



The
Fleet & Family Support
Center

Deployment Support Program

Desk Guide



CNIC
★ FLEET ★ FIGHTER ★ FAMILY

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This guide was created in 2015 as a resource for Fleet and Family Support Center staff.

DEPLOYMENT SUPPORT PROGRAM DESK GUIDE

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CHAPTER 1

Overview of the Deployment Support Program

After reviewing this chapter, readers should be able to explain the following:

- The purpose and background of the Navy's Deployment Support Program.
- The relationship between deployment support and the Navy's mission.
- The duties and responsibilities of Deployment Support Program staff.
- Deployment Support Program requirements and competencies.

Terms

CNICINST: Commander, Navy Installations Command Instruction

DoDI: Department of Defense Instruction

FFSC: Fleet and Family Support Center

FFSP: Fleet and Family Support Program

FFSMIS: Fleet and Family Support Management Information System

GMT: General Military Training

I&R: Information and Referral

MFSC: Military Family Support Center

OPNAVINST: Chief of Naval Operations Instruction

QOL: Quality of Life

R&R: Return and Reunion

SECNAVINST: Secretary of the Navy Instruction

SOP: Standard Operating Procedure

WFL: Work and Family Life

Governing Instructions

[DoDI 1342.22, Military Family Readiness](#)

[SECNAVINST 1754.1 series, Department of the Navy Family Support Programs](#)

[OPNAVINST 1754.1 series, Fleet and Family Support Center Program](#)

[CNICINST 1754.1 Fleet and Family Support Program](#)



Note: An instruction "series" refers to the original document and any subsequent updates. Citing the series, rather than a specific version, prevents using outdated material.

Note: FFSCs are called Military Family Support Centers (MFSCs) on joint bases.

1.1 Program Overview

The cycle of deployment has changed. No longer limited to 180 days, deployments may stretch to nine or 10 months. The result has been an increase in the stress placed upon service members and their families. It is the mission of the Fleet and Family Support Center (FFSC) to provide programs and services that improve mission readiness by enhancing the resilience of service members and their families.

Since its inception in 1984, the Navy's Deployment Support Program has helped service members and their families prepare for, and cope with, the stress of deployment. The program, as mandated by Department of Defense Instruction (DoDI) 1342.22, *Military Family Readiness*, provides extensive services for all service members and family members. In 1995, Office of the Secretary of the Navy (SECNAV) directed that master plans be developed for all quality-of-life programs, including deployment support. The purpose of the master plan has been to streamline family support programs and services and provide commanding officers with the flexibility to be more responsive to command and community needs and priorities.

As the FFSC has become more effective and efficient, three primary functional areas were identified: Deployment Support and Readiness, Crisis Response, and Career Support and Retention. Deployment Readiness is comprised of programs and services that sustain deployment and mission readiness, including command consultation, Information and Referral (I&R) services, deployment and mobilization support, ombudsman support and Life Skills Education. Services provided by FFSC staff focus on areas that relate to the unique demands of military life and directly support the mission.

Crisis response addresses emotional, psychological and emergency challenges faced by military families. The services offered include Clinical Counseling, Family Advocacy Program (FAP), New Parent Support Home Visitation Program (NPSHVP), Sexual Assault Prevention and Response (SAPR) and Domestic Abuse Victim Advocacy.

Career Support and Retention services are designed to increase retention of service members and provides support to service members and families facing the challenges of relocation. Programs include the Transition Assistance Program (TAP), Family Employment Readiness Program (FERP), Exceptional Family Member Program (EFMP) and Personal Financial Management (PFM).

1.1.1 FFSC Deployment Support Program

The mission of the FFSC Deployment Support Program, as described in DoDI 1342.22, is to:

- Offer support to service members and their families before, during and after deployment to promote positive adjustment to deployment, separation and reunion.
- Provide services for mobilizations, activations and deployments lasting longer than 30 days, whether happening as a unit or individually.
- Educate service members and their families about deployment-related challenges that they may face and the services available to them to cope with such challenges.

- Initiate programs early so service members and their families have adequate time to participate and respond to the information they receive.
- Ensure that ongoing outreach, communication, activities and events with deploying and deployed units, service members and their families throughout all phases of deployment promote family and mission readiness.
- Provide assistance in developing Family Care Plans.

1.2 Program Elements and Delivery

SECNAVINST 1754.1 series (*Department of the Navy Family Support Programs*) identifies the three primary elements of FFSC programming: I&R, education and training, and consultation and counseling. These elements are recognized as necessary to maintaining a sound personal and family life as well as mission readiness.



