marine Corps or this command.

w. Casualty Assistance. The FRO has no role in the casualty notification process. Any unsolicited communication received or passed by the FRO that is deemed necessary by the Commander shall be channeled through the Casualty Assistance Calls Officer (CACO). The FRO shall coordinate with the CACO in all matters associated with the personal affairs of the deceased Marine or the Primary Next of Kin (PNOK).

(1) The FRO shall immediately suspend all automated or manual notifications to individuals previously identified as contacts by the Marine. The purpose of suspending these notifications is to ensure that the family is not further traumatized by receiving unit messages during the time of their involvement with the Casualty Assistance Program.

(2) The FRO shall immediately request that the assigned CACO determine from the PNOK their desire to continue to receive unit notifications or information, email distribution or any other applicable communication tool. The CACO will determine the most appropriate time to query the PNOK. The determination

to resume or permanently terminate the receipt of unit notifications or information for all previously identified contacts is determined by the PNOK. Any official unit notification or information for the PNOK should be provided via the CACO if a continuation determination has not been made. PNOK is defined in reference (m).

(3) If applicable, the FRO shall continue to provide Official Communication and Information and Referral support to the PNOK through the CACO or the Long Term Care Provider for as long as the PNOK desires to receive such information. Should the need arise when the FRO is required to provide information directly to the PNOK, it will only happen at the request of the PNOK.

(4) If required, the FRO shall coordinate with CMC (MFPC) to obtain the name and telephone number of the assigned CACO or for information about Long Term Care Providers.

x. The FRO shall facilitate all aspects of the Organizational Communication System as detailed and tasked in the volunteer chapter of this Order.

y. The FRO will maintain records of all Command Team members and volunteers that have completed PII and OPSEC training.

z. The FRO shall develop a turnover binder which will include such items as standard operating procedures, orders, directives, guidance, etc to facilitate consistent maintenance of the UPFRP.

aa. The FRO shall not be appointed as the Commander's representative to manage or account for completion of the FCP. The Commander is responsible to ensure their Marines have developed and documented a viable FCP. FROs may have access to the FCP when the unit is deployed however the FRO is not responsible for adjudicating changes or modifications to the FCP. The responsibility for changes to an individual's FCP is solely a Marine's responsibility.

bb. If the FRO is granted access at the direction of the Commander to databases and/or online resources, the information contained therein shall not be used to update or add to that contained within the authorized Organizational Communication Tool without expressed written authorization from the Marine. Further, under no circumstances is the FRO authorized to discuss

a Marine's personal information with anyone other than the Marine or personnel with an official need to know in the Marine's direct chain of command.

3. Active Component Deputy FRO. The Deputy FRO works directly for the FRO and is an extension of the FRO and as a result an extension of the Commander. Deputy FROs will be a member of the command in the rank of E6 or higher, and may be assigned on a full-time primary duty or a part-time collateral duty basis depending on the needs of the command and the vision and intent of the Commander.

a. Fitness reporting requirements are outlined in reference (n). In the absence of the FRO, their duties and responsibilities may be assumed by the higher headquarters FRO or Deputy FRO.

b. Deputy FROs assigned to geographically isolated units shall perform the same roles and have the same responsibilities as the FRO, but work directly for the Commander. In these instances, the relationship between the FRO and Deputy FRO will be one of communication and not direction. Examples of Deputy FROs who work directly for the local Commander include Deputy FROs appointed by Regional Commanding Officers in Marine Corps Embassy Security Group. For the sake of standardization, the title Deputy FRO is the only acceptable title for this position.

4. Administrative Assistant. If assigned, the Administrative Assistant works directly for the FRO and is therefore an extension of the FRO and ultimately an extension of the Commander.

a. Administrative Assistant(s) will be a member of the command, can be any rank, and may be assigned on a full-time primary duty or a part-time collateral duty basis depending on the needs of the command and the vision of the Commander.

b. An Administrative Assistant's tasks and duties may be similar to administrative tasks and duties assigned to UPFRP Volunteers by the FRO.

c. Fitness reporting requirements are outlined in reference (n). In the absence of the FRO and Deputy FRO, if appointed, the Administrative Assistant shall not fulfill any role or responsibility of the FRO.

5. Civilian FRO Work Schedule. As detailed in Chapter 2 of this Order, FRO duties are dynamic and varied and may involve working non-standard hours (early morning, evening, and weekend) and hours in addition to a standard work week. As exempt employees, Commanders should expect their FROs to work the hours necessary to complete their duties. In doing so, to the extent local policy allows, Commanders may consider using flexible schedules to allow evening and weekend work, when necessary, offering FROs compensatory time or overtime as budget and local policies allow. Compensatory time or overtime should be approved in advance by the Commander whenever possible. The local or assigned MCCS HR office may also have policies in place that should be adhered to for the provision of compensatory time or overtime. Compensatory travel time for FROs in a travel status outside their normal business hours may also be provided to the FRO. HQMC is not responsible for funding overtime compensation. FRO time keeping is an audit item under MCNAFAS. Commanders must be aware that appropriate time keeping is a shared responsibility between the FRO and the Commander.

6. Prioritization of Assignment. Civilian funded FROs are resident at the battalion/squadron level command and higher. Position descriptions, found at Appendices E, F and G, shall be utilized when hiring at the Lieutenant Colonel, Colonel and General Officer Command level. Units and detachments that do not have a funded FRO position are authorized to hire a full-time primary duty civilian FRO by CMC (MF), upon approval by HQMC (MF). Requests to support such action shall be submitted through the chain of command to CMC (MF) using the Unit Commander FRO Staffing Checklist, Appendix H. Funded FRO billet structure is limited, therefore most units/detachments will have to assign a collateral or active duty FRO. Those units and detachments not authorized to hire a full-time primary duty civilian FRO by DC, M&RA are not relieved of the responsibility to provide unit, personal and family readiness services to Marines and family members.

7. Interview and Selection Process. Should it become necessary for the Commander to initiate the hiring process to obtain or replace a full-time primary duty NAF civilian to serve as the FRO, the first step for the Commander is to contact the local or assigned MCCS HR office. The position descriptions in this order shall be used as the basis for the skill set requirements for FRO hiring actions. MCCS NAF HR offices shall initiate hiring actions as appropriate for all civilian positions. For the sake of standardization, billets that already exist for similar functions will be re-titled to match the standard

position descriptions. The following additional information is provided for consideration during the hiring process:

a. Interview Process. Only federal employees, such as military members of the command or MCCS employees, are authorized to participate in the interview process to include reviewing applications, participating in the rating and ranking process, asking questions during the interview panel, observing the interview panel or screening applicants in any way. Volunteers or Command Team spouses are not authorized to participate in interview panels or the interview/selection process. Unit Commanders are not authorized to offer employment to potential employees. Offers of employment and consequent negotiations of employment will be handled by the local or assigned MCCS HR office.

b. Restricted Applicants. Immediate family members of Family Readiness Command Team members are not eligible for employment as the FRO in that unit. For Reserve units, the Family Readiness Command Team members include I-I staff and PWST staff. Immediate family members are defined in reference (p) as husband, wife, father, mother, son, daughter, brother, sister, uncle, aunt, first cousin, nephew, niece, father-in-law, mother-in-law, son-in-law, daughter-in-law, brother-in-law, sister-in-law, stepfather, stepmother, stepson, stepdaughter, stepbrother, stepsister, half brother and half sister.

c. Type/Status of Employees. An exempt employee is generally commensurate with a salaried employee. All NAF employees are hired as probationary employees for a period of one year. See reference (p) for restrictions and benefits of each type or status of NAF employee.

d. FRO Personnel Costs. APF is budgeted to the local or assigned MCCS to fund personnel costs (pay and benefits) for FROs. All FROs funded by DC M&RA, MF are NAF employees and paid through the NAF personnel system. These costs are paid through the Uniform Funding and Management (UFM) practice. FRO compensation (salary, benefits, and performance increases) is subject to program sponsor funding allocation, local or assigned installation pay policies and budgetary constraints. The local or assigned installation MCCS must manage within the baseline in order to avoid decrement to other programs. Unit Commanders may not augment FRO pay and compensation from their APF O&M funds or UPFRP. FROs are administratively guided by MCCS and must adhere to HR related policies with regards to hiring, termination and

HR related processes. FROs report directly to the unit commander for operational duties and responsibilities.

8. Chain of Command. CG Level FROs or Higher Headquarters (HHQ) FROS provide an assistance resource for subordinate unit FROs. HHQ FROs provide advice, mentorship, support and guidance through continual communication and liaison. The HHQ FRO will be called upon to assist subordinate level FROs in situations of heightened crisis or in situations where subordinate FRO billets are vacant for very brief periods of normal personnel rotations/turnover. The HHQ FRO will also provide additional support for subordinate units during periods of heightened deployment or training requirements. The HHQ FROs assist in the development, implementation, and evaluation of subordinate UPFRP. HHQ FROs will conduct periodic assessments of subordinate units' personal and family readiness programs and provide appropriate recommendations for improvements. The HHQ FROs are also responsible for support of unit Marines and families not otherwise supported by a FRO. The FRO supporting the most senior Commander on the installation is responsible for disseminating local information to FROs supporting tenant unit Commanders on that same installation who do not have a HHQ FRO on that installation such as the Wounded Warrior Battalions on Camp Lejeune and Camp Pendleton. This information includes, but is not limited to, advertisements about local events, Professional Military Education (PME), trainings or any other information that is disseminated to subordinate unit FROs. The HHQ FRO is also responsible for keeping the Commander apprised of the state of his subordinate command personal and family readiness programs as it pertains to staffing and compliance with local and Marine Corps policy. The HHQ FRO is also responsible for the regional coordination of issues that affect unit level issues across a region that are under the operational authority of the Commander. While authority for the tasking of subordinate FROs resides with the Commander, the HHQ FRO may be required to facilitate tasking through vertical and lateral staff coordination.

9. Support Services. Support services are defined as those services required to support the FRO and the UPFRP mission. MCFTB is the primary supporting entity of the UPFRP, the FRO may access all programs and services offered through MCCS, sister service installations and community based organizations.

a. Security Clearance Eligibility and Sensitive Duties. The position of the FRO is considered to be a sensitive assignment and the FRO's duties will require access to sensitive

personal and government related information and, on occasion, classified documents/information or pieces of information that, when combined, become classified. Therefore, all FROs who require access to classified information as determined by their commanding officer will be processed for the appropriate investigation, Access National Agency Check Inquiries (ANACI)/ Single Scope Background Investigation (SSBI) by their command security manager. For those units where the commanding officer determines the FRO must have access to classified documents/information or pieces of information that when combined becomes classified, the FRO must be able to obtain and maintain clearance eligibility at the Secret level. Command Security Managers will submit the ANACI following normal processing requirements at the time of initial employment. Depending on the circumstances and situation of the command, there may be requirements for submission of a Single Scope Background Investigation (SSBI) for those FROs who work in facilities requiring that level of clearance. These will be the exception rather than the rule. At the discretion of the unit Commander, the unit FRO will be granted access to classified information only to the extent necessary to accomplish the requirements of the position. These investigations will not be submitted simply to facilitate access to a facility or work space where an escort is feasible.

b. Nametags and Business Cards. The decision to wear nametags and/or obtain business cards is a command prerogative. As such, the command shall support such a requirement financially and administratively.

c. Cell Phone/Blackberry. It is imperative that the FRO be available to the Commander, Marines and families outside normal duty hours. As such, the FRO is required to carry a cell phone or Blackberry. The command shall support such a requirement financially and administratively as with any other special staff officer.

d. Temporary Additional Duty (TAD)/Conference Attendance. The FRO position was designed to be co-located to the Commander and the command. Should the unique occasion arise for the FRO to go TAD, it will be at the discretion and direction of the Commander. As such, the command shall support the requirement financially and administratively. If the command is supporting the requirement, APF (O&M) funds or NAF funds may be used. If APF (O&M) funds are used then the orders are issued through the Defense Travel System (DTS). If NAF funds are used then the orders are issued through the local or assigned MCCS. On

occasion the FRO's presence may be requested by another command or higher headquarters. In that case it is customary for the requesting unit to pay for the travel and all expenses related to that travel. The Commander should review and approve all requests for FROs to attend conferences/trainings outside of the installation. If the Commander determines that participation at conference/training will be beneficial to the program, professional development or the unit, funds may be approved and the FRO may attend. The Commander is cautioned to use unit funds judiciously taking into account the number of FROs attending, conference topics and direct correlation to job duties.

e. FRO Reimbursements. It may be necessary from time to time to require the FRO to provide support to Marines and/or families by attending after normal duty hour events and/or to travel to locations outside of their normal work place such as the local hospital or geographically separated units to perform their duties. All expenses whether they be mileage, tolls, parking, rail, phone calls, etc. may be supported by the command at the discretion of the Commander as detailed in chapter 6 of this Order. Childcare reimbursement to the FRO in order to fulfill after-hours working requirements will not be financially supported by the command unless childcare is being offered to the Marines and families at the event. Any items purchased by the FRO to support the UPFRP or UPFRP events may be supported by the command financially and administratively at the discretion of the Commander.

f. Office Space/Supplies. The command is responsible to provide office space, equipment, and supplies. The command will provide access to a telephone with answering machine or voicemail capability, .mil or .org computer and peripheral equipment, space for regular UPFRP meetings, and storage space for UPFRP supplies, as feasible. The funding or reimbursement of any items listed above is detailed in Chapter 6 of this Order.

g. NMCI (.mil) or .org Seats. The annual cost of funding for the Navy/Marine Corps Intranet, (NMCI) network services or .org seat is budgeted through APF to the installation MCCS for each FRO. These funds may be executed by the installation MCCS as either NAF or APF. If the command chooses .org computers, the incremental .org network fee will be billed to the installation MCCS by DC, M&RA. If the total costs are less than the DC, M&RA budget, excess funds remain discretionary funds for

the installation MCCS. Any costs above the DC, M&RA budget will be absorbed by the installation MCCS.

h. Initial Support Costs. DC, M&RA provides the installation MCCS with an initial APF allotment of $3,500 per FRO for the purpose of providing initial start-up funding for supplies and equipment for new FRO billets. These funds may be executed by MCCS as either NAF or APF. Supplementation of this initial allotment may be funded by the unit Commander from the unit's APF O&M funds. Out year sustainment of the FRO support costs other than the .mil or .org seats is the responsibility of the unit Commander from the Commander's APF O&M funds or UPFRP funds.

10. Professional Treatment of Civilian FRO Employees. Commanders must ensure that all tenets of the Commandant's Equal Employment Opportunity (EEO) policy are fulfilled. All hiring practices must be based on fair and unbiased treatment of all individuals. Commanders must foster an environment where civilian employees are treated with fairness, respect and dignity throughout their period of employment with the Marine Corps. FROs who either fail to perform their duties or exhibit conduct that adversely impacts their ability to perform their duties shall be counseled or disciplined when appropriate in accordance with NAF Personnel Policy which contains specific measures that must be considered in counseling or disciplining NAF employees. Local or assigned MCCS HR or APF HR offices may have amplifying directives or procedures on these matters that must be followed for all NAF and APF employees at the installation. Due process must be afforded employees in the form of opportunities to respond/grieve/appeal certain management actions depending on the status of the employee. The following information is provided as a general guideline for NAF employees. This paragraph only applies to non-probationary employees unless otherwise stated. See reference (b) or (p), or contact your local or assigned MCCS HR for more detailed information for NAF employees. Contact your local or assigned APF HR office for more detailed guidance for APF employees.

a. Equal Employment Opportunity (EEO). Commanders must ensure that all tenets of the Commandant's EEO policy are fulfilled. All hiring and firing practices must be based on fair and unbiased treatment of all individuals. Regardless of the type or status of employee, for example, probationary, non-probationary, GS or NAF, all employees have EEO rights.

b. FRO Conduct. FROs must exemplify the highest standards of personal conduct and integrity. They are subject to the same standards of conduct and ethics regulations as other federal employees, and will conduct their duties and responsibilities in a professional and competent manner. See reference (q) for additional and detailed ethics information.

c. Performance Issues. Unit Commanders must clearly address performance expectations with their FRO within 30 days of assumption of command or hiring a new FRO and allow them an opportunity to appropriately perform. For non-probationary NAF employees, should performance not meet expectations, Commander actions may include verbal counseling or a letter of caution outlining the FRO's performance deficiencies, a plan for improvement, an opportunity for improvement and results for a lack of sufficient improvement including disciplinary action to include termination. A letter of caution is a non-disciplinary action that is neither grievable nor appealable. Regular or non-probationary NAF employees shall not be terminated or be subject to any other disciplinary action based on unsatisfactory performance without first having been presented a letter of caution. Commanders must seek advice from the local or assigned MCCS HR office prior to initiating disciplinary action against a NAF employee.

d. Disciplinary Actions. Unsatisfactory employee performance or conduct can lead to disciplinary actions that include official reprimands, reductions in pay or grade level, suspensions and terminations. Commanders have sole authority to effect disciplinary action on their FROs, to include termination. Disciplinary action under typical situations should be "progressive" with application of corrective measures delivered by increasing degrees. Of importance to note, non-probationary employees subject to disciplinary action have formal appeal rights that must be provided to the employee. Separation for probationary employees is not a disciplinary action.

e. Appeals Process. A FRO who is assigned to the operating forces will follow the operational chain of command when forwarding appeals for disciplinary actions. The first step in the appeals process for a FRO assigned to the operating forces or a supporting establishment command is to forward the appeal to the next senior level unit Commander in the chain of command. The Director (MF) is the second and final appeal authority.

f. Administrative Grievance Procedures. FROs who have surpassed the one year probationary period have the right to present their complaints or grievances for all disciplinary actions not covered under the appeals process to Commanders for prompt and equitable consideration under the administrative grievance process. Commanders are strongly encouraged to seek advice from the local or assigned MCCS HR or APF HR office. For all appeals, Director, DC M&RA (MF) is the final authority. This can be a three step process as detailed below:

(1) The FRO presents their grievance orally or in writing to the unit Commander. Should the grievance not be resolved to the satisfaction of the FRO, a second step may be initiated.