Note: As a Work and Family Life Consultant, you will be expected to incorporate these elements into every program area you support.

1.2.1 Information and Referral

I&R services are a major part of all FFSC programs. Deployment support requires the delivery of effective, timely resources to service members and their families in all stages of the deployment cycle. Your role is to provide eligible service members and their families access to programs, services and resources available in both the military and civilian communities. It is important that you maintain a current list of information and resources to assist service members and their families.



Note: The deployment cycle will be discussed in Chapter 2 of this guide.



Tip: Be sure to update your resources regularly. Outdated materials and inaccurate information frustrates and confuses service members and their families, and can damage the FFSC credibility.

1.2.2 Education and Training

FFSCs support command readiness by addressing the stressors that affect personal and family readiness. The Deployment Support Program provides a wide range of briefings and resources that help service members and their families cope with the stress of extended separation.

Subjects discussed during these briefings include all aspects of the deploying lifestyle: the emotional cycle of deployment, financial management, emergency response, communications and practical affairs.



Note: Your FFSC may provide additional trainings on topics specific to your installation or the military community you serve. Check with your supervisor for more information.

1.2.3 Consultation and Counseling

OPNAVINST 1754.1 series *Fleet and Family Support Center [FFSC] Program* and Navy certification standards mandate that one-on-one or small-group consultation services be provided to ashore and sea-going commands and families. These services may include individual consultation for individual augmentee (IA) deployments, Reservist mobilizations, or outreach to commands or families. Check with your site supervisor for additional information on providing individual consultation services at your center.

1.3 Deployment Support Program and the Navy's Mission

In accordance with SECNAVINST 1754.1 series, a primary mission of each family support program is to assist commands in achieving a reasonable quality of life for service members and their families. Both commands and family support programs share the common goals of keeping individuals and families healthy, strong and resilient. Service members and families who have difficulty coping with the rigors of deployment can affect the command through:

- Reduced operational readiness and retention.
- Threats to operations and national security.
- Deteriorating job performance and excessive time away from work.
- Increased incidences of suicide and accidents.

Deployments are a fact of military life; the Deployment Support Program supports the Navy's need to keep personnel focused on mission readiness by positively influencing three major areas: quality of life, operational and mission readiness, and retention.

1.3.1 Quality of Life

The Navy is committed to enhancing the quality of life of all service members and their families. You contribute to this goal by:

- Providing service members and their families with the skills to manage long separations, which increases satisfaction with the military lifestyle.
- Encouraging awareness and use of the resources and tools available to assist during deployment, which gives service members and their families confidence in the Navy and assures them that help is available when needed.

1.3.2 Operational and Mission Readiness

You can promote FFSC programs to commands by explaining that:

- Service members who are concerned about situations at home may be distracted and have difficulty focusing on their mission.
- Work time may be lost when service members attend to family or personal matters. Advance planning for deployment decreases the likelihood of difficulties arising.
- Improving the service member's ability to handle the stress of deployment can result in improved performance on the job.

1.3.3 Retention

The FFSC also supports the Navy's retention efforts. Active-duty exit surveys consistently show the stress of deployment to be a primary reason service members choose not to remain on active duty. Successful completion of deployments results in increased satisfaction with the military lifestyle; this satisfaction increases the likelihood of the service member choosing to remain on active duty.

1.4 Deployment Support Program Tasks and Competencies

At most FFSC locations, deployment support is provided by WFL consultants who manage multiple program areas. These positions share many common tasks and competencies in addition to subject matter specific to each program.

1.4.1 Deployment Support Program Tasks

ADULT EDUCATION AND TRAINING

As part of adult education and training, your responsibilities may include:

- Training: Lead, teach and facilitate classes and conduct General Military Training (GMT).
- Event Planning: Plan for large classes and events, such as pre-deployment and homecoming briefs.
- Development: Write and design articles, newsletters, curricula, and Standard Operating Procedures (SOPs) for the Deployment Support Program at the center and installation.
- Consultation: Provide consultation services to service members and their families.

I&R AND COMMUNICATION

In addition to providing I&R services, you will be expected to communicate effectively with commands, service members and their families. Responsibilities include:

- **Command Support:** Explain and advise what FFSC staff can do to help service members and their families and how these services can support command leadership.
- **Research:** Research current trends to provide up-to-date resources and information to customers and classes.
- **Collaborate and Network:** Collaborate with commands, peers, co-workers and organizational partners to provide resources, information and programming to service members and their families.
- **Publicity:** Promote programs through networking, utilizing the Command Representatives, and distribute FFSC materials (handouts, brochures and other electronic or paper media).
- **Fleet and Family Support Management Information System (FFSMIS):** Maintain accurate records of customer contacts in FFSMIS; this will be discussed later in this chapter.

ADMINISTRATIVE TASKS

All FFSC staff must perform administrative duties in order to meet certification standards.

Examples include:

- **Records Management:** Keep records using appropriate FFSC procedures and data-collection software and systems.
- **Scheduling and Planning:** Strategically plan classes and programs as well as schedule individual appointments.
- **Evaluation and Assessment:** Collect, assess and evaluate feedback from customers to measure the efficacy of the Deployment Support Program.

PROFESSIONAL DEVELOPMENT TASKS

You can improve your professional skills by participating in the following:

- **Continuing Education:** Attend courses, webinars, classes or conferences to increase knowledge and improve skills.
- **Cross-training:** Learn about other program areas and develop an overall knowledge of functional areas within FFSC.

1.4.2 Deployment Support Program Competencies

In addition to performing the tasks outlined above, you should develop the following competencies in order to successfully serve your FFSC customers:

MILITARY LIFESTYLE

To connect with commands, service members and families, you must demonstrate:

- **Subject-matter Expertise:** Knowledge of the issues surrounding deployment, including the emotional cycle of deployment, communication and managing personal affairs.
- **Oral Expression:** Ability to translate military jargon and ideas into everyday language so others will understand.

ADULT EDUCATION AND TRAINING COMPETENCIES

To reach your adult learners, you should possess the following:

- **Education and Training:** Knowledge of adult learning principles, methods of facilitation for individuals and groups, and industry-standard evaluation techniques.
- **Learning Strategies:** Ability to select and use appropriate training/instructional methods.
- **Originality:** Ability to be creative and original when teaching a given topic so that it will be meaningful, motivational and memorable to the learners.
- **Adaptability and Flexibility:** Ability to tailor presentations to audiences as needed, function in diverse environments and handle multiple priorities.

CONSULTATION AND COUNSELING COMPETENCIES

Your one-on-one and small-group consultations will be enhanced by demonstrating:

- **Military Culture:** Knowledge of the unique aspects of the military lifestyle and how they influence the personal decisions of members and families.
- **Integrity and Diversity:** Ability to work effectively with individuals and families from diverse racial, ethnic and socioeconomic backgrounds to build trusting relationships.
- **Social Perceptiveness:** Awareness of others' reactions and understanding why they react as they do.
- **Active Listening:** Giving your full attention to what other people are saying, taking the time to understand the points being made, asking questions as appropriate and not interrupting at inappropriate times.
- **Critical Thinking:** Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.
- **Problem Sensitivity:** Ability to tell when something is wrong or is likely to go wrong; it does not involve solving the problem, only recognizing there is a problem.

I&R COMPETENCIES

In addition to providing accurate resources, your I&R skills should include:

- Service Orientation: Actively looking for ways to help people.
- Obtaining, Updating and Using Relevant Knowledge: Researching, finding, receiving and otherwise obtaining information from all relevant sources, keeping up-to-date and matching information to customer needs.
- Interpreting the Meaning of Information for Others: Translating or explaining what information means and how it can be used.
- Promotion and Publicity: Knowledge of information dissemination techniques and methods including alternative ways to inform and promote the Deployment Support Program through written, oral and visual media.

COMMUNICATION COMPETENCIES

Your communication skills should include:

- Business Communication: Communicate with individuals and organizations using written, oral or electronic channels with diplomacy and tact, and in accordance with local and military style guides.
- The Navy provides detailed writing instructions through the [Navy Style Guide](#) and the [Navy Correspondence Manual](#). Check with your supervisor for any site-specific instructions.
- Oral and Written Comprehension: Listen to and understand information and ideas presented through spoken words and written text.
- Clarity of Speech: Speak clearly in order to be understood.

ADMINISTRATIVE COMPETENCIES

As a WFL consultant, it is important that you demonstrate these skills:

- Time Management and Coordination: Manage your own time and adjust appropriately in relation to organizational and customer needs.
- Organizing, Planning and Prioritizing Work: Develop specific goals and plans to prioritize, organize and accomplish work.
- Computer Proficiency: Effectively use Microsoft Office Suite software, the Fleet and Family Support Management Information System (FFSMIS) and centralized scheduling to prepare management reports, record and manage data and information, and carry out administrative responsibilities.
- Situational Awareness and Safety: Knowledge of a specific environment and the relevant equipment, policies, procedures and strategies to promote safety of people, data and property.