(2) The FRO presents the grievance in writing to the next senior Commander in the chain of command. For FROs serving supporting establishment commands, the second grievance step is at the installation command level. If the Commander at the second step was personally involved in the matter initially grieved, a possible third step may be initiated.

(3) The FRO presents the grievance in writing to the next senior Commander in the chain of command. For FROs serving the supporting establishment commands, the third grievance step is Director (MF).

g. Performance Appraisals, Performance Pay, Bonuses for Probationary and Non-Probationary Employees

(1) Normally each NAF employee's performance is appraised annually, with a mid-year review. Consult the MCCS HRO for more information on the installation's NAF performance appraisal process and to obtain the performance appraisal evaluation form. The Commander should coordinate with the local MCCS HRO to develop a performance appraisal evaluation tool to appropriately evaluate the duties and responsibilities of the FRO.

(2) Performance reviews are conducted two times a year (mid-year and final) or in accordance with local or assigned MCCS HR policy by the FRO's supervisor. The reason for performance reviews is to enhance the FRO's motivation and encourage excellence in the job performance. A performance plan outlining the FRO's goals and objectives should also be established by the FRO's supervisor.

(3) FROs may receive performance pay increases and bonuses for acceptable or higher-level performance. Pay is related to performance therefore performance pay increases generally are accompanied by the annual performance appraisal. Rating periods and budget considerations may differ for each installation. Consult with the local or assigned MCCS Human Resources Officer for more information.

Chapter 4

Organizational Communications System and Authorized Organizational Communication Tool

1. Purpose. This chapter provides information on the Organizational Communication System (OCS) and the Authorized Organizational Communication Tool (AOCT).

2. Organizational Communication System (OCS). The Organization Communication System is comprised of various communication tools including the Authorized Organizational Communication Tool, the unit website, newsletters, toll-free numbers and/or email.

The FRO is responsible for timely and accurate dissemination of both official and authorized communication. While the FRO can use any tool within the OCS to disseminate information, the AOCT must be used to disseminate official UPFRP communication.

a. It is the FROs responsibility to ensure the information is delivered in an accurate and timely fashion while maintaining protection of operational security and confidentiality. Official communication should be sent at least once a month, more if the unit is deployed and to minimize the risk of this information being received as "spam," should not be sent more than once a week.

b. FROs should be creative when developing their communication catalog considering everything from the targeted population to the unit population as a whole and unique challenges such as a current deployment or geographically isolated or separated families. All OCS training shall be conducted by the assigned MCFTB.

c. Within ten days of checking into a new unit, all Marines, single or married, will accurately update their contact information in the MOL Family Readiness module, the UPFRP Authorization form and the AOCT. All Marines are required to identify at least one primary contact. If the Marine is married, spouse contact information must be included as a primary contact unless an Opt-Out form is signed and on file with the FRO. Keeping contact information accurate will allow for FROs to ensure maximum communication to as many Marines and their contacts as possible, regardless of familial status. Refusal to update and complete, and/or willingly entering false information into the areas listed above is a violation of a lawful order and can result in administrative and/or punitive

action. Contact data must be accurate to ensure the Marine receives information from the FRO regarding opportunities offered through the UPFRP or other information offered through the FRO from the command.

d. Married Marines whose spouse refuses to participate in the UPFRP and whose contact information is not included as a primary contact must complete the Opt-Out form (Appendix B). Either Appendix A or Appendix B shall be completed and turned into the unit's FRO within ten working days of filing a marriage certificate with the unit's administrative section. Married Marines who do not provide accurate primary contact information for the spouse or the Opt-Out Form are in violation of a lawful general order and can result in administrative or disciplinary action.

3. Authorized Organizational Communication Tool (AOCT). The AOCT is the Marine Corps' enterprise-wide communication web-based application developed by and funded by Headquarters Marine Corps (HQMC) (MF Division) for support to the UPFRP program. The AOCT is developed by a contractor and is a web-based type application that is funded, managed and monitored by HQMC (MF Division). Units with Family Readiness officers are authorized to utilize the AOCT as the primary information source for Family Readiness issues. The AOCT is designed to be an anytime anywhere communication portal to provide immediate transmission of unit information around the world to Marines and authorized contacts. The AOCT consists of a multi-tiered website that looks like a unit website on the surface but is actually a template developed and populated by the unit FRO. The AOCT is intended to be used internally with unit members and externally with authorized contacts. The AOCT website is flagged as a unit website; format, tools and placement of key toggles are standardized in appearance for all units using the AOCT. Additionally, each installation MCFTB and HQMC (MF) will have AOCT sites that will be used as information conduits for subordinate units.

a. The AOCT is to be used as the unit's primary means of official communication. For OPSEC purposes, Facebook should be used only as a portal to direct users to the Unit AOCT. FROs are required to complete AOCT training upon hire into a FRO billet regardless of whether the site is new or developed by a previous unit FRO. Installation Marine Corps Family Team Building is responsible for conducting follow-on AOCT training. Alternate methods of training are available by request through Headquarters Marine Corps (MFZ).

b. Two weeks after completion of AOCT training the FRO is responsible for implementing and maintaining an AOCT unit website which includes the following:

(1) Meeting the minimal AOCT site content requirements established in AOCT training. Required site items include:

AOCT Site Content Items	***HHQ/MSC***	***Unit Level***
Unit Banner/Logo	Required	Required
Unit homepage will utilize the standard Header 3 Column template	Required	Required
Professional FRO Picture and Contact Info to include phone and email will be included on the Unit homepage	Required	Required
Commander's Biography (Know your CO)	Required	Required
Commander's Family Readiness Message/Mission/Intent will be included on the Unit homepage	Required	Required
A navigation capability to all pages built available on every page	Required	Required
Announcements - updated weekly	Required	Required
Downloadable documents	Required	Required
Upcoming Events/Calendar Items - updated weekly	Required	Required
Forum	Encouraged	Encouraged
Photos	Encouraged	Required
Link to OpSec for family information	N/A	Required
Single Marine Unit Representative Single Marine Program Information	N/A	Required
Audience Specific Pages: Home/Service Members/Spouses/Parents & Extended Family Members	Encouraged if applicable	Required
News - Retirements/Promotions/Other Stories	Encouraged	Required
Polls/Surveys - updated weekly	Encouraged	Encouraged

Video	Encouraged	Encouraged
FAQs - FRO facts, Unit FAQs, Locality FAQs	Encouraged	Encouraged

(2) Updating and refreshing the site content every 30 days (monthly) or as needed.

(3) Conduct regular reviews and assessment of AOCT usage by Marines and authorized contacts.

(4) Populating or updating the sponsor database after sites have been developed or updated.

(5) Inviting sponsors to subscribe to the AOCT and providing sponsors with information on how to invite their authorized contacts to subscribe.

(6) Keeping the sponsor and subscriber lists accurate by deleting and replacing sponsors at least once every 30 days and by unsubscribing sponsors and authorized contacts that have left the unit at least once every 30 days.

(7) AOCT Unit websites will be monitored by MFZ Branch for quality assurance and usage rates. Unit AOCT websites will be part of the Inspector General Functional Area checklist and will be inspected to ensure the following activities are taking place:

(a) Site format and content placement in accordance with required items in paragraph 3(b).

(b) Information on unit websites is refreshed/ updated at least every 30 days (monthly).

(c) Sponsor and subscriber databases are current and are being updated at least once every 30 days.

(d) Unit website has been developed using the standardized format used in AOCT training.

(e) The local installation Family Readiness Program Trainer is added as a sponsor to the unit's sponsor database.

(f) All pages are professional in appearance and lack any spelling or grammatical errors.

(g) All links to other internal system pages and/or documents and all links to external websites are working properly and are not returning internet display errors.

c. As the administrator of the Unit site, the FRO is responsible for designating at least one other person as a backup site administrator in the event that the FRO cannot perform the duties above in the time periods listed. The backup site administrator must be employed by the Marine Corps and have attended AOCT training from the local installation trainer or HQ MFZ personnel.

4. Communication. There are 3 different types of communication:

a. Official. Official communication is communication disseminated by or on behalf of the commander. Official communication shall be disseminated to Marines and their authorized contacts on a monthly basis via the AOCT. Official communication may be disseminated on a more frequent basis if the commander determines it is necessary. Official communication is directly related to family readiness and/or the UPFRP. It may include information on FR/UPFRP sponsored unit events, family days, UPFRP specific trainings or messages from the Commander/Senior Enlisted Advisor. Only the FRO, an official volunteer or commander can disseminate official communication.

b. Authorized. Authorized communication is communication disseminated from the FRO or by an appointed volunteer on behalf of the FRO to the Marines and their authorized contacts. Authorized communication is information that is in keeping with the spirit and intent of the commander's UPFRP vision. Authorized communication can be sent on a regular basis but shouldn't be sent more than once a week to avoid coming across as spam. Authorized communication may include information on installation/base events, MCCS events, community based events and other Marine Corps events/activities. Authorized communication may be disseminated with any tool within the OCS, however the FRO is cautioned against using the AOCT to disseminate authorized communication.

c. Unofficial. Communication disseminated by a spouse or an appointed volunteer on behalf of the FRO, and includes information about activities that may be of interest to unit members, for example, exercise groups, walking clubs and other social activities open to unit members. Unofficial communication

should not be sent more than once a week to avoid coming across as spam.

d. Authorized Contact. Only individuals entered by the Marine into the Authorization form and the AOCT will receive official family readiness communication. The Marine is responsible for accurately inputting and updating any information for family readiness contacts in the AOCT. Willingly entering false information into the AOCT is a violation of lawful general order and can result in administrative or disciplinary action.

5. Newsletters. Although much of the communication focus in the AOCT is technological, newsletters are still widely received and read by most of the unit's population. For many, newsletters are more personal than a website and can be displayed as a reminder about an important event. Newsletters are also versatile as they can be emailed or sent via the USPS. FROs have the option of developing a hard copy newsletter and/or an electronic version that can be posted on the unit AOCT website.

6. Email. Email is a valuable communication tool to disseminate information to large audiences or selected groups. FROs are authorized to use mass email rosters as a way of disseminating information to Marines and families. Examples of acceptable email information are monthly UPFRP meetings dates, times and locations, or Marine Corps Birthday Ball meals being provided at the unit's dining facility. Examples of email information that are not appropriate include invitations to privately owned business parties, e.g., make-up, jewelry, or kitchenware sales. When disseminating UPFRP information to family members, FROs shall:

a. Obtain a Privacy Act release, prior to adding a family member's email address to the unit's contact email roster.

b. Use the blind carbon copy or bcc line for all email addresses of family members. A Marine's official email address may be used on the 'to' or 'carbon copy' (cc) line. Examples of this email address are name@usmc.mil or name@us.navy.mil. When using a Marine's personal email address, it must be included in the blind carbon copy line with all other personal email addresses.

c. Only FROs are authorized to establish and maintain mass contact email rosters, also known as distribution lists, for the purpose of distributing UPFRP communication.

d. Only volunteers who have been appointed in writing and completed PII and OPSEC training are authorized to use mass email rosters, also known as distribution lists, for the purpose of assisting the FRO in the distribution of communication. It should not be a routine practice for the volunteer to pass official or authorized communication on behalf of the Commander or the FRO.

7. Official Mail. Use of official mail is authorized per the guidelines contained in reference (r). Official mail serves the Commander in the performance of command responsibilities. Official mail should not be limited specifically to the UPFRP Newsletter, but should include, at a minimum, unit information for service members and their families that promotes unit cohesion. Commanders should apply the following guidelines in determining whether the content of the newsletter, post cards, fliers, invitations, etc. is official:

a. Information related to unit mission and readiness, including family readiness.

b. Information designed to educate, inform and promote self-reliant service members and families.

c. Information that promotes unit esprit de corps through awareness of family and unit activities, strengthens cohesion among family members, and contributes to service member and family stability and readiness.

d. Information that promotes activities of private, unofficial organizations separate from the Marine Corps, private fundraisers, and commercial ventures is expressly prohibited.

Chapter 5

Family Readiness Volunteers

1. Purpose. The purpose of this chapter is to define the roles and responsibilities of the CO/SgtMaj/SEA Spouse and Family Readiness Volunteers.

2. CO/SgtMaj/SEA Spouse. The CO/SgtMaj/SEA spouse has a unique position within the command. The CO/SgtMaj/SEA spouse is encouraged and has an open invitation to participate on the Family Readiness Command Team and/or serve as an appointed/non-appointed family readiness volunteer. Their participation on the Family Readiness Command Team serves as a source of support, guidance and insight to the command team members and unit spouses. They have a professional relationship with Command Team members and supporting agencies. They must comply with PII/OPSEC training requirements and if serving in an appointed volunteer capacity, their appointment must be in writing. The spouse has a non-competitive role with the FRO and supports the development of partnerships and maintaining accurate communication with other spouses/family members. Should the spouse of the CO/SgtMaj/SEA choose to participate on the Family Readiness Command Team and/or serve as an appointed volunteer, their strategic role is to:

a. Embody the Commander's intent.

b. Share best practices.

c. Advocate use of support systems.

d. Encourage sense of community.

e. Suggest and assist in the conduct of unit social events.

f. Provide support of the commanders vision of the UPFRP, facilitate professional relationships between Command Team members and supporting agencies, communication, partnership with the FRO, discouraging competition between the FRO and Family Readiness Command Team spouses and mentorship of younger spouses.

g. Social Rosters. Social rosters are used for the purpose of facilitating social events. The events are usually approved by the Commander, however participation is selective and not sponsored by the UPFRP. If the CO/SgtMaj/SEA spouse is

conducting a social event for select unit members/spouses, they may contact the unit member/spouse only if permission has been given and personal contact information was provided directly to the CO/SgtMaj/SEA spouse.

h. The Commander, or other designated command representative, shall work with local Staff Judge Advocate in determining the most appropriate way to gather personal information for the purposes of creating a social roster.

i. The CO/SgtMaj/SEA spouse serving in a volunteer (official or unofficial) capacity may not have access to Privacy Act protected information to use for their personal reasons. Official UPFRP contact rosters are maintained by the FRO and therefore are considered to be part of the UPFRP program. The unit command adjutant maintains the social roster however it may be maintained by a unit representative. The FRO shall not be responsible for obtaining information for or managing the unit's social roster as this may blur the distinction between social and official communication.

j. If the CO/SgtMaj/SEA spouse is conducting a social event for all unit members/spouses they may obtain access to social rosters through the appropriate chain of command.

k. The CO/SgtMaj/SEA Spouse is authorized access to social rosters, email distribution lists or other such information that may contain PII only if they are serving in an appointed volunteer capacity and are participating in UPFRP events.

3. Official UPFRP Rosters. Official rosters are used for the purpose of facilitating official command events/functions. Official UPFRP Rosters are maintained and updated by the FRO. The Privacy Act protected information (personal information) must be collected in support of the UPFRP and the event must be approved by the Commander and/or in support of the UPFRP. The rosters may not be used to generate any other listing to include, but not limited to: childcare rosters for non-Family Readiness purposes, business/customer roster solicitations (Pampered Chef, Avon, Amway, Tupperware, etc.), or potential volunteers for other organizations, no matter how worthy the organization may be (churches, Red Cross, Navy-Marine Corps Relief Society, etc.). Service members and their spouses will not have access to personnel rosters. Information requests from outside the Department of Defense (DoD) must be written, stating fully the need to know, and be processed through the chain of command to CMC (MFZ).

4. Volunteers. Volunteers are key to a successful UPFRP. Volunteers are individuals with a direct connection to a Marine serving in the unit. Volunteers may be spouses, parents, and/or extended family members and may opt to serve in an appointed or non appointed manner. Individuals desiring to volunteer within the unit may do so in either an appointed or non-appointed capacity.

a. Appointed Volunteers. Appointed volunteers are volunteers serving as the Command Team Advisor(s) or Family Readiness Assistant(s). Volunteers who serve as Command Team Advisors or Family Readiness Assistants are guided by standard position descriptions and are to provide necessary insight into military lifestyle challenges, knowledgeable navigation experience, communication and networking links to non-military members of the community, valuable advice and perspective on the well-being of families within the unit. They are entrusted to help with the responsibilities for the care and support of unit personnel and their families. As such, these billet-specific volunteers must be screened, interviewed, selected, trained/certified, complete a Volunteer Agreement form and appointed in writing by the Commander. Spouses and/or appointed volunteers are mandatory reporters. As such they are required to report alleged, actual or suspected sexual assault, spousal or child abuse to the Commander of the unit for which they volunteer, the local Provost Marshall and other appropriate civil authorities. Refer to reference (t) for additional information.

b. Command Team Advisor(s). The roles and responsibilities of the Command Team Advisor (the Advisor(s)), focus on support, advocacy and mentorship. As such, the Advisor(s) shall be an experienced spouse and/or designated parent/extended family member of an enlisted or officer member of the unit and should ideally be geographically proximate to the unit. The Commander shall appoint, in writing, at least one Advisor, although it may be beneficial to appoint an Advisor from the spouse population and an advisor from the designated parent/extended family population to ensure that all constituencies are provided a voice to the Commander. Appointments of Advisor(s) should be made based on a recommendation from the FRO after considering the applicant's qualifications and the unit's mission, size, geographical location, operational tempo and the unique needs of the command; however, the Commander has the final decision on Advisor(s) appointment. Advisor(s) must undergo the screening/interview, selection and appointment process by the

Commander. An advisor will optimally serve a minimum assignment of one year. At the conclusion of each year, if desired by both parties, the Commander may reappoint the Advisor. At the conclusion of the year or at any time the Advisor or Commander desires, the appointment may be terminated. An Advisor may serve as a Volunteer concurrently but not as a Family Readiness Assistant. Additional responsibilities are defined below:

(1) The Advisor(s) shall serve laterally with the Family Readiness Command Team to support the UPFRP and the Commander.