- Evaluation and Assessment: Monitor and assess the performance of individuals, training programs, counseling methods and resources to make improvements or take corrective action to increase overall program effectiveness.

PROFESSIONAL COMPETENCIES

To be an effective member of the FFSC team, you should excel at:

- Establishing and Maintaining Interpersonal Relationships: Develop constructive and cooperative working relationships with others and maintain these relationships.
- Leadership and Initiative: A willingness to lead, take charge, offer direction and/or take on responsibilities and challenges.

1.4.3 Navy Certification Standards

To ensure that all centers meet the Navy's standards for certification, CNIC provides guidelines for the programs and services that make up the Deployment Support Program. These standards address:

- Providing trainings and educational programs on deployment-related issues.
- Providing individual support and assistance.
- Providing accurate information about available services.
- Connecting service members and their families to services and resources, including connecting them to each other in supportive networks.

1.4.4 Site-Specific Requirements

Based on the size, location and population of the installation and FFSC, you may be tasked with additional "site-specific" requirements. The supervisors at your FFSC can explain the scope of additional responsibilities that you will be required to perform. Below are a few specific questions that can assist you in determining site-specific requirements.

- What trainings will I be required to take, and how often is each required?
(Sample topics could include Information Assurance, Personally Identifiable Information, Anti-terrorism and Ethics.)
- What are the training requirements for this position? Based on the staffing category (i.e., government or contractor), what specific training is required?
- Does this site require Return and Reunion (R&R) participation? (FFSC personnel who participate in R&R programs undergo specific training and preparation.)
- What are the travel requirements for training? Some locations provide mobile training teams to smaller sites that lack the personnel to conduct training at their center (examples: Homeport Change, Reserve, IA or Wounded Warrior programs).

CHAPTER 2

Keys to Identifying Your Customer

After reviewing this chapter, readers should be able to explain the following:

- The different Navy warfare communities
- The cycle of deployment
- The effect of deployment on military families

Terms

CIAC: Command Individual Augmentee Coordinator

EOD: Explosive Ordnance Disposal

ECRC: Expeditionary Combat Readiness Center

FOUO: For Official Use Only

FRS: Family Readiness System

FTS: Full-Time Support

IA: Individual Augmentee

IED: Improvised Explosive Device

IRR: Individual Ready Reserve

NAB: Naval Amphibious Base

NECC: Navy Expeditionary Combat Command

NFAAS: Navy Family Accountability and Assessment System

NOSC: Navy Operational Support Center

NCCOSC: Naval Center for Combat & Operational Stress Control

OCONUS: Outside Continental United States

OPSEC: Operations Security

OPTEMPO: Operations Tempo

OSC: Operational Stress Control

PAO: Public Affairs Office

SAPR: Sexual Assault Prevention and Response

SEAL: Sea, Air, Land

SELRES: Selected Reserve

SOP: Standard Operating Procedure

SSBN: Ballistic Missile Submarine, Nuclear

SSGN: Guided Missile Submarine, Nuclear

SSN: Submarine, Nuclear

TYCOM: Type Command

UXO: Unexploded Ordnance

VTC: Video Teleconference

WMD: Weapon of Mass Destruction

YRRP: Yellow Ribbon Reintegration Program

To best serve your customers, it is essential to understand who they are and the challenges they face. Their needs are influenced not just by demographics such as age, marital status and gender; they can be affected by geographic location, warfare community and the frequency of deployments. Each of these factors must be considered when developing briefings and offering services to FFSC customers.

2.1 The Deploying Community

For Sailors, deployments are a fact of life. The deploying community consists of seagoing, aviation and land-based units. Within each of these communities, there are servicemen and women representing a wide range of ages, ethnicities, educational levels and family structures.

To learn the status of today's deployed Navy go to http://www.navy.mil/navydata/nav_legacy.asp?id=146.

2.1.1 Demographics

The U.S. military has significantly increased diversity throughout its ranks in the last few decades. Currently, there are more than 1.3 million uniformed Americans serving their country on active duty.

Given the diversity of the military population, it is essential that all FFSC staff members become familiar with the wide range of people who are eligible for FFSC programs and services. Your customers may be:

- Male or female
- Married to a civilian
- Married to another service member
- Married with children
- Single with no children
- Single parents
- Members of various race and religions

Recent demographic studies of the Navy indicate the following:

Families: Currently, the majority of Navy personnel have families, although the number of service members who are married has dropped slightly in the past two decades.

Women: The Navy continues to make more opportunities available for women. Female Sailors are now fully integrated into the crews of many ships and squadrons. They are members of command expeditionary strike groups, aviation squadrons, combatant ships, civil engineer corps commands and other operational and shore units. Female officers have been serving on submarines since late 2011. Enlisted women will be integrated into the submarine fleet in 2016. Women currently serve in every community except SEALs.

Single parents: There are many more single custodial parents in today's Navy, along with noncustodial parents and geographically separated families.

Dual military: At the time of this publication, dual military couples account for less than 5 percent of all active-duty Navy personnel. The Navy makes every effort to work with couples to have them stationed together, but there are no guarantees that they will be co-located as the needs of the Navy come first.

Navy communities: The number of Navy Reservists whose families remain in their home communities has resulted in many Navy families living far from the support provided by military services and other command families.



Note: For more information about the demographics of the military, go to: <http://www.navy.mil>

2.1.2 Type Commands (TYCOMs)

The Navy is composed of different communities. Type commands (TYCOMs) supervise specific categories of forces and activities. Each Navy community has a unique deployment cycle based upon their specific mission. Understanding each community, its mission and its distinct characteristics is necessary to effectively plan and implement deployment support.



Forward deployed ships include those home-ported at overseas installations including Japan, Guam and Spain. These vessels may experience higher operations tempo (OPTEMPO); they may be deployed more frequently than stateside ships.

2.1.2.1 Surface Community

This community includes surface ships, support and maintenance commands, and commands necessary to coordinate manning, training, equipping and sustaining the fighting forces.

Surface ships include:

- Surface combatants. Provide ship attack and defense measures with a wide array of missile and firepower capabilities for anti-aircraft, submarine and surface warfare support.
- Amphibious forces. Embark and transport vehicles, cargo and troops for amphibious assault operations.
- Combat-logistics forces. Provide combatant ships with fuel, ammunition, food and supplies, and provide repair, maintenance and rescue capabilities through fleet support ships.
- Mine warfare forces: Detect, identify and neutralize threats to maritime forces from hostile use of mines.

The surface community has characteristics which should be taken into consideration when planning and implementing deployment programming. These include:

- Deployments are based on the needs of the Navy; there is no set schedule. The length of deployments may vary and may be extended depending on mission requirements. The time period between deployments may also vary. Some ships that have just returned from deployments may be kept on alert for potential short-notice redeployment if needed.

- Surface ships support a variety of missions and may be in harm's way. Families often know the general area in which the ship is operating and obtain information through news reports and social media. This information can result in additional anxiety and fear for family members.
- Methods of communication vary but have significantly improved with today's technology. Email, telephone (Sailor phones/satellite phones) and mail are usually available. Cellphones may work in some areas. Larger ships may intermittently have video teleconference (VTC) capability for service members and their families during deployment. Internet access may be restricted for security reasons, and some service members may have minimal access to a computer with Internet capability. These restrictions can cause concern in family members who are accustomed to instant communication.



Note: Ships may make port calls, but these are not guaranteed as they may be required to operate for extended periods without a port visit.

2.1.2.2 Aviation Community

The naval aviation community includes aircraft carriers and more than 3,500 aircraft, including airplanes and helicopters, for the missions of forward naval presence, sea control and projection of power ashore. Naval air forces provide attack, defense and logistical support to the fleet, with some of the most innovative and high-tech aircraft in the world. The Navy stations its aircraft at bases across the United States and throughout the world.

Characteristics of the aviation community include:

- Aircraft carrier forces provide and coordinate air defense from nuclear-powered carriers.
- The deployment cycle is often similar to that of the surface community.
- Missions may be classified.
- Squadrons may have detachments, or "dets," a small number of the crew who are separated from the rest of the squadron. The det may return home in advance of the remainder of the crew to prepare homeport spaces for the returning squadron. A det may also be assigned to a smaller ship, such as a destroyer, that has the capacity to carry only one or two helicopters.
- Communications are variable. It is possible to communicate with the deployed service member, but communication at sea may be limited. Land-based dets may have more regular means of communication.
- Members of the aviation community are commonly referred to as "brown shoes" or "airdales."

The air community has unique characteristics that should be taken into consideration when planning and implementing deployment programming. These characteristics include:

- Compartmentalization. Due to the concentration needed to fly, an aviator must be able to “compartmentalize” mentally and emotionally. This can have an effect on personal relationships, especially during deployments.
- Resistance to seeking help. The nature of the air community may make it less likely for members to seek help. During deployment briefings, stress the importance of confidentiality at the FFSC. Be sure to discuss the use of ombudsmen, Military OneSource and other resources that may seem less threatening to members of the air community.