(2) The Advisor(s) shall attend all UPFRP meetings as directed by the Commander.

(3) The Advisor(s) shall participate in Family Readiness Command Team planning and assessment activities as determined by the Commander.

(4) The Advisor(s) shall attempt to attend family readiness-related functions such as pre, mid and post-deployment events, family days and other functions the Commander deems appropriate.

(5) The Advisor(s) shall exemplify the Commander's vision and intent.

(6) While providing services within the scope of their duties, the Advisor(s) is afforded the same tort liability protection as government employees under the Federal Tort Claims Act, reference (g).

(7) The Advisor(s) is authorized access to information that may contain PII only for the purposes of assisting the FRO in their duties. The Advisor(s) is not the official communicator to the Marines or family members, and it should not be a routine practice for the Advisor(s) to pass official, non-official or authorized information to Marines or family members in place of or on behalf of the Commander or FRO.

(8) The Advisor(s) is not authorized access to any classified or sensitive unit or personal information on any member of the unit or their family. Examples of information the Advisor(s) is not authorized access to includes: specific troop movement dates and locations, and/or; information about previous or pending legal action on a Marine or family member.

(9) When transferring between duty stations, previously trained Advisors who are selected to be Advisors at the new duty station shall attend, at a minimum, the resource portion of UPFRP training at their new duty station. Advisors shall also re-attend training every three years as policies and training information frequently change.

(10) The Advisor(s) shall include a signature block on all UPFRP related emails with at least the following information:

(a) Name.

(b) Position/title (e.g. 2/3 Family Readiness Advisor or 7th Marine Regiment Family Readiness Advisor).

(c) The Advisor(s) email and/or phone number for contact purposes or include the FRO's contact information.

(d) The Advisor(s) may not include a favorite quotation, inspirational saying or tagline in their signature block.

(e) Disclaimer: Information is distributed in this email as information of common interest for military members and their families/contacts. Use of this information does not advertise nor imply endorsement of any commercial activity or product by the Department of Defense, U.S. Marine Corps or this command.

(f) The "blind carbon copy" (BCC) option should be utilized when using email distribution lists. A distribution list shall not be used to announce non-UPFRP events or solicit non-UPFRP related materials or donations.

(11) Command Team Advisors are mandatory reporters for purposes of UPFRP.

c. Family Readiness Assistant(s). The Family Readiness Assistant(s), complements and supports the FRO, or Deputy FRO, in the execution of the Commander's vision and intent. Assistant(s) may be a spouse and/or designated parent/extended family member of a member of the unit and should ideally be geographically proximate to the unit. The number of Assistant(s) appointed in writing by the Commander should be made based on a recommendation from the FRO, the unit's mission, size, geographical location, operational tempo and the unique

needs of the command. Assistant(s) must undergo the application, screening/interview, selection and appointment process by the Commander. An Assistant will optimally serve a minimum assignment of one year. At the conclusion of each year, the Commander may reappoint the Assistant. At the conclusion of the year, or any time the Assistant or Commander desires, the appointment may be terminated and the Assistant may choose to serve as a Unit Volunteer. An Assistant may serve as an Assistant and unit Volunteer concurrently but not as a Command Team Advisor. Under the guidance and direction of the FRO, additional responsibilities may include the following:

(1) The Assistant(s) shall assist the FRO in welcoming unit families.

(2) The Assistant(s) shall provide feedback from unit families to the FRO.

(3) The Assistant(s) may assist with Information and Referral services.

(4) At the request of the FRO, the Assistant(s) shall attend family readiness-related functions such as pre-, mid- and post-deployment events, family days and other functions the Commander or FRO deem appropriate.

(5) When transferring between duty stations, previously trained Assistants who are selected to be Assistants at the new duty station shall attend, at a minimum, the resource portion of UPFRP training at their new duty station. Assistants shall also re-attend training every three years as policies and training information frequently change.

(6) The Assistant(s) shall include a signature block on all UPFRP related emails with at least the following information.

(a) Name.

(b) Position/title (e.g. 2/3 Family Readiness Assistant or 7th Marine Regiment Family Readiness Assistant).

(c) The Assistant(s) email and/or phone number for contact purposes or include the FRO's contact information.

(d) The Assistant(s) may not include a favorite quotation, inspirational saying or tagline in their signature block.

(e) Disclaimer: Information is distributed in this e-mail as information of common interest for military members and their families/contacts. Use of this information does not advertise nor imply endorsement of any commercial activity or product by the Department of Defense, U.S. Marine Corps or this command.

(f) Email distribution lists shall not be used to announce non-UPFRP events or solicit non-UPFRP related materials or donations.

(g) Family Readiness Assistants are mandatory reporters for purposes of UPFRP.

d. Non-Appointed Volunteers (Unit Volunteers). Non-appointed volunteers shall be designated by the FRO and as such indicate that their service is for the planning, coordination, and execution of a specific unit morale event. These events include, but are not limited to, holiday parties, unit family days, pre, mid and post-deployment events or family readiness-themed unit training events.

(1) The volunteer is under the guidance and supervision of the FRO or the Deputy FRO. Volunteers serving in a short-term, event-driven capacity are not appointed in writing and may serve simultaneously as a Family Readiness Assistant or Command Team Advisor. Volunteers not appointed in writing are not considered mandatory reporters under the provisions of this Order.

(2) Names of volunteers should not be maintained on rosters for the purpose of creating a pool of potential volunteers. Creating pools of potential volunteers increases the probability that the same volunteers will be asked to support the unit's events repeatedly, and thereby increases the burden and stress on volunteers. This diminishes one of the key reasons for creating UPFRP. This is an ideal venue for spouses or designated parents/extended family members to participate on a limited basis and to creatively involve those who are not geographically in close proximity to the unit.

5. Volunteer Hours. Volunteers desiring to track and monitor their volunteer hours should coordinate with the FRO to do so. Tracking hours is important for volunteer recognition,

submission to the Presidential Service Award and when transferring to another duty station.

6. Volunteer Reimbursement. While unit volunteer support is a critical component of unit events, there is no obligation to reimburse unit volunteers for expenditures associated with their ability to volunteer.

a. The unit Commander has full discretion to determine if a unit volunteer will be reimbursed for expenses. Should the unit volunteer travel in support of a unit event, expenses such as mileage, per diem, lodging and/or child care may be the responsibility of the unit volunteer. Any agreements regarding reimbursement should be discussed and put in writing prior to any travel. The unit volunteer is under the guidance and supervision of the FRO or the Deputy FRO.

b. The Commander is under no obligation to reimburse volunteers for mileage, parking, tolls, phone calls, per diem, lodging or child care should they travel to volunteer in support of a unit event. Further, the Commander is not authorized to reimburse any volunteers unless they have signed a Volunteer Agreement Form. Volunteers may assist the FRO or the Deputy FRO in the planning, coordination, and execution of unit training events, unit family readiness and morale support events. These events include, but are not limited to, holiday parties, unit family days, pre-, mid- and post-deployment events or family readiness-themed unit training events.

7. Command Relationships. The relationship of official volunteers to the Commander must be formally established and closely monitored to preclude these volunteers from being overburdened with responsibilities to support official and/or unofficial functions. Volunteers shall not be used to displace paid employees or in lieu of filling authorized paid personnel positions but volunteers may be used to assist and augment the regularly funded workforce. They serve to enhance existing personnel capabilities. Volunteers by their very nature and manner of compassionate giving will seek to serve the Family Readiness Command Team, the unit and local Marine community to the utmost capacity and beyond, if requested or allowed. At no point should a volunteer, either appointed and/or non-appointed, hold policy making positions, supervise paid employees or military personnel or perform inherently governmental functions.

8. Volunteer Management Activities. The FRO administratively and logistically supports the Commander in the mission and is

most directly responsible for the use of Volunteers in the UPFRP. Volunteers are not considered government employees except for purposes of compensation for their work-related injuries and claims relating to damaged property and losses to others (Workers Compensation and Tort Liabilities). Because volunteers are not considered government employees for purposes of the Privacy Act, per reference (g), they may not have access to personal information without the individual's consent. Components of the Commander's Volunteer Management Program should include processes for the following:

a. Recruiting and Application Process. Development of recruitment strategies for the Unit Volunteer(s), Command Team Advisor(s) and Family Readiness Assistant(s) is the responsibility of the Family Readiness Command Team. Care should be taken to recruit candidates of diverse cultural and ethnic backgrounds, of officer and enlisted communities, appropriate experience, and the ability to fulfill prescribed volunteer duties and qualifications as described in the Standardized Position Description, Appendices I and J, where applicable. While ensuring geographic proximity to the unit is important to fulfill a portion of the duties, every responsibility does not require geographic proximity. Plan ahead to ensure inclusion of designated parents/extended family members who may want to volunteer, but may only be available for specific duties due to their location. Newsletters and unit websites are excellent tools for announcing volunteer opportunities. Applications for the billet-specific volunteers shall be collected by the FRO. See Appendix C for Volunteer Application, NAVMC 11653.

b. Screening, Interviewing and Appointing

(1) Screening. Upon receipt of volunteer applications, the Commander shall initiate, through the FRO, screening activities to review applicant qualifications and determine potential suitability for volunteer billets. Applications for positions of trust must be closely scrutinized. Commanders shall closely scrutinize applicants who exhibit the following:

(a) Insufficient Time. If a volunteer applicant does not have time to attend training, it is unlikely that the applicant will have enough time to devote to volunteer duties without imposing restrictions on themselves or their families.

(b) A lack of appropriate experience and/or knowledge.

(c) An inability to perform the duties outlined in the Standardized Position Description.

(d) A lack of support for the objectives of the program or mission of the Marine Corps. The volunteer applicant should not make statements or exhibit behavior that suggests a desire to implement a personal agenda based on a good or bad experience. The volunteer applicant is there to further the Commander's agenda.

(e) A desire to advance their spouse's career.

(f) A craving for status or power.

(g) Denotes sound judgment. Prudent discretion is crucial to the success of the UPFRP. See chapter 3 of this Order or reference for more information on the Privacy Act.

(2) Interviewing. Candidates deemed qualified by the Commander will be interviewed. The Commander shall interview candidates in person asking similar questions of each candidate to ensure consistency and standardization. The Commander should use the interview as an opportunity to talk about the priorities of the UPFRP. The Commander may also solicit thoughts on the suitability of the volunteer applicant from other members of the Family Readiness Command Team.

(3) Appointing. The Advisor(s) and Assistant(s) will be appointed in writing by the current Commander. When there is a change of command, the new Commander shall reissue appointment letters after meeting with and approving of the Advisor(s) and Assistant(s). This is a qood opportunity to provide them the new vision and intent. If the Commander is not available for an extended period of time, and authorized "by direction" authority has been granted, the letter may be signed by direction by the Executive Officer or next senior officer in the command. The letter may not be signed "For" the Commander. The appointment letter shall outline the scope of the responsibilities, per reference (s) and the provisions of this Order, and shall set tenure of expected service with an ending date. Candidates not chosen shall be notified of non-selection. When a candidate is selected, the FRO will take the following steps:

(a) Send a signed appointment letter to the volunteer.

(b) Ensure required training is completed and certificate is on file.

(c) Begin the volunteer's personnel file to include:

1. Volunteer Application NAVMC 11653 Appendix K.

2. Copy of appointment letter.

3. Standardized Position Description signed and dated by volunteer, Appendix I or J, as applicable.

4. Volunteer Agreement, DD 2793, Appendix D, signed and dated by volunteer.

(d) Schedule an orientation with the FRO to discuss in detail the Commander's priorities and expectations about the UPFRP.

(e) Introduce the Advisor(s) and Assistant(s) to the unit Marines and families through the AOCT, newsletter distribution or family readiness function.

(4) Scheduling. Volunteer positions are not constrained by minimum or maximum service hour requirements. However, the FRO shall ensure proper prior planning and utilization of Volunteers and the scheduling of Assistant(s).

(5) Training. Training provides an explanation of the roles and responsibilities of the Family Readiness Command Team, each volunteer billet and the Marines and families. Command Team Advisor(s) are required to complete PII and OPSEC training, Family Readiness Command Team Advisor training and Family Readiness Assistant training within 45 days of appointment and L.I.N.K.S. training within 90 days of appointment. The Family Readiness Assistant(s) is required to complete PII and OPSEC training and Family Readiness Assistant training within 45 days of appointment and should complete L.I.N.K.S training as available. Refresher training is required every three years thereafter. Upon relocation, Advisor and Assistant volunteers are required to attend local resource training at each new duty station, if available. The FRO will contact the supporting MCFTB to coordinate or schedule face-to-face standardized training for members of the Family Readiness Command Team or volunteers. The FRO may also arrange for unit-specific training. Ideally, volunteers will not be participating in events prior to training.

(6) Supervision. Per reference (c), the Commander assumes responsibility for supervision of the Volunteer when they are to provide services in support of the UPFRP; likewise Volunteers may not hold policy making positions, supervise paid employees or military personnel, or perform inherently governmental functions such as determining entitlements to benefits, authorizing expenditures of government funds, or deciding rights and responsibilities of any party under government regulations.

(7) Communication. Each volunteer appointed as a Command Team Advisor or Family Readiness Assistant will be given an opportunity for an initial meeting with the FRO. The initial meeting will be an opportunity to ensure both parties understand the duties as outlined in the Standardized Position Description and the amount of time that may be required to fulfill these duties. Each duly-appointed volunteer will be given an opportunity for a meeting with the FRO at the midpoint of the tenure. This is an opportunity to discuss whether the volunteer is able to continue to meet the requirements of the duty to which they have been appointed. This is also an opportunity to discuss any life-changing events that may affect the volunteer's ability to meet the requirements of the Standardized Position Description. Finally, each volunteer will have an opportunity to meet with the FRO at the conclusion of tenure. At this time, the discussion should focus around continuation of service for the volunteer. If continuation of service is desired by the Commander, a new appointment letter will be signed with a new ending tenure date of one year. If the Commander does not desire continuation of service, then the Commander shall meet with the volunteer to discuss the reasons for the decision.

(8) Recognition. There is a standardized certificate, accessed through the Naval Forms System, which is to be used for the recognition of UPFRP volunteers. Although April is dedicated as the month to recognize military voluntary service, Commanders may choose to recognize their volunteers anytime throughout the year with appreciation events and approved Certificates of Appreciation per this Order. Recognition of UPFRP volunteers may also be combined with other Installation volunteer recognition events.

(9) FROs shall:

(a) Ensure all points of contact for posted opportunities and programs with their respective unit are kept updated.

(b) Approve or disapprove volunteer requests for unit volunteers.

(c) Ensure that the approval of dissemination meets all appropriate local policies and regulations concerning volunteer eligibility.

9. Privacy Act. Because of their relationship with the Marine Corps, Advisors and Assistants are subject to reference (b) and reference (g). The Privacy Act limits access to personal information in records and mandates certain safeguards for such information. Any written records relating to a Marine or a family member must comply with the Privacy Act. Routine information maintained in UPFRP files can be disclosed only to the Marine's Commander or their designated representative. Any designated representative must have completed PII training and have signed a Volunteer Service Agreement. Disclosure of information by a family readiness volunteer about a Marine or his family is prohibited to anyone who does not have an official need to know. Information about an individual, outside of routine use, cannot be disclosed without the individual's permission. When in doubt, refer inquiries and questions to the command for appropriate action.

Chapter 6

Funding

1. Purpose. The purpose of this chapter is to establish funding guidance for the UPFRP.

2. Background. The UPFRP is a CAT "A" Morale Welfare and Recreation (MWR) program. UPFRP Non-appropriated Funds (NAF), otherwise known as Unit and Family Readiness Funds (U&FRF), incorporates the former NAF unit picnic and party funds and are intended to support unit morale, welfare and recreation (MWR) needs including unit recreational, social and family readiness activities. MCCS has established a single nonappropriated fund (NAF) allocation of $25 per Marine per year for active units home-based at Marine Corps Installations. The installation MCCS will provide this support from locally generated NAF independently of and not contingent upon any appropriated (APF) funding. To preclude conflicts with APF policies, U&FRF will not be authorized APF support or Uniform Funding and Management (UFM) reimbursement. The FROs are the unit point of contact and will utilize U&FRF with the concurrence of the unit commander to support the unit MWR and Family Readiness needs. The Chief Financial Officer (CFO) (or equivalent) is the financial administrator and will ensure the proper allocation and accounting of U&FRF. A U&FRF administrator will be designated by the installation CFO and will be the primary point of contact for unit commanders to access their U&FRF. Accountability for the proper use of the U&FRF NAF will be monitored through routine Marine Corps Nonappropriated Fund Audit System (MCNAFAS) audits or external auditors. Regardless of the location of the unit, the commander shall apportion available U&FRF monies among the following three areas.

a. Educational. UPFRP training-related events, e.g., unit training workshops or classes offered through MCFTB or the installation COSC.

b. Recreational. Recreation and morale events, e.g., unit softball or golf tournaments.

c. Social. Social events, which equitably support the UPFRP population.

3. Commanders' Funding Responsibilities. All installation commanders, in support of the tenant operating force commands and permanent commands, have the responsibility and obligation to support family readiness programs.

a. Unit commanders have the authority to decide how to spend U&FRF for their unit's personal and family readiness needs, consistent with headquarters policy.

b. Unit commanders have the responsibility for budgeting and managing U&FRF while complying with basic internal control procedures required by headquarters policy.

c. Unit commanders must also ensure that sufficient documentation is provided to the installation MCCS Accounting Office (AO) so that reporting may be made to headquarters by expense purpose for each unit.

d. Execution of U&FRF will be regulated by appropriate guidance including reference (b), MARADMIN 166/11, Finance and Accounting Standardization Guide (FASG) 002/11 Unit and Family Readiness Funds and Debit Card Internal Control Procedures (as applicable).

e. Accountability for the proper use of U&FRF will be monitored through routine Marine Corps Nonappropriated Funds Audit Service (MCNAFAS) audits.