2.1.2.3 Submarine Community

The submarine force operates and maintains combat-ready, nuclear-powered deterrent and attack submarines. Attack submarines (designated SSN and commonly called fast attacks) are designed to pursue and attack enemy submarines and surface ships using torpedoes. They also carry cruise missiles with conventional high-explosive warheads to attack enemy shore facilities. Fast-attack submarines may travel with U.S. aircraft carriers and their escorts to protect them from enemy submarines or ships. They also conduct intelligence, surveillance and reconnaissance missions, mine laying, and support special forces operations.

Fleet ballistic missile submarines (designated SSBN and often referred to as tridents or “boomers”) have the capabilities to carry long-range nuclear missiles. The threat of nuclear retaliation by U.S. ballistic missile submarines is an effective deterrent in preventing nuclear missile attacks on the United States.

Guided missile submarines (SSGN) have different capabilities than SSBNs. They serve as conventional land attack and Special Operation Forces (SOF) platforms. In addition to their standard crew, the SSGN has the capacity to host up to 66 SOF personnel.

Submarine crews have recently integrated to include female officers. The first female enlisted personnel will be reporting to submarines in 2016. Both male and female submariners are specially selected. Pay is often higher than for surface ships due to special incentive pay and bonuses. Submarine crews operate as follows:

- Fast-attack subs have one crew that deploys for six to eight months at a time.
- SSBNs have “blue” and “gold” crews that operate on 105-day deployment cycles. To maximize strategic deterrence, each “blue crew” and “gold crew” completes a deployment cycle. The crews combine for short periods of time between deployment cycles for submarine maintenance; this maintenance period is known as “refit.”
- SSGNs refit away from homeport, therefore making deployments longer than the SSBN “boomer.”

The submarine community is close-knit. Issues specific to submarine crews and families that should be considered when planning and implementing deployment programming include:

- Missions are often classified. Families do not know where the submarine is operating or whether their Sailors are in harm's way.
- There may or may not be port calls. Even attack submarines, which may be deployed for many months, may not have port calls.

It is difficult to have regular communication. Due to OPSEC and mission requirements email is available on a limited basis.

- Regular mail sent to a deployed submarine may be delivered to scheduled ports, if any. This restricted ability to communicate can be particularly difficult for younger families who are accustomed to unlimited communications.

2.1.2.4 Expeditionary Community

The Navy Expeditionary Combat Command (NECC) was established in January 2006 to consolidate the command and control structure for all expeditionary forces. As a supporting command of Fleet Forces Command, the NECC centrally manages the readiness, resources, manning and training of approximately 21,000 expeditionary Sailors. NECC is also the parent command for individual augmentees (IAs), both active duty and Reserve.

For each of the forces described below, deployments differ in the amount of contact service members have with families. In some cases, email and phone contact is fairly consistent throughout a deployment. In others, there is little to no contact, and family members may not even be informed of the service member's location.

2.1.2.4.1 Construction Battalions (Seabees)

"We build, we fight," is the motto of the Seabees, the Navy's deployable engineer force. There are approximately 18,000 active-duty and Reserve Seabees. They provide construction in support of operating forces, including building roads, bridges, bunkers, airfields and logistics bases in support of operating forces. Seabees contribute to the maritime strategy of preventing war through humanitarian efforts that build trust and demonstrate goodwill. Seabee assignments take them around the world, often to difficult and remote locations. Although not a warfare community, they may operate in harm's way as they continue to play a vital role in supporting the NAVY's mission.

2.1.2.4.2 Riverine Forces

The riverine force is part of the Navy's effort to become a greater participant in global efforts against terrorists and insurgents by policing and protecting the shallow "brown and green" waters in the world's hot spots. The riverine crews' missions include: interdiction of arms or terrorist smugglers, barricade operations to stop inflow to a certain area, training other countries' law enforcement, and visual and electronic surveillance of enemy activities. The force is capable of combating enemy riverine forces through direct fire or by coordinating supporting fire.

2.1.2.4.3 Explosive Ordnance Disposal (EOD)

EOD is the world's premier combat force for countering improvised explosive devices (IEDs), weapons of mass destruction (WMD) and all other types of weaponry. Navy EOD technicians are the first in; they volunteer for the most hazardous missions and clear the way for further combat operations. They conduct clandestine operations either independently or as part of a larger combatant force. EOD personnel deploy on ships, primarily Amphibious Ready Groups, Carrier Battle Groups and, at times, minesweepers.

Navy EOD deploys worldwide. The detachments are typically small, and deployments can range from six to 12 months, depending on the mission. Missions include providing:

- EOD services/support for the Humanitarian Demining Program.
- Humanitarian relief.
- Special operations.
- Anti-terrorism/force protection (on land and underwater).
- Unexploded ordnance (UXO) and/or IED services.

2.1.2.4.4 ECRC and Individual Deployers

The Expeditionary Combat Readiness Center (ECRC) provides oversight to ensure effective processing, training, certification, deployment, redeployment and proactive family support of combat-trained Navy individual deployers, ad-hoc individuals and provisional units deploying for nontraditional expeditionary missions.

Individual deployers including Individual Augmentees (IAs) are Sailors working to provide combat support and combat service support. IAs deploy as individuals rather than with their command, often for long periods—the average tour lasts 179 to 365 days. They usually augment an Army or Marine Corps unit, usually in support positions similar to their Navy jobs. There may be an element of fear associated with these assignments, as “boots on the ground” life is unfamiliar for the Sailor as well as for their families.



Note: Sailors may detach from their current command and be assigned to the ECRC or they may remain a part of their current command and return to it when they complete their individual tour.

IA Sailors and their families have unique issues that affect deployment programming. You should keep the following in mind when implementing programs for IA Sailors and families:

- They do have the support, but they are not having the same experience as those of the command and the command families.
- Additional training is usually required, resulting in additional time away from home.
- Deployments are typically longer.
- There is often an element of danger, because most assignments are “boots on the ground.”
- Homecomings are low-key because the Sailor does not arrive with a ship/squadron.
- There may be a shorter time period between notification of deployment and departure.
- Communication may be limited.

Due to their circumstances and concerns, the Navy has established specific deployment-related programs and services for individual deployers and families. These include:

- Each command assigns a Command Individual Augmentee Coordinator (CIAC) who is the link between the parent command and the IA Sailor and their family.
- Individual Deployment Support staff at the FFSC.
- IA Handbooks for commands, deployers and families.
- A monthly newsletter.
- In-person and virtual discussion groups.
- Pre- and post-deployment briefs provided by FFSC/IDSS.
- IDSS section in the Navy Family Accountability and Assessment System (NFAAS), <https://navy-family.navy.mil>, allows FFSC personnel to contact IA families to offer support and resources.

Further information on the above and links to materials and resources can be found at:

- Navy Individual Augmentee website at www.ia.navy.mil/
- FFSP website at www.ffsp.navy.mil.

2.1.2.5 Special Warfare Community

The naval special warfare community includes small groups of highly trained Sailors operating on highly classified missions. These missions are the most strategic, secretive and dangerous in the Navy and include covert reconnaissance and antiterrorist missions. For security purposes, family members are not aware of the service member's mission or location, and communication is minimal or non-existent. Deployment can occur with little or no notice for an unspecified period of time. Schedules are strenuous, with repeat deployments to war zones.

The major operational components of Naval Special Warfare Command include Naval Special Warfare Groups 1 and 3 in San Diego, Calif., and Naval Special Warfare Groups 2 and 4 in Norfolk, Va. These components deploy SEAL teams, SEAL Delivery Vehicle teams, and Special Boat teams worldwide to meet the training, exercise and wartime requirements of theater commanders.

2.1.2.6 Naval Network Warfare Command

Naval Network Warfare Command is the Navy's information operations, intelligence, networks and space unit. Its mission is to execute tactical-level command and control of Navy Networks and to leverage Joint Space Capabilities for Navy and joint operations. For more information, go to: www.netwarcom.navy.mil

2.1.2.7 Navy Reserve

The Navy Reserve Force consists of the Ready Reserve, the Standby Reserve, and the Retired Reserve.

The Ready Reserve is composed of two groups:

1. Selected Reserve (SELRES). The Navy's primary source of immediate mobilization manpower, SELRES members are Reservists who are paid, either as weekend drillers or who serve as full-time support (FTS) on active-duty status in the training and administration of the Navy Reserve Force program.
2. Individual Ready Reserve (IRR). IRR consists of those members of the Ready Reserve who are not in the Selected Reserve. Limitation of available pay billets, absence of drilling units within commuting distance, conflicting employment and other factors prevent some Reservists from participating in the Selected Reserve.

The Standby Reserve consists of Reservists who have transferred from the Ready Reserve after fulfilling certain requirements established by law. They are called to active duty only if there are not enough qualified members of the Ready Reserve to fulfill mobilization requirements.

The Retired Reserve consists of all Reserve officers and enlisted personnel who receive retired pay on the basis of their active-duty Reserve service as well as all Reserve officers and enlisted personnel who are eligible for retired pay but have not yet reached age 60, have not elected discharge and are not members of the Ready or Standby Reserve.