4. FROs Funding Responsibilities. FROs are the unit level point of contact and subject matter experts for U&FRF. FROs will utilize U&FRF with the concurrence of the unit commander to support the unit MWR and Family Readiness needs in accordance with all applicable references. FROs will:

a. Ensure that U&FRF are expended with prudence so as to benefit the greatest number of personnel and that all expenditures are properly authorized, planned and executed.

b. Process requests for volunteer reimbursements within 5 working days. The FRO will validate and forward the reimbursement request to the installation MCCS AO.

5. Commander's Access to U&FRF.

a. Unit commanders or their designee will work directly with local installation MCCS AO's to access their U&FRF.

b. The unit commander can implement internal policies or opt to implement the unit debit card program to facilitate access to their U&FRF.

c. If the unit commander opts to implement the unit debit card, the unit commander will retain and be responsible for the card and may delegate the use of debit card(s) to the FRO, other unit designee(s) or a deployed designee.

d. The unit commander has the fiduciary responsibility for U&FRF whether accessed by debit card or other processes and whether spent by the commander or by a designee.

e. U&FRF can be utilized via other locally developed methods agreed upon between the installation MCCS AO and the unit commander.

6. Allocation of U&FRF. The installation MCCS will allocate funds quarterly based on command reported onboard unit strength from the Marine Corps Total Force System (MCTFS), including Sailors or other service members assigned to the unit in support of the Marines. U&FRF will be provided for Individual Augmentees (IA) included in a command's strength report. U&FRF for permanent detachments is also provided by the local installation MCCS AO. Funds allocated to one unit may be transferred to another unit with mutual consent of the unit commanders.

a. Units and deployed units are to be supported by their parent installation. Unit commanders will determine the amount of U&FRF that the parent installation will provide forward. Unit commanders will coordinate deployed funds through the parent installation MCCS AO.

b. Detachments, other than permanent detachments, are to be supported by their parent installation. Unit commanders will determine the amount of U&FRF that the parent installation will provide forward. Unit commanders will coordinate deployed funds through the installation MCCS AO.

7. Funding Allocations. The UPFRP may be funded by the following allocations:

a. Non-appropriated Funds (NAF). While NAF are U.S. Government funds, they are monies that originate from revenue generating MCCS activities or assets received from sources other than monies appropriated by Congress. Funds are used for the collective benefit of the authorized patrons who generate them. It is due to this restriction that precludes one NAF Instrumentality (NAFI) that generates more revenue from transferring money to another NAFI that does not generate as much revenue even though one unit may be geographically separated and supported by two different NAFIs. Examples of this are the 1st Marine Division tenant units located aboard Twentynine Palms and the III Marine Expeditionary Force units that are spread across Iwakuni and Okinawa, Japan and Hawaii.

(1) NAF Fiscal Year. The accounting year prescribed for NAF U&FRF operates on a 4-5-4 accounting calendar and begins approximately 1 February and ends approximately 31 January, annually. NAF U&FRF are to be used in the year provided rather than accumulated from year to year. Unused NAF U&FRF will rollover each quarter until the end of the NAF fiscal year. At the end of the NAF fiscal year, excess funds will be withdrawn unless designated for a specific purpose.

(2) NAF Authorized Expenditures in support of UPFRP. It is intended that U&FRF be used to support unit MWR needs for recreational, social and family readiness activities including volunteer expenses. NAF U&FRF can be used for the following expenditures:

(a) Direct and overhead expenses associated with operating the UPFRP functions including expendable items; supplies, travel, communications and FRO business cards.

(b) Light refreshments for events such as: Unit, Personal and Family Readiness Program meetings; unit L.I.N.K.S. workshops; pre-, mid- and post-deployment events; and volunteer recognition events.

(c) Volunteer awards and recognition.

(d) Reimbursement of UPFRP function volunteers, Advisor or Assistants' expenses such as mileage, parking and

tolls, telephone toll calls, childcare expenses, preapproved miscellaneous expenses and ITO expenses.

(e) Minor equipment purchased with U&FRF is not subject to NAF property control regulations if the unit price is less than $2,500. The unit commander is responsible for developing proper internal control procedures to account for this equipment.

(f) MWR support of unit, recreational, social and family readiness activities.

(g) Unit parties and picnics.

(3) NAF Prohibited Expenditures in support of UPFRP. NAF may not be used for expenditures unrelated to MCCS MWR programs. The use of NAF is generally prohibited for the following:

(a) FRO pay and compensation.

(b) Conducting activities other than those of MWR activities.

(c) Donating to any relief, charitable or commercial organization, or to an individual.

(d) Supporting projects involving the improvement, rehabilitation or construction of religious facilities.

(e) Purchasing, printing or engraving of Christmas cards, or other personal greeting cards.

(f) Constructing, altering, renovating, or furnishing any facility not used primarily as a part of one of the MCCS MWR activities.

(g) Supporting private organizations (sky diving clubs, spouses clubs, Boy or Girl Scouts, etc.)

(h) Supporting functions held primarily to accomplish public affairs objectives.

(i) Purchasing incentive awards not related to operating MCCS MWR activities.

(j) Protocol or command representation events where official representation funds (ORF) are authorized, or commander's personal entertainment obligations and retirement receptions. MCCS NAF and ORF may not be used interchangeably.

(k) Social affairs in honor of a particular individual or for the purchase of anything for a specific individual. This includes purchasing memento-type items for guests of the command, including entertainers, civilian dignitaries, and military personnel, both foreign and U.S.

(l) Leasing grounds, facilities or re-locatable buildings, unless prior approval is granted by the Marine and Family Programs Division, Family Readiness Branch, HQMC.

(m) Purchasing food, supplies or equipment for APF dining facilities, except for holidays and special occasions when all members of the command may purchase food and supplies for consumption.

(n) Grants or loans to other NAFIs except as specifically authorized by HQMC.

(o) Purchase of capital equipment or fixed assets with a cost of $2,500 or more and a useful life of more than 2 years.

(p) Purchase of command award/memento coins.

(q) Services or articles related to MWR activities obtainable through expenditures of APF unless such articles or services are not obtainable in sufficient quantity or quality to meet the needs of the unit.

(r) Paying meal charges for government personnel on APF per diem or enlisted members in APF dining facilities.

(s) Purchasing military proficiency prizes and awards for individuals for performance of regularly assigned duties.

b. Fundraising. Individual Marine units on DoD installations may hold fundraising events to augment their own unit funds subject to local regulations and compliance with requirements of reference (b). Units may not conduct raffles as

fundraising activities. All money raised should be turned into and controlled by the installation MCCS AO for the benefit of the unit. The installation MCCS CFO will establish the appropriate method for holding these funds, to allow the intended unit to benefit. Funds that are raised through an authorized fundraising event do not expire at the end of the fiscal year but are subject to the same authorizations and restrictions as U&FRF.

c. Unsolicited Donations. Unsolicited donations are authorized as a funding source regardless of the location of the unit per the guidelines established in this Order. UPFRP personnel do not have gift acceptance authority and shall not accept unsolicited donations/gifts. In the case of submitted donations/gifts, the MCCS director should be contacted and compliance with reference (b) must be ensured.

d. Commercial Sponsorship. Commercial sponsorship is the act of providing assistance, funding, goods, equipment (including fixed assets), or services to MCCS MWR program(s)/event(s) by an individual , agency, association, company or corporation or other entity (sponsor) for a specific (limited) period of time in return for public recognition or advertising promotions. Commercial sponsorship revenues and goods are considered to be NAF. Sponsorship shall not be solicited or accepted outside of MCCS MWR activities. All commercial sponsorship solicitations must be done via the MCCS Commercial Sponsorship Coordination in coordination with reference (b).

e. Authorized Vendors. Procurement of goods and services may be made from installation activities or the private sector. Since the source of the NAF U&FRF is from MCCS patrons, FROs are encouraged to procure goods and services from installation activities when possible. In accordance with reference (b), any goods and services procured from MCCS direct operations using U&FRF will receive a 10% discount from the activity coded to the activities cost center.

f. Contracting. The FRO has no MCCS contracting authority. Normal MCCS NAF procurement policies must be followed when purchasing direct and overheard expense items that could result in contracting for ongoing service agreements. The unit must work through the NAF contracting process to procure items from

non-governmental entities for services such as clowns, face painting, etc.

8. Funding Methods for UPFRP. There are four funding methods to access U&FRF

a. Debit Cards

(1) U&FRF may be accessed via debit cards (active USMC unit onboard USMC installations only) provided by a local MCCS bank account.

(2) The unit commander has fiduciary responsibility for U&FRF and will retain and be responsible for all U&FRF debit cards. The unit commander may delegate the use of the debit card to a FRO, other unit designee, or a deployed designee. The unit commander or designee will track spending to ensure quarterly spending is less than or equal to available quarterly balance.

(3) The unit commander will maintain responsibility for reconciliation of the U&FRF at end of each quarter. The unit commander will ensure proper documentation of U&FRF transactions is retained in unit files for audits.

(4) Additional guidance on the use of debit cards can be found in FASG 002/11.

b. Advance and Reconciliation. The standard procedure for most U&FRF expenditures is as follows:

(1) The FRO or other designee by the commander may request advance monies from the current fiscal year's funds from the installation MCCS U&FRF administrator using Expenditure Request/Reimbursement for Unit and Family Readiness Funds, NAVMC 11652, Appendix L.

(2) The installation MCCS U&FRF administrator shall process a disbursement as requested. Disbursements may be made by electronic funds transfer (EFT), check, or petty cash.

(3) The FRO will then make expenditures from funds advanced.

(4) The FRO shall reconcile expenditures with the Unit, Personal and Family Readiness Funds Administrator in the MCCS NAF Finance office with receipts to document the expenditure and return any unused funds. Reconciliation must be made within 5 working days of the expenditure.

c. Reimbursement for NAF. As an alternative, the FRO may present receipts and a completed copy of Expenditure Request/Reimbursement for Unit and Family Readiness Funds, NAVMC 11652, Appendix L, to be reimbursed after the fact. Requests for reimbursements should be submitted within 10 working days of expenditure. The commander must acknowledge approval through signature or email, etc., for reimbursement requests totaling more than $500.

d. Internal Transfer for NAF. The FRO may negotiate a party contract with an MCCS activity on the installation and request MCCS to cover the expense with an internal fund transfer. The FRO shall forward the completed contract to MCCS NAF Finance along with a completed NAVMC 11652, Expenditure Request/Reimbursement for Unit and Family Readiness Funds, Appendix L with the request for transfer via e-mail.

9. Family Readiness Volunteer Reimbursements for NAF. Family Readiness volunteer reimbursements for child care, mileage, phone charges, tolls and parking will be authorized for volunteers who have been preapproved by the FRO.

(a) All volunteers for NAF activities must sign block 10 of DD Form 2793, "Volunteer Agreement for Appropriated Activities or Non-appropriated Fund Instrumentalities (NAFI)" provided herein as Appendix D. The acceptance of volunteer services will be acknowledged on this document before an individual is allowed to provide volunteer services or receive any reimbursement support. A copy of the signed volunteer agreement should be given to the volunteer prior to commencing volunteer services. With a duly executed volunteer agreement, UPFRP volunteers are authorized reimbursement for the following expenses, as funds are available:

(1) Mileage, at the prevailing government rate for authorized use of a privately owned conveyance.

(2) Parking and tolls, when supported by proper receipts.

(3) Telephone toll calls not otherwise covered, e.g., by command telephone credit cards, upon presentation of the bill.

(4) Basic administrative expenses, to include, but not limited to, paper, copying expenses, postage, pens, post-it notes, official mail postage, binders, etc. Pre-approval of expenditures may be required dependent on the policy of the approving authority. These expenditures should be limited as it is the duty of the FRO to provide these types of supplies, when necessary.

(5) Child care expenses (not to exceed the installation's hourly care rate or nearest child care facility if a military installation is not within 50 miles) incurred as a result of performing volunteer duties.

(6) Expenses incurred while on invitational travel orders (ITOs) as prescribed by the Joint Federal Travel Regulations.

(b) Procedures for Volunteer Reimbursement

(1) The UPFRP volunteers will complete the Expenditure Request/Reimbursement for Unit, Personal and Family Readiness Funds, Appendix L, and the Direct Deposit Sign up Form, SF-1199A (EG), Appendix K, if applicable.

(2) The UPFRP volunteers will deliver the completed claim in addition to any applicable receipts to the FRO for processing. Once approved, the FRO will provide the volunteer with an initialed and dated file copy/photo copy of the claim.

(3) The FRO will prepare Appendix L including obtaining authorization for the reimbursement from the commander or designee.

(4) The FRO will submit the request to the installation MCCS AO within 5 working days of receipt.

(5) The installation MCCS AO will execute payment disbursement within 5 working days to reimburse the volunteer.

(c) Volunteer reimbursements may also be provided from command APF (O&M funds), in accordance with applicable APF regulations.

10. No-Cost Child Care for UPFRP and MCFTB events, trainings and workshops. It is critical to the mission of the UPFRP that no-cost child care services be provided during unit-specific training to ensure the target audience attends. Volunteer attendees at UPFRP-required trainings, such as Command Team Training and all attendees at unit L.I.N.K.S. workshops, unit pre-, mid- and post-deployment briefs and Unit LifeSkills Workshops are authorized no-cost childcare. The local or assigned MCFTB will reimburse or provide for no-cost child care expenses incurred by attendees and volunteers who participate in UPFRP-related training as identified in this Order and unit sponsored trainings where the local or assigned MCFTB is a facilitator.

(a) Reimbursements may be made to the participant directly or by acquiring child care services under a contract. Arranging for child care services in advance under a contract is the preferred method and ensures the most efficient use of resources. This does not allow for volunteers to be provided a check to cover childcare expenses prior to an event. Examples of such childcare services are services provided to a group of children at the local Child Development Center or when childcare is provided in a unit setting.

(b) When childcare expenses are incurred while participating in UPFRP-related activities not facilitated by the local or assigned MCFTB, i.e., unit family day, those are considered to be personal expenses but may be borne by the command if funds are available. Per the above guidance, child care reimbursements are authorized; however, they are not a guaranteed entitlement. Funding regulations are the prevailing authority and reimbursements are limited to the availability of on-site funding. As with all government expenditures, if the funding is not available, then child care reimbursement is not feasible.

11. Government Printing and Government Supply System. Utilization of the government printing and supply systems are authorized for official Marine Corps programs.

12. Funding Allocation by Location. The type and amount of U&FRF available may be different depending on whether or not the Marine Corps unit is located on a Marine Corps Installation, a Sister Service Installation or off a DoD Installation.

a. Marine Corps Installations Fund Availability.

(1) MCCS established a single NAF allocation of $25 per service member per year, for units home-based at Marine Corps installations. The installation MCCS will provide this support from locally generated NAF, and is independent of and not contingent upon any funding budgeted to MCCS from CMC (MR).

(2) Fundraising is authorized as a funding source for units stationed aboard DoD Installations within the guidelines established in this Order.

(3) Unsolicited donations are authorized as a funding source regardless of the location of the unit per the guidelines established in this Order.

b. Independent Duty Non-Marine Corps Installations are called Independent Duty. Independent duty is defined as active duty Marines who are permanently assigned to units detached from command elements, are not tenant activities located aboard military installations, or other DoD owned property, and are not supported by separate DoD regulation or inter-service agreement. They include Inspector and Instructor staffs, Marine Corps Recruiting Command sites, Marine Corps Embassy Security Group units, and other commands determined as remotely located from USMC or DoD installations and defined as independent duty by the MCCS Board of Directors. Funds available to these units are as follows.

(1) An allocation of $40 or $130/service member/year (this includes the former $10 of family readiness funds) is provided to Independent Duty units based on the distance the unit is from a DoD installation. Active duty Marines who are permanently detached from a military installation but located within 30-minutes or 30-miles of a DoD installation shall garner $40/year for their command's UPFRP. Active duty Marines who are not within 30-minutes or 30-miles of a DoD installation (31-minutes or 31-miles) shall garner $130 per year for their command's UPFRP.

(2) Fundraising is not authorized off DoD installations.

(3) Unsolicited donations are not authorized for receipt per guidelines established in this Order.

c. Funds available to Joint Commands. Joint commands are those Marine Corps units residing on Sister Service Installations. Distribution of these funds are provided by the host service and based on DoDI 1015.10. Funds available to these units are as follows:

(1) APF. Units categorized as Joint Commands shall be provided $10/service member/year in APF from HQMC (MR) via appropriate USMC chain of command. These funds will be identified in the unit's APF budget.

(2) NAF. Per reference (t), NAF shall be provided by the host service or Executive Agent in accordance with host service unit fund policies. Host services are directed to provide equitable funds or services to all units.

(3) Fundraising is not authorized off DoD installations.

(4) Unsolicited donations are authorized for receipt per the guidelines established in this Order.

d. Funds available to Reserves. Funds allocated to these units must be used to support Marines and families attached to these units. The reserve commander and/or his designated representative must approve the execution of these funds. Funds available to these units are as follows:

(1) APF. The only APF authorized for use in support of the UPFRP is APF funds identified in the unit's APF budget.

(2) NAF. Reserve units shall be provided $17.50/service member/year by HQMC (MR) and is to be used only in support of UPFRP.

(3) Fundraising is not authorized off DoD installations.

(4) Unsolicited donations are authorized for receipt per guidelines established in this Order.

e. Funds available for Yellow Ribbon Reintegration Program. Reserve units are authorized APF funding in support of YRRP events. Chapter 7 of this Order provides detailed guidance on the YRRP.

13. Purchasing and Contracting

a. Since NAF revenue supports Marines and their families, FROs are encouraged to purchase goods and services from MCCS activities and exchanges located aboard Marine Corps installations (or MWR and Exchange activities aboard other DoD installations) and will receive a 10% discount. FROs are authorized to sign patron service agreements with MCCS, MWR, and Exchange activities (including catering agreements) within the below stated dollar limits.

b. FROs are authorized to purchase goods and services from private sector suppliers. The FROs shall rotate purchases among available suppliers for same or similar items. FROs shall not sign contracts or agreements with private sector suppliers on behalf of the unit or Government. If a contract or agreement is required, the FRO shall prepare and submit a purchase request to the local or assigned APF or MCCS procurement office. When purchasing goods use as a "prize, give away, door prize, etc, the recipient of the prize must sign for the prize indicating the type and date of event, prize won, recipients name and command name.

c. The FRO is authorized to use the methods of funding identified in this Order for purchases up to the amounts designated in subparagraphs (1) and (2) below. The FRO may be authorized to use the Government Purchase Card (APF) or MCCS NAF Purchase Card (NAF) within delegated limits. For requirements exceeding the below stated limits, the FRO shall prepare and submit a purchase request to the local or assigned APF or MCCS procurement office based on the type of funds being used. Requirements shall not be split to avoid this dollar limit. Procurements are subject to the governing APF or MCCS procurement policy. FROs are cautioned against communications with vendors for goods or services that may be implied to create an agreement for such goods or services.

(1) For APF funds, the FRO is authorized to purchase up to the micro-purchase threshold designated. (The current micro-

purchase threshold is $3,000 for equipment and supplies, $2,500 for services, and $2,000 for construction.)

(2) For NAF funds, the FRO is authorized to purchase up to the competition threshold designated. The current competition threshold is $5,000 for equipment and supplies, $2,500 for services, and $2,000 for construction.

14. Solicitation. During any official UPFRP function, solicitations by individual units (including donation requests) and commercial advertisements/displays are prohibited. UPFRP personnel, including volunteers, are prohibited from endorsing or giving the appearance of an endorsement of non-federal entity or commercial products and/or services. Examples include, but are not limited to, make-up, kitchen utensils, jewelry, candles, vitamin supplements or home-based businesses (scrap - booking, catering, etc). This does not preclude the FRO from requesting commercial sponsorship through the MCCS commercial sponsorship representative as described in reference (b).

Chapter 7

Marine Forces Reserve

1. Purpose. This chapter provides detailed information on the Reserve component structure of the UPFRP and Yellow Ribbon Reintegration Program (YRRP).

2. Reserve Component. In addition to tasks outlined in Chapter 2 paragraph 2.a of this Order, the Reserve Component Commanding General/Commanding Officer is tasked with the following in order to address the nuances inherent in the Reserve component. Figure 7-1 outlines the Reserve Component Family Readiness Command Team.

Reserve Component Family Readiness Command Team

~Note the inclusion of the Inspector and Instructor (I-I), the I-I Spouse and the Peacetime/Wartime Support Team (P/WST)

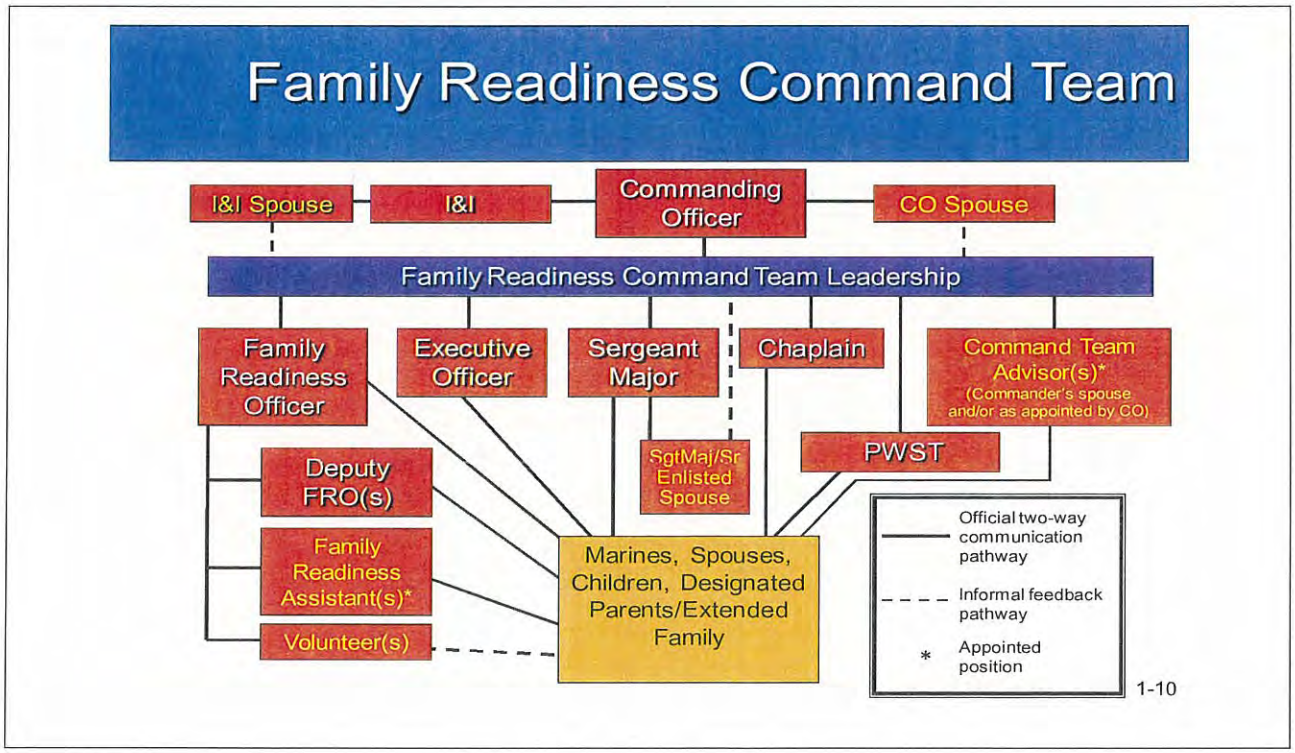

Figure 7-1

a. Reserve Commanding General/Commanding Officer

(1) Reserve Commanders shall appoint collateral duty Deputy FROs in the rank of E6 or higher for geographically separated units or detachments.

(2) Reserve Commanders shall include Inspector and Instructor (I-I), I-I Spouse and Peacetime/Wartime Support Team (P/WST) Officers in Charge (OIC) in the establishment and maintenance of the UPFRP.

(3) Reserve Commanders should refer to reference (x) for additional information on the roles and responsibilities of the P/WST staff.

(4) Reserve Commanders shall ensure Command Team Training is conducted by Marine Corps Family Team Building (MCFTB) Marine Forces Reserve (MARFORRES) within 120 days of assuming command. In remote locations, the FRO should coordinate with MCFTB to conduct all required trainings. A certificate of training will be issued by the assigned MCFTB to all members of the Command Team who satisfactorily complete training. A training matrix listing all required/recommended training of the Family Readiness Command Team is illustrated in Figure 7-2.

(5) Reserve Commanders shall ensure compliance with the Yellow Ribbon Reintegration Program (YRRP) established by reference (d) and outlined in section 3 of this chapter.

(6) Reserve Commanders shall submit requests through the operational chain of command to the Joint Family Resource Center (JFRC) for Joint Family Support Assistance Program (JFSAP) support at least 30 days prior to the YRRP event. Requests should be submitted via http://jfsap.mhf.dod.mil.

Training Matrix for Reserve Component

	Family Readiness Command Team Training	Family Readiness Officer Training	Command Team Advisor Training	Family Readiness Assistant Training	L.I.N.K.S. Training	LifeSkills Training (incl. PREP, CREDO)	PII	OPSEC
CO, XO, SGTMAJ, Chaplain	WITHIN 120 DAYS							
Family Readiness Officer	WITHIN 120 DAYS	WITHIN 120 DAYS	WITHIN 120 DAYS	WITHIN 120 DAYS	ALL SESSIONS ASAP	Within 120 DAYS	WITHIN 45 DAYS	WITHIN 45 DAYS
Deputy Family Readiness Officer	WITHIN 120 DAYS	WITHIN 120 DAYS	Within 120 DAYS	Within 120 DAYS	ALL SESSIONS ASAP		WITHIN 45 DAYS	WITHIN 45 DAYS
CO/Senior Enlisted Spouses	WITHIN 120 DAYS				WITHIN L.I.N.K.S. SPOUSES 120 DAYS		WITHIN 45 DAYS	WITHIN 45 DAYS
Command Team Advisor	WITHIN 120 DAYS		WITHIN 120 DAYS	WITHIN 120 DAYS	WITHIN 120 DAYS		WITHIN 45 DAYS	WITHIN 45 DAYS
Family Readiness Assistant				WITHIN 120 DAYS	As Applicable		WITHIN 45 DAYS	WITHIN 45 DAYS

REQUIRED Recommended

Figure 7-2

b. Family Readiness Command Team Members. The Reserve Component Family Readiness Command Team mirrors that of its Active Component counterparts as indicated in Figure 2-1 and shall include I&I staff, PWST and I&I spouse. Marine Forces Reserve does not have a Single Marine Program, therefore a Single Marine Program representative is not included on the Command Team matrix.

c. Family Readiness Command Team Training. Family Readiness Command Team members must complete the required trainings as indicated in the training matrix (Figure 7-2).

d. Roles and Responsibilities. The following Reserve Component Staff and Marines are tasked with following the same roles and responsibilities identified for their active duty counterpart throughout this Order.

(1) Chief of Staff/Executive Officer (XO).

(2) SgtMaj/SEA.

(3) FRO.

(4) Chaplain.

(5) Commander and SgtMaj/SEA Spouse.

(6) Command Team Advisor.

(7) Family Readiness Assistant.

(8) Volunteer.

e. Transitioning Marines

(1) Reserve Commanders are encouraged to pay close attention to Marines nearing the end of their active or drilling obligation. Ensure that the reserve members and their spouses and designated parents/extended family members receive adequate information and access to resources prior to their transition to either the Individual Ready Reserve IRR or discharge.

(2) MARFORRES shall assume responsibility and serve as the main point of contact for resources for all members of the IRR.

f. Individual Marines

(1) Marines activated from the IRR or as Individual Augments (IAs) must be afforded equal access to programs and resources as identified by YRRP initiatives. Due to the unique challenges posed by geographical dispersion of individuals lacking traditional Marine Corps unit affiliation, MARFORRES will coordinate events utilizing the Joint Family Support Assistance Program for the intended services.

(2) MARFORRES is the lead agency for coordinating IRR Marine access to the YRRP; however, Marine Corps components are directed to provide equal access to services to the individual Marines and their spouses and designated parents/family members.

3. Yellow Ribbon Reintegration Program

a. Background. The YRRP provides joint service deployment and reintegration support for National Guard and Reserve units and Individual Augments (IA) within the Reserve community, to include: all Sister Service reserve components, Selected Marine Corps Reservists (SMCR), Individual Mobilization Augmentees (IMA) and Individual Ready Reserve (IRR) and their spouses and designated parents/extended family members. The YRRP will be implemented from the pre-deployment phase through the reconstitution phase of a reserve unit or IA, ensuring services are made available to all members of the Marine's family to include designated parents/extended family members. Additionally, the program is designed to provide like-services and information to members of the National Guard or Sister reserve units when they or their family members are geographically separated from the parent command. Reference (x) authorizes personnel to receive reintegration training within the 60-day/6-month training limitation that applies to standard drills and annual training requirements.

b. Tasks

(1) MARFORRES shall execute the program within all Major Subordinate Commands (MSC) of the reserve forces.

(2) MARFORRES shall ensure access to programs for all IRR members.

(3) Employing Force Commands (EFC) shall inform reserve members and their spouse and designated parents/extended family members of command activities and timelines.

(4) The YRRP will include proactive two-way communication with reserve members and their families, I&R, Volunteer Management, and Readiness and Deployment Support, which will include event coordination.

(5) The only YRRP events that will be closed to Sister Service reserve members and their spouse and designated parents/extended family members are events that are considered classified, where a unit received significant casualties or other criteria that might require it to be closed to other attendees.

c. Requirements. The following is a list of timeline-sensitive requirements tasked to each reserve command applicable to a deploying unit as well as an IA.

(1) Pre-Deployment. Accomplish the following not later than 30 days prior to departure from home.

(a) Conduct a Warrior Preparation Brief delivered to all reserve members and their spouses and designated parents/extended family members.

(b) Ensure a pre-deployment health assessment is completed by all deploying reserve members.

(c) Conduct pre-deployment briefs for all deploying units/members and their spouses and designated parents/extended family members to ensure they are aware of the entitlements, personal finance and benefits and family support systems.

(2) Mid-Deployment. No later than 30 days following a Marine's deployment, coordinate with MCFTB to conduct a Return/Reunion brief.

(3) Reconstitution. Accomplish the following no later than 30 days prior to return:

(a) Conduct a pre-return stress brief for leaders in theater.

(b) Conduct a Warrior Transition Brief for reserve units/members in theater coinciding with the in-theater operational pause.

(c) Coordinate Return and Reunion briefs for spouses and designated parents/extended family members to ensure they are aware of potential challenges that may be encountered following the return of their Marine.

(4) Post-Deployment

(a) Ensure all Marines complete a Post-Deployment Health Assessment (PDHA) within 5 days of return.

(b) Conduct reintegration briefs for reserve units/members and spouses and designated parents/extended family members 30 days from re-deployment

(c) Conduct a post-deployment stress brief for leaders at least 60 days after return.

(d) Conduct the following at least 90 days after return:

1. Conduct a Warrior Transition II brief (must be completed prior to the Pre-Deployment Health Reassessment (PDHRA) for Marines).

2. Conduct additional post-deployment briefs for all returning units/members and their families to ensure they are aware of resources available to them during the reintegration process between 90 and 180 days after return.

d. Education and Support. The UPFRP shall meet the requirements determined by reference (d) to provide standardized education and support to reserve units/members and their families from the pre-deployment phase to the post-deployment phase. Standardized education and support, as outlined in reference (d), shall be delivered at the unit level for all SMCR Marines, at the OP Sponsor level for IMA Marines and at the command level and through the various support networks within MARFORRES for IRRs. Education and support that fulfill the requirements of reference (d) shall be initiated through official communication from the Commander.

e. Information and Referral. Information and Referral support shall be provided to reserve units/members and their spouses and designated parents/extended family members regarding location, installation, and community resources.

(1) Provide all deploying reserve members and their spouses and designated parents/extended family members, a deployment guide that covers all phases of deployment and will also provide additional resource information.

(2) For reserve members and their spouses and designated parents/extended family members located less than 30 miles or 30 minutes from a USMC installation or location, the first level of education and support shall be USMC resources. If unable to

access USMC resources, reserve members and spouses and designated parents/family members may access the nearest Joint Family Support Assistance Program (JFSAP) or Family Service Center.

4. Joint Family Support Assistance Program (JFSAP). The following is provided for informational purposes to ensure active and reserve Commanders, FROs, Marines and their spouses and designated parents/extended family members have situational awareness on the duties of the JFSAP as a resource.

a. Reserve Commanders shall coordinate all readiness and deployment support requirements and planned programming with MCFTB MARFORRES. JFSAP may be used for YRRP required deployment events to ensure the maximum use of local resources.

b. Units sponsoring YRRP events will ensure that all reserve members and spouse and designated parents/extended family members are welcomed and receive the same quality support regardless of military service or unit affiliation.

(1) The Deputy Under Secretary of Defense for Military Community and Family Policy (DUSD(MC&FP)) coordinates with state government officials to provide quality of life support within each state through the JFSAP.

(2) The JFSAP is available to unit Commanders as a repository quality of life resource to reserve units/members and their spouses and designated parents/extended family members.

(3) JFSAP provides Military Family Life Consultants and Child and Youth Behavioral Military Life Consultants to augment state and local resources.

(4) JFSAP provides mobile training teams to be available in demand for pre-deployment briefings and 30-day reintegration programs.

5. Joint Family Resource Center (JFRC). The DUSD (MC&FP) provides for a JFRC to support MARFORRES, MARFORRES staff and MARFORRES group Commanders.

6. MARFORRES Reporting Requirements

a. Quarterly reports shall be submitted not later than the 15th day of January, April, July and October. Reports shall be compiled from data collected through unit points of contact, submitted to CMC (MFZ). Report Control Symbol DD-1754-04 (External RCS DD-RA(Q) 2223) is assigned to this reporting requirement.

b. Quarterly reports shall be in two parts and consist of the following information:

(1) Forecast Planned Events. Events, activities, programs, dates, times, locations, partners, anticipated number of participants (service member/spouse/designated parents/extended family members), and un-resourced requirements planned for the next quarter.

(2) Completed Events. Events, activities, programs, dates, times, locations, partners, actual number of participants (service member/spouse/designated parents/extended family members), and un-resourced requirements conducted the previous quarter. This report shall also include lessons learned, best practices, media reports, participant satisfaction, evaluations and comments.

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Unit, Personal and Family Readiness Program Authorization

This Authorization is solely for use by the Unit, Personal and Family Readiness Program (UPFRP) and is not to be confused with the Record of Emergency Data (RED). While information provided may be the same for both the UPFRP Authorization and the RED, the RED is the official record and will be referred to for all official communication outside the parameters of the UPFRP, e.g. casualty notification.

PRIVACY ACT STATEMENT

AUTHORITY: 10 USC 5013; EO 9397; 10 USC 5041

PRINCIPAL PURPOSE(S): To obtain required information for Marines, spouses and designated contacts for the identified Unit, Personal and Family Readiness Program to enable the unit Commander and designated staff members and authorized volunteers to communicate in an accurate, rapid, and efficient manner with Marine, spouse and Designated Contacts on matters relating to their Unit, Personal and Family Readiness Program. Access to personally identifiable information contained on data sheets will be on an official "need to know" basis and granted only to authorized persons with current certificates showing completion of requisite Personally Identifiable Information Training.

ROUTINE USES(S): None.

DISCLOSURE: Participation is mandatory for Marines. Marines must provide a primary and secondary contact path. It is also mandatory for married Marines to provide a primary contact path for spouse or a signed Opt-out Form should the spouse choose not to participate. For military personnel, generally MCO 1754.9A, Chapter 4, paragraph 2(c) and (d) and Chapter 3(d) are lawful orders and are punitive in nature. Violations may result in disciplinary action under Article 92 of Uniform Code of Military Justice, and/ or other adverse administrative action. Single Marines should provide contact information for at least one designated contact. All designated contacts must be over the age of 18 with the exception of a Marine. The current Unique ID, "Last Name, Last Four" is required as it is essential to identify the sponsor and his/her designated contacts.

Marine Name : _____

Unit : _____

Family Readiness Officer : _____

Instructions :

I hereby authorize the unit commander and designated members of the unit's Family Readiness Command Team, to include but not limited to, the unit Family Readiness Officer (FRO) and designated UPFRP Volunteers to communicate with my spouse*, and individuals I have listed below, hereinafter referred to as "Designated Contacts" on matters pertaining to the UPFRP. Designated Contacts must be 18 years of age or older, with the exception of a spouse.

*Designated Contact #1 : _____

*It is mandatory for spouses to be listed as Designated Contact #1 for married sponsors or submit a signed Opt-Out Form.

Designated Contact #2: _____

Designated Contact #3: _____

Designated Contact #4: _____

Communication will be in compliance with Marine Corps Order 1754.9A, Unit, Personal and Family Readiness Program, and deemed by the unit commander to be relevant, appropriate and in accordance with his vision and intent for his UPFRP.

The UPFRP will use tools within the Organizational Communication System to effect clear and direct communication on matters pertaining to personal and family readiness (readiness and deployment support, information and referral and official command communications) between the Marine, spouse* and Designated Contacts. (DoN Systems of Record Notice M01754-5)

Marine Signature : _____

Marine Name : _____

Rank : _____

Marine Initial _____

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Unit, Personal and Family Readiness Program Authorization

Marine Name : _____

Unit : _____

Family Readiness Officer : _____

Instructions :

All Marines: All Marines are required to provide LAST NAME, FIRST NAME, LAST 4 OF SSN, BIRTHDATE, ONE PRIMARY CONTACT PATH AND ONE SECONDARY CONTACT PATH to enable reliable and timely delivery of communication from the command. The Marine may choose from any of the available delivery paths listed below.
Designated Contacts must be 18 years of age or older, unless a spouse.
Ensure information is complete.

Single Marines : Single Marines - at least one designated contact must be noted.

Married Marines : Spouse* shall be entered as Designated Contact #1. One primary contact path and one secondary contact path to enable reliable and timely delivery of communication from the command to the spouse is required unless/until a signed Opt-Out Form is on file with the unit.

(*Spouse has the right to Opt-Out; however, information for the spouse is required until an Opt-Out Form with signatures is submitted to the unit at which time the information for the spouse will be deleted. Opting out is not a recommended course of action due to the benefits of receiving official communication, information and referral services from the UPFRP. Should the Spouse Opt-Out, all family readiness communication from the command including deployment-related communications, will be the responsibility of the sponsor.)

Language Codes : A Code other than E (English) will alert the FRO that the Designated Contact is not fluent or may have difficulty understanding communications in English. There is no guarantee that translation will be available should another language code be provided.

E=English S=Spanish (Europe or Latin America) J=Japanese F=French I=Italian P=Portuguese

Contact Codes: For all Designated Contacts, enter the appropriate contact code.

* Designated Contacts must be 18 years of age or older with the exception of a spouse.

S=Spouse *C=Child P=Parent *F=Family member or other contact

Marine Information (Mandatory) **For military personnel, Chapter 1, para. 4.a(1)(a) and (b); Chapter 2, para. 2.k of MCO 1754.9 are lawful orders and punitive in nature. Violations may result in disciplinary action under Article 92 of the Uniform Code of Military Justice and/or other adverse administrative action. REQUIRED: LAST NAME, FIRST NAME, SSN (LAST 4), DATE OF BIRTH, PRIMARY/SECONDARY PATHS OF CONTACT**

UIC	Last Name	First Name	MI	SSN (last 4)
M				

Address	Apt No.	Date of Birth (MM/DD/YYYY)

City	State	Zip	Country

Work E-Mail Address	Home E-Mail Address	Alternate E-Mail Address

Work Cell Phone	Personal Cell Phone	Work Phone	Ext.	Home Phone

Language	

Marine Initial _____

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Unit, Personal and Family Readiness Program Authorization

Marine Name : _____

Unit : _____

Family Readiness Officer : _____

Designated Contact #1

It is mandatory for married Marines to provide required information for their spouse as Designated Contact #1 unless/until an Opt-Out Form with signatures is submitted to the unit at which time the information for the spouse will be deleted. REQUIRED: LAST NAME, FIRST NAME, PRIMARY/SECONDARY PATH OF CONTACT, Single Marines must designate at least one contact.

Last Name	First Name	MI	Contact Code

Address	Apt No.

City	State	Zip	Country

Work E-Mail Address	Home E-Mail Address	Alternate E-Mail Address

Work Cell Phone	Personal Cell Phone	Work Phone	Ext.	Home Phone

Language	

Designated Contact #2 - OPTIONAL FOR ALL MARINES/PERSON LISTED MUST BE 18 YEARS OF AGE OR OLDER

Last Name	First Name	MI	Contact Code

Address	Apt No.

City	State	Zip	Country

Work E-Mail Address	Home E-Mail Address	Alternate E-Mail Address

Work Cell Phone	Personal Cell Phone	Work Phone	Ext.	Home Phone

Language	

Marine Initial _____

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Unit, Personal and Family Readiness Program Authorization

Marine Name : _____

Unit : _____

Family Readiness Officer : _____

Designated Contact #3 - OPTIONAL FOR ALL MARINES/ PERSON LISTED MUST BE 18 YEARS OF AGE OR OLDER

Last Name	First Name	MI	Contact Code

Address	Apt No.

City	State	Zip	Country

Work E-Mail Address	Home E-Mail Address	Alternate E-Mail Address

Work Cell Phone	Personal Cell Phone	Work Phone	Ext.	Home Phone

Language	

Designated Contact #4 - OPTIONAL FOR ALL MARINES/ PERSON LISTED MUST BE 18 YEARS OF AGE OR OLDER

Last Name	First Name	MI	Contact Code

Address	Apt No.

City	State	Zip	Country

Work E-Mail Address	Home E-Mail Address	Alternate E-Mail Address

Work Cell Phone	Personal Cell Phone	Work Phone	Ext.	Home Phone

Language	

Marine Initial _____

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APPENDIX B

Print Form

NAVMC 11657 (Rev. 12-11) (EF)
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Unit, Personal and Family Readiness Program Opt-Out Form

PRIVACY ACT STATEMENT

AUTHORITY: 10 USC 5013; EO 9397; 10 USC 5041 PRINCIPAL PURPOSE(S):
To obtain signatures to verify that Marine and spouse have exercised their option to choose not to have the spouse receive official communication from the unit commander via mechanisms within the Unit, Personal and Family Readiness Program.
ROUTINE USES(S): None.
DISCLOSURE: Per MCO 1754.9A, it is mandatory for the Marine to provide requested information or a completed Opt-Out Form (NAVMC 11657) on behalf of the spouse if the spouse does not wish to be contacted by an authorized representative and the Unit, Personal and Family Readiness Program. For military personnel, generally MCO 1754.9A, Chapter 4, paragraph 2(c) and (d) and paragraph 5(d)are lawful orders and is punitive in nature. Violations may result in disciplinary action under Article 92 of reference (ii), and/or other adverse administrative action.

Spouse Acknowledgment

I do not wish to benefit from the official communication sent from my Marine's unit commander to unit families as part of the Unit, Personal and Family Readiness Program. I understand the importance of these communications and the consequences of not receiving them. I have fully discussed this decision with my Marine. By signing this Opt-Out Form, I have chosen not to be contacted by the Family Readiness Officer who would normally provide official communication regarding information on readiness and deployment, referral services and volunteer opportunities. I also understand that it is now my responsibility to contact the Family Readiness Officer or my Marine for information relevant to official communication on readiness and deployment, referral services and volunteer opportunities. I further understand that this Form may be cancelled by me or my Marine at any time. If I wish to benefit from the services provided by the Unit, Personal and Family Readiness Program, either I or my Marine may contact the Family Readiness Officer and provide required information. This Opt-Out Form will be cancelled effective the date I or my Marine provide a completed Unit, Personal and Readiness Authorization Form to the unit Family Readiness Officer. I have been given an Information Sheet with instructions on how to contact my Marine's Family Readiness Officer.

_____ Signature of Spouse _____ Date

_____ Name of Spouse

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Unit, Personal and Family Readiness Program Opt-Out Form

Marine Acknowledgment

By signing below, I acknowledge that I understand my spouse will not be contacted by the unit Family Readiness Officer who is the liaison between the commander and my family and who would normally contact participating unit spouses with official communication, readiness and deployment support, referral services, and volunteer opportunities. I have been fully briefed on the benefits of the Unit, Personal and Family Readiness Program and have arrived at this decision after fully discussing these benefits with my spouse. I also understand that it will be my responsibility to support my spouse with official communication, information about readiness and deployment, referral services and volunteer opportunities even if I am TAD or deployed.

Signature of Marine _____ Date _____

Name of Marine _____

Unit _____

Commander Acknowledgment

I have counseled the above-named Marine and provided him/her the opportunity to ask any questions and receive any additional information about the Unit, Personal and Family Readiness Program and communication processes. This command will, therefore, not include said spouse in the periodic dissemination of official unit information via the Family Readiness Officer on matters related to official communication on readiness and deployment support, referral services, or volunteer opportunities unless contacted by said spouse or Marine, even if the unit deploys.

Signature _____ Date _____

Printed name & Title of Signing Authority _____

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Volunteer Application for USMC Family Readiness Volunteers

PRIVACY ACT STATEMENT

AUTHORITY: Section 1588 of Title 10, U S Code, and E.O 9397.

PRINCIPAL PURPOSE(S): To enable eligible individuals to submit their application to provide volunteer service and support to applicable Unit, Personal and Family Readiness Program.

ROUTINE USES: This information will be used to assess eligibility, qualifications and overall suitability.

DISCLOSURE: Voluntary. However, failure to provide all requested information will eliminate candidate from consideration for a volunteer position with the applicable USMC family readiness entity.

Position Applying For :

☐ Command Team Advisor ☐ Family Readiness Assistant

Unit Applying For : _____

Personal Information :

Last Name : _____ First Name : _____

Home Telephone : _____

Cell Telephone _____

E-Mail Address : _____

Mailing Address

Marine's Name _____

Marine's Section / Compay _____

Check One :

☐ Spouse ☐ Parent ☐ Child (over 18) ☐ Extended Family

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Volunteer Application for USMC Family Readiness Volunteers

Unit, Personal and Family Readiness training: List training received and attach copies of certificates

Work/other volunteer experience :
(Include organization, duties and length of service. Attach additional sheets or resume, if necessary and/or applicable)

Volunteer awards received :
(Include unit and date, if applicable; attach additional sheets, if necessary)

Expectations/Goals as part of the Unit, Personal and Family Readiness Program.

Volunteer Application for USMC Family Readiness Volunteers

General Information :

Are you available to attend monthly meetings? ☐ Yes ☐ No

Are you available during office hours? ☐ Yes ☐ No

If yes, how many hours are you available: ____ hours per week

Are you registered with any other service to document volunteer hours?

Additional information or comments you would like to include with this volunteer application (attach certificates if training is listed)

Administrative Information (To be completed by command representative)

Date application received : _____

Application screened by : _____

Date interview scheduled with commander : _____

Interview conducted by : _____

Selected for :

☐ Command Team Advisor ☐ Family Readiness Assistant

Appointed in writing via letter dated : _____

DD Form 2793 dated and filed : _____

Command representative completing Administration Information :

_____ _____
Title Name

_____ _____
Signature Date

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VOLUNTEER AGREEMENT FOR

[X] **APPROPRIATED FUND ACTIVITIES** [ ] **NONAPPROPRIATED FUND INSTRUMENTALITIES**

PART I - GENERAL INFORMATION

1. TYPED NAME OF VOLUNTEER *(Last, First, Middle Initial)*		2. YEAR OF BIRTH
3. INSTALLATION	4. ORGANIZATION/UNIT WHERE SERVICE OCCURS	
5. PROGRAM WHERE SERVICE OCCURS	6. ANTICIPATED DAYS OF WEEK	7. ANTICIPATED HOURS
8. DESCRIPTION OF VOLUNTEER SERVICES		

PART II - VOLUNTEER IN APPROPRIATED FUND ACTIVITIES

9. CERTIFICATION

I expressly agree that my services are being provided as a volunteer and that I will not be an employee of the United States Government or any instrumentality thereof, except for certain purposes relating to compensation for injuries occurring during the performance of approved volunteer services, tort claims, the Privacy Act, criminal conflicts of interest, and defense of certain suits arising out of legal malpractice. I expressly agree that I am neither entitled to nor expect any present or future salary, wages, or other benefits for these voluntary services. I agree to be bound by the laws and regulations applicable to voluntary service providers and agree to participate in any training required by the installation or unit in order for me to perform the voluntary services that I am offering. I agree to follow all rules and procedures of the installation or unit that apply to the voluntary services I will be providing.

a. SIGNATURE OF VOLUNTEER		b. DATE SIGNED *(YYYYMMDD)*
10.a. TYPED NAME OF ACCEPTING OFFICIAL *(Last, First, Middle Initial)*	b. SIGNATURE	c. DATE SIGNED *(YYYYMMDD)*

PART III - VOLUNTEER IN NONAPPROPRIATED FUND INSTRUMENTALITIES

11. CERTIFICATION

I expressly agree that my services are being provided as a volunteer and that I will not be an employee of the United States Government or any instrumentality thereof, except for certain purposes relating to compensation for injuries occurring during the performance of approved volunteer services and liability for tort claims as specified in 10 U.S.C. Section 1588(d)(2). I expressly agree that I am neither entitled to nor expect any present or future salary, wages, or other benefits for these voluntary services. I agree to be bound by the laws and regulations applicable to voluntary service providers, and agree to participate in any training required by the installation or unit in order for me to perform the voluntary services that I am offering I agree to follow all rules and procedures of the installation or unit that apply to the voluntary services that I am offering.

a. SIGNATURE OF VOLUNTEER		b. DATE SIGNED *(YYYYMMDD)*
12.a. TYPED NAME OF ACCEPTING OFFICIAL *(Last, First, Middle Initial)*	b. SIGNATURE	c. DATE SIGNED *(YYYYMMDD)*

PART IV - TO BE COMPLETED AT END OF VOLUNTEER'S SERVICE BY VOLUNTEER SUPERVISOR

13. AMOUNT OF VOLUNTEER TIME DONATED				14. SIGNATURE	15. TERMINATION DATE *(YYYYMMDD)*
a. YEARS *(2,087 hours= 1 year)*	b. WEEKS	c. DAYS	d. HOURS		
16.a. TYPED NAME OF SUPERVISOR *(Last, First, Middle Initial)*				b. SIGNATURE	c. DATE SIGNED *(YYYYMMDD)*

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APPENDIX E

NONAPPROPRIATED FUND POSITION DESCRIPTION

JOB TITLE: Family Readiness Officer (FRO) (Lieutenant Colonel command level)

SERIES: 0301 PAY LEVEL: NF-04 EXEMPT UNDER FLSA

SUMMARY OF DUTIES: Reports to the unit commander at the Lt Col level.

Serves as a Unit Commander's Staff Officer at the LtCol level Command. Serves as the Commander's representative to provide Command Family Readiness outreach, support and assistance to the Command's military personnel and their families. Exercises sound judgment and initiative in carrying out responsibilities. Works with latitude to ensure overall program effectiveness and effective use of resources. Maintains personal contacts and collaborates with key personnel within the unit.

Represents the unit commander at internal and external meetings and forums. Facilitates and coordinates resources that will assist with family readiness issues and functions. Provides assistance to the Command's military personnel and their families through referral. Serves as member of the Commander's Family Readiness Command Team, which guides the Command's efforts in assisting Marines in attaining personal and family readiness. The Commander establishes the priorities and direction of the Unit, Personal and Family Readiness Program (UPFRP) and the FRO is the special staff officer responsible for carrying out the Commander's vision and intent. Support to families shall encompass single Marines, married Marines, spouses, children and designated parents/extended family members of Marines. Conducts proactive outreach and multi-faceted communication efforts to facilitate meaningful two-way communication between the Command and its Marines and families.

Ensures the Command conforms to applicable guidance and regulations in the execution of the UPFRP and remains ready to successfully undergo the scrutiny of higher-level command FRO inspections and assessments as well as HQMC and other agencies as assigned from higher authorities.

Supervises Family Readiness program volunteers to include: executing the Commander's intent, assigning and distributing work, providing guidance to get work started, setting work pace, demonstrating work methods, ensuring worksite materials and tools are available to complete work. Coordinate and supervises volunteers. Assist the Commander with volunteer appointments and/or removal. Coordinates appropriate volunteer recognition. Attends volunteer appreciation events related to unit Marines and family members.

Prepare and distributes official information via the authorized organizational communication tool(s), UPFRP Newsletter, official Command website, Command toll-free recorded message, and other media as directed by the Commander. Monitors and analyzes usage patterns for improved communication methods.

Distributes marketing materials developed and provided by HQMC and/or MCCS. Develops and implements UPFRP communication plan. Delivers briefs and presentations as directed by the Commander. Provides Marines and designated family members with official command communication and Information and Referral (I&R) services for emerging challenges.

In providing I&R Services, establishes and maintains contact with other organizations, including but not limited to, MCCS and other on-base resources. Actively encourages and refers family members use of available resources and programs.

Plans, coordinates and executes administrative and logistical requirements, in partnership with MCCS and other applicable entities for UPFRP events such as Family Days, pre-deployment, during and post-deployment events and others as required.

Coordinates and attends Family Readiness Command Team meetings. Identifies training needs for the Marines and family members and schedules training with the appropriate installation Marine Corps Family Team Building program for all Family Readiness courses. Maintains Family Readiness training documentation and reviews education needs of unit Marines and families, and coordinates support to meet those needs.

Coordinates welcome events for new families to the Command, thereby establishing a relationship and provides information regarding the many resources available.

Monitors and maintains appropriated and non-appropriated fund allocations. Develops long and short range cost estimates for program funding requirements. Monitors overall Family Readiness budget execution. May act as the approving official for reimbursement of volunteer expenses.

Ensures Personally Identifiable Information (PII), Operations Security (OPSEC), and Privacy Act compliance. Ethics training is required. Adheres to principles and concepts of the EEO Program. Must comply will all Base safety regulations.

Performs other related duties as assigned.

MINIMUM QUALIFICATIONS: Bachelor's degree from an accredited college or university is preferred, and two years related military family life experience, demonstrating a high degree of interpersonal communication and the skill set to adapt and respond to diverse situations unique to the military lifestyle.
Demonstrated skill to: serve as a representative to provide command Family Readiness outreach, support and assistance to the Command's military personnel and their families, exercise sound judgment and initiative in carrying out responsibilities. Ability to resolve situations as they arise, work with wide latitude for independent action to ensure overall program effectiveness, soundness of recommendations and effective use of resources.

Skills to assign tasks to volunteers and supervise them in the accomplishment of those tasks. Skills to maintain personal contacts and collaborate within the Command. Must possess a basic level of knowledge of Marine Corps philosophies, policies, military lifestyle and organizational structure with a clear understanding of the role of the Unit Family Readiness Program. . Must have the ability to use Microsoft Office software, suites, and web based applications, and creating, maintaining, and manipulating databases.

Must possess and demonstrate sound communication skills (oral and written), presentation skills, interpersonal skills, and social poise. Must possess coalition building skills and sufficient experience to exercise discretion to refer families when appropriate. Must be detail-oriented, organized and adaptable. A positive attitude is essential.

Ability to establish realistic long and short term goals and objectives, set achievable deadlines and react quickly to changing priorities, Must possess strong customer services skills and be able to tactfully communicate with all levels of the Military and civilian community. Must have the ability to work independently.

Must be able to accommodate a flexible work schedule to include weekend and night time hours. Must be able to travel as directed by the Commander.

Must be able to obtain and retain a Secret clearance as required.

I UNDERSTAND THE NATURE AND SCOPE OF THE ABOVE DUTIES

_____ _____

Employee Signature Date Signed

NONAPPROPRIATED FUND POSITION DESCRIPTION

JOB TITLE: Family Readiness Officer (FRO) (Colonel command level)

SERIES: 0301 PAY LEVEL: NF-04 EXEMPT UNDER FLSA

SUMMARY OF DUTIES: Reports to the unit commander at the Colonel level.

Serves as a Special Staff Officer for the Commander at the Colonel level. Is the representative to provide Command Family Readiness outreach, support and assistance to the Command's military personnel and their families at the Colonel Command level. Exercises sound judgment and initiative in carrying out responsibilities. Works with latitude for independent action to ensure overall program effectiveness and effective use of resources as designated by the Commander. Maintains personal contacts and collaborates with key personnel within the Command. Works in close association with FROs from higher and subordinate commands.
Represents the Commander at internal and external meetings and forums to address and resolve family readiness issues and functions. Facilitates outreach, support and assistance to the Command's military personnel and their families and assists Marines in their responsibility to attain and maintain personal family readiness. Serves as part of the Commander's Family Readiness Command Team. The Commander establishes the priorities and direction of the Unit, Personal and Family Readiness Program (UPFRP) and the FRA is the special staff officer responsible for carrying out the Commander's vision and intent. Support to families shall encompass single Marines, married Marines, spouses, children and designated parents/extended family members of Marines. Conducts proactive outreach, rapport development and multi-faceted communication efforts to facilitate meaningful two-way communication between the Command, its Marines and families.

Ensures the Command conforms to applicable guidance and regulations in the execution of the UPFRP and remains ready to successfully undergo the scrutiny of higher-level command FRO inspections and assessments as well as HQMC and other agencies as assigned from higher authorities. Remains ready to successfully assist and fill the gap when subordinate units may require additional assistance (Family Readiness turnover, surges, etc). Supervises Family Readiness program volunteers to include: executing the Commander's intent, assigning and distributing work, providing guidance to get work started, setting work pace, demonstrating work methods, ensuring worksite materials and tools are available to complete work. Recommends and completes volunteer appointment and removal actions to the Commander.

Prepares and distributes official information via the authorized organizational communication tool(s), UPFRP Newsletter, official Command website, Command toll-free recorded message, and other media as directed by the Commander. Monitors and analyzes usage patterns for communication methods, to include Marine Online Readiness Roadmaps.

Distributes marketing materials developed and provided by HQMC and/or MCCS. Develops and implements UPFRP communication plan of action and milestones, to include awareness marketing. Delivers briefs and presentations as needed to all levels of personnel and family member. Provides Marines and designated family members with official command communication and Information and Referral (I&R) services for emerging challenges.

In providing I&R Services, establishes and maintains contact with other organizations, including but not limited to, MCCS, and other on-base resources. Communicates purpose and extent of family support programs to Marines and extended family members. Actively encourages and refers family members to available resources and programs. Plans, coordinates and executes administrative and logistical requirements, in partnership with MCCS and other applicable entities for UPFRP events such as Family Days, pre-deployment, during and post-deployment events and others as required.

Coordinates and attends Family Readiness Command Team meetings. Attends trainings/sessions and volunteer appreciation events related to the Commands Marines and Family members. Maintains Family Readiness training documentation and reviews education needs of Command Marines and families, and coordinates MCCS support to meet those needs.

Welcomes new families to the Command, establishing a relationship and providing information regarding the many resources available. Supports activities that build unit cohesion and a sense of community among the Command families.

Establishes and maintains liaison with, and serves as a mentor to subordinate unit Family Readiness staff. May be tasked to conduct periodic assessments of subordinate units' UPFRP and provides appropriate recommendations for improvements.

Monitors and maintains appropriated and non-appropriated Family Readiness fund allocations flow based on movement of Marines within assigned units. Develops long and short range cost estimates for program funding requirements. Monitors overall budget execution. Acts as the approving official for reimbursement of volunteer expenses.

Ensures Personally Identifiable Information (PII), Operations Security (OPSEC), and Privacy Act compliance. Ethics training is required. Must adhere to all Base safety regulations. Adheres to principles and concepts of the EEO Program.

Performs other duties as assigned.

QUALIFICATIONS

Bachelor's degree from an accredited college or university is preferred, or four years related experience in a military family life environment, demonstrating a high degree of interpersonal communication and analytical skills to adapt and respond to diverse situations unique to the military lifestyle. Must have one year of supervisor experience.

Demonstrated skill to: serve as a representative to provide command Family Readiness outreach, support and assistance to a unit's military personnel and their families at the Colonel Command level, exercise discretion and initiative in carrying out responsibilities, work with latitude for independent action to ensure overall program effectiveness and effective use of resources.

Skill to maintain personal contacts and collaborate with key personnel within the Command, and representatives of comparable private sector organizations to coordinate work efforts and promote integration of the Marine Corps family readiness outreach program.

Knowledge of philosophies, policies and procedures governing the UPFRP. Knowledge of military lifestyle and Marine Corps organizational structure with a clear understanding of the role of a Special Staff Officer. Must have the ability to use Microsoft Office software, suites, and web based applications, and creating, maintaining, and manipulating databases.

Must possess and demonstrate excellent communication skills (oral and written), presentation skills, interpersonal skills, and social poise. Must be able to perform the duties of a Trainer. Must possess coalition building skills and sufficient experience to exercise discretion to refer families when appropriate. Must be detail-oriented, organized and adaptable. A positive attitude is essential.
Ability to establish realistic long and short term goals and objectives, set achievable deadlines and react quickly to changing priorities, Must possess strong customer services skills and be able to tactfully communicate with all levels of the Military and civilian community. Must have the ability to work independently, draw conclusions and devise solutions to problem areas.

Must be able to accommodate a flexible work schedule to include weekends and night time hours. Must be able to travel as directed by the Commander.

Must be able to obtain and maintain a Security clearance as required.

This is a white collar position where occasional lifting up to 20 lbs may be required.

I UNDERSTAND THE NATURE AND SCOPE OF THE ABOVE DUTIES

Employee Signature _____ Date Signed _____

APPENDIX G

NONAPPROPRIATED FUND POSITION DESCRIPTION

JOB TITLE: **Family Readiness Officer (FRO)** **(General Officer command level)**

SERIES: **0301** **PAY LEVEL:** **NF-04** **EXEMPT UNDER FLSA**

SUMMARY OF DUTIES: Reports to the unit commander at the General Officer Level.

Serves as a Special Staff Officer for a General Level Commander. Provides command Family Readiness outreach, support and assistance to the military personnel and their families at the General Officer command level. Exercises sound judgment and initiative in carrying out established responsibilities. Works independently with guidance on goals and objectives, to ensure program effectiveness and effective use of resources.

Maintains personal contacts and collaborates with key personnel in the Marine Corps, principal assistants to the Commander, and representatives of comparable private sector organizations to coordinate work efforts for the Marine Corps Family Readiness Outreach program.

Represents the Marine Corps at internal and external meetings or forums to address family readiness issues and functions. Serves as part of the Commander's Family Readiness Command Team, which guides the efforts in assisting Marines in attaining personal and family readiness. The FRO is the special Staff Officer that executes the Commander's vision and intent of their Unit, Personal and Family Readiness Program (UPFRP).

Ensures the Command conforms to applicable guidance and regulations in the execution of the UPFRP and remains ready to successfully undergo the scrutiny of inspections and assessment from HQMC and other agencies as assigned from higher authorities.

Functions as the liaison for communication between the Commander and HQMC to subordinate unit Family Readiness staff. Ensures the subordinate Commands compliance to applicable guidance and regulations in the execution of the UPFRP and remains ready to successfully fill the gap with subordinate Commands when necessary (Family Readiness turnover, surge requirements, etc.) Prepares and distributes official information via the authorized organizational Communication Tool(s), UPFRP Newsletter, official Command website, Command toll free recorded message, and other media as directed by the Commander. Monitors and analyzes usage patterns for different communication methods, when required.

Partners with the Public Affairs Office as appropriate. Distributes marketing materials developed and provided by HQMC and/or MCCS. Develops and implements UPFRP communication plan of action and milestones, to include awareness marketing.

Drafts, analyzes, and interprets policy to include Marine Corps rules and regulations. Performs inspections of subordinate Command UPFRP using the Automated Inspection Reporting System and takes appropriate action via subordinate Commanders to cure any deficiency findings. Delivers briefs and presentations as needed (from General Officer to family member level.

Provides official command communication and Information and Referral (I&R) services for emerging challenges in coordination with other major Command level FROs, to determine appropriate distribution to subordinate Commands.

In providing I&R services, establishes and maintains contact with other organizations, including but not limited to, MCCS, and other on-base and off-base resources.

Coordinates and attends Family Readiness Command Team meetings and MSC level FRO meetings. Attend the Family Readiness Committee (FRC) meetings as directed. Attend training and volunteer appreciation events related to Command Marines and family members.

Establishes and maintains liaison with, and serves as a mentor to, subordinate unit Family Readiness staff.

Ensure Personally Identifiable Information (PII), Operations Security (OPSEC), and Privacy Act compliance. Ethics training is required.

Supervises Family Readiness program volunteers to include: executing the Commander's intent, assigning and distributing work, providing guidance to get work started, setting work pace, demonstrating work methods, ensuring worksite materials and tools are available to complete work. Coordinate and supervises volunteers. Assist the Commander with volunteer appointments and/or

removal. Coordinates appropriate volunteer recognition. Attends volunteer appreciation events related to unit Marines and Family members

Must adhere to all Base Safety Regulations.

Adheres to principles and concepts of the EEO program.

Performs other related duties as assigned.

MINIMUM QUALIFICATIONS: Bachelor's degree from an accredited college or university is preferred, or two years experience as a Family Readiness Officer, or four years related experience in a senior military leadership role. Must demonstrate a high degree of interpersonal communication and analytical skills to adapt and respond to diverse situations unique to the military lifestyles. Must have one year of supervisory experience.

Must possess a high level of Marine Corps knowledge to include mission, structure, military protocol, staff officer roles/ functions, philosophies, policies and procedures governing the UPFRP. Must have the ability to use Microsoft Office software, suites, and web based applications, and creating, maintaining, and manipulating databases.

Skill to represent the Marine Corps at internal and external meetings or forums to address family readiness issues and functions.
Must possess and demonstrate outstanding communication skills (oral and written), presentation skills, interpersonal skills, and social poise. Must be able to perform the duties of a Trainer.

Must possess coalition building skills and sufficient experience to exercise discretion to refer families when appropriate. Must be detail-oriented, organized and adaptable. A positive attitude is essential.

Ability to establish realistic long and short term goals and objectives, set achievable deadlines and react quickly to changing priorities. Must possess strong customer service skills and be able to tactfully communicate with all levels of the military and civilian community. Must have ability to work independently. Must have ability to gather, assemble and analyze complex organizational information, draw conclusions and devise solutions to problem areas.

Must be able to accommodate a flexible work schedule to include weekend and night time hours. Must be able to travel in order to support the UPFRP as directed by the Commander.

Ability to obtain and maintain a Secret Clearance may be required.

This is a white-collar position where occasional lifting up to 20 lbs may be required.

Employee Signature _____ Date Signed _____

APPENDIX H

UNIT COMMANDER FAMILY READINESS OFFICER (FRO) STAFFING CHECKLIST

To submit a request for a civilian Family Readiness Officer, complete all of the information requested on the checklist and send to Ms. Christine Horton at hortonc@usmc-mccs.org or fax to (703) 432-0436. Your request will be forwarded to MFZ for briefing to Director, MR.

Official name of requesting unit UIC: **(as listed in MCTFS)**

UIC:

POC:

Duty station/location of requesting unit:

Unit Higher Headquarters (HHQ):

Endorsement provided by HHQ: ☐ **Yes** ☐ **No**

(If "Yes", attach endorsement)

Select appropriate level of command:
☐ **General Officer**
☐ **Colonel**
☐ **Lieutenant Colonel**

Indicate preferred hire date (Day/Month/Year):

Date of next change of command:

Justification: Per the references, this Order provides policy and guidance for the standardized implementation of the UPFRP to ensure each unit, regardless of deployment status or operational tempo, maintains optimum unit and personal effectiveness, thereby enhancing operational readiness.

Type of Unit:
Deploying
Non-deploying

Is unit "on installation": ☐ Yes ☐ No

# of military dependents

Component: ☐ Active ☐ Reserve

Access to resources (i.e. MCCs, Behavioral Health, Healthy Families, wtc)

Type of hire:
☐ Permanent
☐ Not to exceed two (2) years
☐ Not to exceed one (1) year

Does the position require a clearance? (indicate level/type):

Please write a brief description of unit deployment history or describe need for a Family Readiness Officer:

APPENDIX I

VOLUNTEER POSITION DESCRIPTION

VOLUNTEER TITLE: Command Team Advisor (volunteer)

SUMMARY OF DUTIES: Reports to the Commanding Officer.

Each unit is required to have at minimum, one Command Team Advisor. The Command Team Advisor(s) must be an experienced spouse and/or designated parent/extended family member of an enlisted or officer member of the unit and should ideally be geographically proximate to the unit. Use of both spouse and parent/extended family member Advisors would help assure a commander that all constituencies are provided a "voice", providing meaningful feedback to the Family Readiness Command Team. Spouses provide direct experience with the military lifestyle and successfully navigating the maze of resources, dealing with separations, moving from base to base, etc. Parents/extended family members represent a largely untapped resource. Many of them have time to devote to the program, and all of them have also dealt with separations and deployments and have assisted their Marine in navigating the resources necessary to cope with mission, life and career events. With the expanded definition of family, this constituency must be provided sufficient opportunity to participate, voice their concerns, and provide the Unit Family Readiness Program the opportunity to benefit from their experiences. The role of the Command Team Advisor(s) is to:

- Serve laterally with the Family Readiness Command Team leadership to support the Unit Family Readiness Program.
- Act in concert laterally with the Family Readiness Officer, Executive Officer, Sergeant Major, Chaplain, and other Family Readiness Advisor(s) in support of the commander.
- Serve as an additional feedback mechanism from the families to the Command Team and attend all Unit Family Readiness Program meetings.
- Contribute content to family readiness communications and assist in development of unit communication strategies.
- Provide family insight to the Family Readiness Command Team regarding the overall Unit Family Readiness Program and family well-being.
- Participate in Family Readiness Command Team planning and assessment activities as determined by the commander.
- Make every attempt to attend family readiness-related functions such as Pre-Deployment Briefs, family days, and Return and Reunion Briefs.
- Embody the unit commander's family readiness goals and possess a desire to support Marines and their families in order to increase family readiness and improve quality of life within the unit.

The Command Team Advisor must complete Advisor/Assistant training and be certified in both PII and OPSEC within 45 days of appointment. The Command Team Advisor must attend a L.I.N.K.S. session. A large part of promoting family readiness is encouraging the education that prepares Marines and families. The Command Team Advisor must be a strong supporter for all of the MCFTB functions and MCCS programs. L.I.N.K.S. training is not a prerequisite for appointment but L.I.N.K.S. training must be attended no more than 90 days after appointment.

Official Command communication will be distributed by the FRO through multiple organizational communication methods, including the Mass Communication Tool. The FRO is also responsible for the oversight of Command Team Advisors and Morale Support Volunteers. The FRO will oversee the planning, coordination, and execution of morale support events with the assistance of the Morale Support Volunteers.

MINIMUM QUALIFICATIONS: The Command Team Advisor shall be an experienced spouse or designated parents/extended family members of a member of the unit and should ideally be geographically proximate to the unit. The Command Team Advisor shall possess knowledge of family readiness programs, unit structure, and unit procedures. The Command Team Advisor shall demonstrate communication skills; have experience in meeting the challenges of the military lifestyle; and have a working knowledge of the current resources available to military families. The Command Team Advisor shall be interviewed and selected by the unit commander and FRO, appointed in writing by the unit commander, and trained within 30 days of appointment.

APPENDIX J

VOLUNTEER POSITION DESCRIPTION

VOLUNTEER TITLE: **Family Readiness Assistant (volunteer)**

SUMMARY OF DUTIES: Reports to the Family Readiness Officer (FRO)

Family Readiness Assistants are to assist the FRO in the execution of the Unit Family Readiness Program. The Family Readiness Assistant shall embody the unit commander's family readiness goals and possess a desire to work with Marines and their families in order to increase family readiness and improve quality of life within the unit.

Under the guidance of the FRO, Family Readiness Assistants support the family readiness mission by:

- Welcoming unit families (following command contact).
- Providing feedback from unit families.
- Assisting with information and referral services.
- Assisting the FRO with family readiness communications, as needed. Will keep the FRO apprised of issues or contacts made with unit families.
- Initiating individual contact with families as necessary and directed by the FRO.
- Publicizing morale support events.
- Assisting the FRO in evaluating and assessing communication quality and overall effectiveness.
- Conducting unit outreach as determined appropriate by the commander or the FRO.

In support of the Unit Personal and Family Readiness Program, and to promote visibility/accessibility among unit members and families, Family Readiness Assistants should make every attempt to attend all family readiness related functions.

The Family Readiness Assistant shall complete Family Readiness Assistant Training and be PII and OPSEC certified within 45 days of appointment. The Family Readiness Assistant must also attend an appropriate L.I.N.K.S. session prior to or within 90 days after appointment.

Family Readiness Assistants perform other related duties as assigned by the FRO or unit commander. The Family Readiness Assistant holds a position of trust within the command and with the Marines and their families and as such must understand and adhere to all confidentiality regulations, Operational Security requirements and protect Personally Identifiable Information.

Family Readiness Assistants shall support the official Unit Family Readiness Program and shall not participate in the planning and coordination of unit morale support events during their term of appointment.

MINIMUM QUALIFICATIONS: The Family Readiness Assistant shall be the experienced spouse or designated parents/extended family member of a member of the unit and should ideally be geographically proximate to the unit. The Family Readiness Assistant shall possess knowledge of family readiness programs, unit structure, and unit procedures. The Family Readiness Assistant shall demonstrate communication skills; have experience in meeting the challenges of the military lifestyle; and have a working knowledge of the current resources available to military families. The Family Readiness Assistant shall be interviewed and selected by the unit commander and FRO, appointed in writing by the unit commander, and trained by the installation Family Readiness Program Trainer within 30 days of appointment.

APPENDIX K

Standard Form 1199A (EG)
(Rev. June 1997)
Prescribed by Treasury Department
Treasury Dept. Cir. 1076

OMB No. 1510-0057

DIRECT DEPOSIT SIGN-UP FORM

DIRECTIONS

- To sign up for Direct Deposit, the payee is to read the back of this form and fill in the information requested in Sections 1 and 2. Then take or mail this form to the financial institution. The financial institution will verify the information in Sections 1 and 2, and will complete Section 3. The completed form will be returned to the Government agency identified below.
- A separate form must be completed for each type of payment to be sent by Direct Deposit.
- The claim number and type of payment are printed on Government checks. (See the sample check on the back of this form.) This information is also stated on beneficiary/annuitant award letters and other documents from the Government agency.
- Payees must keep the Government agency informed of any address changes in order to receive important information about benefits and to remain qualified for payments.

SECTION 1 *(TO BE COMPLETED BY PAYEE)*

A NAME OF PAYEE *(last, first, middle initial)*

ADDRESS *(street, route, P.O. Box, APO/FPO)*

CITY STATE ZIP CODE

TELEPHONE NUMBER
AREA CODE

B NAME OF PERSON(S) ENTITLED TO PAYMENT

C CLAIM OR PAYROLL ID NUMBER
Prefix Suffix

D TYPE OF DEPOSITOR ACCOUNT ☐ CHECKING ☐ SAVINGS

E DEPOSITOR ACCOUNT NUMBER

F TYPE OF PAYMENT *(Check only one)*

- ☐ Social Security
- ☐ Supplemental Security Income
- ☐ Railroad Retirement
- ☐ Civil Service Retirement (CFM)
- ☐ VA Compensation or Pension
- ☐ Fed. Salary/Mil. Civilian Pay
- ☐ Mil. Active _____
- ☐ Mil. Retire. _____
- ☐ Mil. Survivor _____
- ☐ Other _____ *(specify)*

G THIS BOX FOR ALLOTMENT OF PAYMENT ONLY *(if applicable)*

TYPE	AMOUNT

PAYEE/JOINT PAYEE CERTIFICATION

I certify that I am entitled to the payment identified above, and that I have read and understood the back of this form. In signing this form, I authorize my payment to be sent to the financial institution named below to be deposited to the designated account.

SIGNATURE	DATE
SIGNATURE	DATE

JOINT ACCOUNT HOLDERS' CERTIFICATION *(optional)*

I certify that I have read and understood the back of this form, including the SPECIAL NOTICE TO JOINT ACCOUNT HOLDERS.

SIGNATURE	DATE
SIGNATURE	DATE

SECTION 2 *(TO BE COMPLETED BY PAYEE OR FINANCIAL INSTITUTION)*

GOVERNMENT AGENCY NAME	GOVERNMENT AGENCY ADDRESS

SECTION 3 *(TO BE COMPLETED BY FINANCIAL INSTITUTION)*

NAME AND ADDRESS OF FINANCIAL INSTITUTION

ROUTING NUMBER — CHECK DIGIT

DEPOSITOR ACCOUNT TITLE

FINANCIAL INSTITUTION CERTIFICATION

I confirm the identity of the above-named payee(s) and the account number and title. As representative of the above-named financial institution, I certify that the financial institution agrees to receive and deposit the payment identified above in accordance with 31 CFR Parts 240, 209, and 210.

PRINT OR TYPE REPRESENTATIVE'S NAME	SIGNATURE OF REPRESENTATIVE	TELEPHONE NUMBER	DATE

Financial institutions should refer to the GREEN BOOK for further instructions.

THE FINANCIAL INSTITUTION SHOULD MAIL THE COMPLETED FORM TO THE GOVERNMENT AGENCY IDENTIFIED ABOVE.

NSN 7540-01-068-0134 GOVERNMENT AGENCY COPY 1199-207

Designed using Perform Pro, WHS/DCR, Mar 97

NAVMC 11652 (Rev. 05-09)
FOUO - Privacy Sensitive when filled in.

Print Form

Expenditure Request / Reimbursement For Unit & Family Readiness Funds

1. Unit	2. Date

(Claimant fill out sections 1 through 7 only)

3. Claimant or Payee			4. Payment Method
a. Name (last, first, middle initial)		d. Mailing Address	☐ Check ☐ Advance ☐ Direct Deposit ☐ Credit Card ☐ Petty Cash ☐ U&FRF ☐ Req & Issue ☐ Other
b. Title (FRO, Volunteer, Vendor)	c. Phone Number		

5. Expenditures

A - Volunteer Awards/Recognition (001)
B - Volunteer Reimbursements (002)
C - Light Refreshments (003)
D - Unit Parties/Picnics (004)
E - UFR Child Care (005)
F - Direct/Overhead Exp - Comm (006)
G - Direct/Overhead Exp - Travel (007)
H - Direct/Overhead Exp - Other (008)
I - MWR Support (009)
J - Marine Corps Ball (010)

Line	Transaction Date (a)	Code (b)	(c) Item Description and Location of Purchase	Amount Requested
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
Attach original receipts			Expenditures Subtotal	

(d) Mileage, Fares & Tolls

	(e) From (Beginning Location)	(f) To (Ending Location)	(g) Mileage	(h) Mileage Times Mileage Rate ($) $0.53	(i) Fare or Toll ($)	(j) Total of Mileage (h) + Fare or Toll (i)
11						
12						
13						
14						
15						
					Mileage Subtotal	

6. Amount of Request / Reimbursement (total of column) **Total**

8. This request / claim approved (FRO / Commander Designee)

Approving Official Name _____ Sign _____ Date _____

7. I certify that this request / claim is true and correct to the best of my knowledge that payment or credit has not been received by me.

Claimant Sign Here _____ Date _____

9. This claim is certified correct and proper for payment (UFRFA / CFO).

Authorized Certifying Official Name _____ Sign _____ Date _____

10. Cash Payment Receipt

a. Payee Name _____ Sign _____

b. Date _____ c. Amount _____

11. Reconciliation of Advance Payments Disbursement processed by : Voucher # : Date :

a. Beginning Balance _____ b. Amount Disbursed _____ c. Receipts Attached Total _____ d. Cash Collection Receipt _____ e. Due to Payee _____

Accounting Classification (Office Use Only)

12. Voucher Number	13. Cost Center	14. Tracking Number

Reset Form

FOR OFFICIAL USE ONLY.

Adobe Designer 8.0

In compliance with the Privacy Act of 1974, the following information is provided: Solicitation of the information on this form is authorized by 5 U.S.C. Chapter 57 as implemented by the Federal Travel Regulations (FPMR 101-7), E.O. 11609 of July 22 1971, E.O. 11012 of March 27, 1962, E.O. 9397 of November 22, 1943, and 26 U.S.C. 6011(b) and 6109. The primary purpose of the requested information is to determine payment or reimbursement to eligible individuals for allowable travel and/or other expenses incurred under appropriate administrative authorization and to record and maintain costs of such reimbursements to the Government. The information will be used by Federal agency officers and employees who have a need for the information in the performance of their official duties. The information may be disclosed to appropriate Federal, State, local, or foreign agencies, when relevant to civil, criminal, or regulatory investigations or prosecutions, or when pursuant to a requirement by this agency in connection with the hiring or firing of an employee, the issuance of a security clearance, or investigations of the performance of official duty while in Government service. Your Social Security Account Number (SSN) is solicited under the authority of the Internal Revenue Code (26 U.S.C. 6011(b) and 6109) and E.O. 9397, November 22, 1943, for use as a taxpayer and/or employee identification number; disclosure is MANDATORY on vouchers claiming payment or reimbursement which is, or may be, taxable income. Disclosure of your SSN and other requested information is voluntary in all other instances; however, failure to provide the information (other than SSN) required to support the claim may result in delay or loss of reimbursement.

CLAIM FOR REIMBURSEMENT FOR EXPENDITURES ON OFFICIAL BUSINESS	1. DEPARTMENT OR ESTABLISHMENT, BUREAU, DIVISION OR OFFICE	2. VOUCHER NUMBER 3. SCHEDULE NUMBER

Read the Privacy Act Statement on the back of this form.

4. CLAIMANT			5. PAID BY
a. NAME *(Last, first, middle initial)*		b. SOCIAL SECURITY NO.	
c. MAILING ADDRESS *(Include Zip Code)*		d. OFFICE TELEPHONE NUMBER	

6. EXPENDITURES *(If fare claimed in col. (g) exceeds charge for one person, show in col. (h) the number of additional persons which accompanied the claimant.)*

Show appropriate code in col. (b):
A - Local travel
B - Telephone or telegraph, or
C - Other expenses *(itemized)*
D - Funeral Honors Detail
E - Specialty Care

(Explain expenditures in specific detail.)

DATE *(a)*	CODE *(b)*	*(c)* FROM	*(d)* TO	MILEAGE RATE ¢ / NO. OF MILES *(e)*	AMOUNT CLAIMED: MILEAGE *(f)*	FARE OR TOLL *(g)*	ADD PERSONS *(h)*	TIPS AND MISCELLANEOUS *(i)*
If additional space is required continue on the back.			SUBTOTALS CARRIED FORWARD FROM THE BACK					
7. AMOUNT CLAIMED *(Total of cols. (f), (g) and (i).)* ▶ $				TOTALS				

8. This claim is approved. Long distance telephone calls, if shown, are certified as necessary in the interest of the Government. *(Note: If long distance calls are included, the approving official must have been authorized in writing, by the head of the department or agency to so certify (31 U.S.C. 680a).)*

Sign Original Only

APPROVING OFFICIAL SIGN HERE ▶ DATE

9. This claim is certified correct and proper for payment.

Sign Original Only

AUTHORIZED CERTIFYING OFFICER SIGN HERE ▶ DATE

10. I certify that this claim is true and correct to the best of my knowledge and belief and that payment or credit has not been received by me.

Sign Original Only

CLAIMANT SIGN HERE ▶ DATE

11. CASH PAYMENT RECEIPT

a. PAYEE *(Signature)*	b. DATE RECEIVED
	c. AMOUNT $

12. PAYMENT MADE BY CHECK NO.

ACCOUNTING CLASSIFICATION

DoD Overprint 4/2002

Reset

STANDARD FORM 1164 (Rev. 11-77)
Prescribed by GSA, FPMR (CFR 41) 101-7

6. EXPENDITURES - *Continued*

DATE 19 (a)	CODE (b)	*Show appropriate code in col. (b):* A - Local travel; B - Telephone or telegraph, or; C - Other expenses *(itemized)*; D - Funeral Honors Detail; E - Specialty Care. *(Explain expenditures in specific detail.)* (c) FROM	(d) TO	MILEAGE RATE ¢ NO. OF MILES (e)	AMOUNT CLAIMED: MILEAGE (f)	FARE OR TOLL (g)	ADD PERSONS (h)	TIPS AND MISCELLANEOUS (i)
		Total each column and enter on the front, subtotal line. ▶						

In compliance with the Privacy Act of 1974, the following information is provided: Solicitation of the information on this form is authorized by 5 U.S.C. Chapter 57 as implemented by the Federal Travel Regulations (FPMR 101-7), E.O. 11609 of July 22 1971, E.O. 11012 of March 27, 1962, E.O. 9397 of November 22, 1943, and 26 U.S.C. 6011(b) and 6109. The primary purpose of the requested information is to determine payment or reimbursement to eligible individuals for allowable travel and/or other expenses incurred under appropriate administrative authorization and to record and maintain costs of such reimbursements to the Government. The information will be used by Federal agency officers and employees who have a need for the information in the performance of their official duties. The information may be disclosed to appropriate Federal, State, local, or foreign agencies, when relevant to civil, criminal, or regulatory investigations or prosecutions, or when pursuant to a requirement by this agency in connection with the hiring or firing of an employee, the issuance of a security clearance, or investigations of the performance of official duty while in Government service. Your Social Security Account Number (SSN) is solicited under the authority of the Internal Revenue Code (26 U.S.C. 6011(b) and 6109) and E.O. 9397, November 22, 1943, for use as a taxpayer and/or employee identification number; disclosure is MANDATORY on vouchers claiming payment or reimbursement which is, or may be, taxable income. Disclosure of your SSN and other requested information is voluntary in all other instances; however, failure to provide the information (other than SSN) required to support the claim may result in delay or loss of reimbursement.

APPENDIX N

The following is a checklist for the commanders to ensure that all requirements are met according to this Order.

PRIOR TO TAKING COMMAND

- ○ Read Family Readiness Officer Supervisor Personnel Handbook.
- ○ Read MCO 1754.9A.
- ○ Talk to your predecessor and determine if your command has a full-time Family Readiness Officer assigned.
- ○ Start to think about your vision of family readiness for your command.

WITHIN 30 DAYS OF TAKING COMMAND

- ☐ Attend Family Readiness Command Team training.
- ○ Provide a full-time primary duty FRO.
- ○ Receive an in-brief from the unit's FRO to include budget brief.
- ○ Become familiar with the unit's Organizational Communication System.
- ○ Appoint collateral duty Deputy FROs (if necessary).
- ○ Send an official message using the AOCT.
- ○ Assign a Responsible Officer.
- ◊ Provide for a Deputy FRO (if necessary).
- ◊ Provide for an Administrative Assistant (if necessary).

WITHIN 45 DAYS OF TAKING COMMAND

- ○ Draft an emergency notification policy.
- ◊ Get a list of volunteers. Start to recruit if required.

WITHIN 60 DAYS OF TAKING COMMAND

- ○ Request a brief from the supporting MCCS Director.
- ○ Publish the UPFRP policy statement.

WITHIN 120 DAYS OF TAKING COMMAND

- △ Attend Family Readiness Command Team training.

○ Required by active and reserve component
□ Required by active component only
◊ Recommended action for active and/or reserve component
△ Required by the reserve component only

LOCATOR SHEET

Subj: UNIT, PERSONAL AND FAMILY READINESS PROGRAM (UPFRP)

Location: _____

(Indicate the location(s) of the copy(ies) of this Order.)

RECORD OF CHANGES

Log completed change action as indicated.

Change Number	Date of Change	Date Entered	Signature of Person Incorporating Change