Characteristics which may affect the ability of Reservists and their families to cope with the challenges of deployment include:

- Lack of familiarity with the Navy lifestyle and support programs.
- Geographic separation from other members of the Reserve command.
- Geographic isolation from a military installation and its resources.

The Navy Reserve has a presence in every state. Reserve Sailors and families are served through their Navy Operational Support Center (NOSC). NOSCs can assist families with resources in the local area as well as providing support to families with ID cards and DEERS enrollment. Each NOSC serves between 150 and 3,000 Selected Reservists. NOSC staff assist with preparedness and support during mobilization, as well as return and reunification information and support. Each NOSC holds Family Readiness Days that assist families by providing everything personnel need to get their family affairs in order.

Support during mobilization includes monthly contact with family members, assisting families as requested with challenges encountered while the service member is deployed and keeping families informed about command events. Upon return, Returning Warrior Workshops assist members and families in identifying any immediate and potential issues, provide resources and encourage members in sharing similar experiences.

For those Reserve (Navy and other service branches) families located near an FFSC, they may choose to use the available programs and services, including deployment workshops, counseling, etc. Department of Defense Instruction (DoDI) 1342.28, *DoD Yellow Ribbon Reintegration Program (YRRP)*, establishes policy, assigns responsibilities and provides instructions and implementation guidance for a national veteran reintegration program to provide National Guard and Reserve Component members and their families with sufficient information, services, referral and proactive outreach opportunities throughout the phases of the YRRP.

Additional information on Reservists can be found at:

- Navy Reserve: www.navy.com/about/about-reserve.html
- Commander, Navy Reserve Force: www.navyreserve.navy.mil
- Reserve Affairs, Office of the Assistant Secretary of Defense: <http://ra.defense.gov/>
- Yellow Ribbon Reintegration Program (YRRP): <http://www.yellowribbon.mil/yrrp/>

2.2 Understanding the Effects of Deployment

Deployment has a significant effect on service members, their families and their children. Although there are positive and negative aspects to deployment for both service members and their families, repeated and/or lengthy separation from home and family is stress-inducing. Some of the stressors include marital strain; role fluidity regarding family responsibilities; the effect of having sole responsibility for child care and parenting, including children's behavioral and emotional responses to parental absence; and renegotiating family roles upon the deployed service member's return. Emotions run high throughout, and the increased length and frequency of deployments combined with current risks associated with being in harm's way contribute to stress, fear and anxiety.

Resilience, the quality that allows people to experience adversity and successfully cope with it, plays a major factor in all phases of deployment. Research has substantiated the common belief that most families of deployed service members are resilient, rise to the occasion and adapt successfully to this stressful experience.

Spouses who function most effectively during this time are those who use active coping styles, find meaning in the situation, receive community and social support, accept the military lifestyle, are optimistic and self-reliant and who adopt flexible gender roles. Resilient military families are better able to cope with deployment; they feel more capable of successfully navigating whatever the current challenge may be and achieving a sense of well-being.

2.2.1 The Cycle of Deployment

The emotional cycle of deployment is the framework used to understand the roller coaster of emotions associated with deployment. The cycle outlines the emotions and the possible effects it can have on service members and their families.

Stage 1: Anticipation of Departure. Spouses may alternately feel denial and anticipation of loss. As reality sinks in, tempers may flare as couples attempt to take care of all of the items on a family pre-deployment checklist while striving to make time for each other.

Stage 2: Detachment and Withdrawal. Service members become more and more psychologically prepared for deployment, focusing on the mission and their command. Sadness and anger occur as couples attempt to protect themselves from the hurt of separation.

Stage 3: Emotional Disorganization. Adjusting to new responsibilities and being alone.

Stage 4: Recovery and Stabilization. Spouses realize they are fundamentally resilient and able to cope with the deployment. They develop increased confidence and a positive outlook.

Stage 5: Anticipation of Return. Generally a happy and hectic time spent preparing for the return of the service member.

Stage 6: Return Adjustment and Renegotiation. Couples and families must reset their expectations and renegotiate their roles during this stage.

Stage 7: Reintegration and Stabilization. Can take up to six months as the couple and family stabilize their relationships.

Remember that the emotions experienced during the cycle of deployment are normal reactions to abnormal situations.

2.2.2 Resilience

Resilience refers to our capacity to grow and adapt in the face of stressors and changing demands. Strong relationships and a sense of control, predictability and purpose are all critical to building resilience. The resilience of Sailors and families is an area of great concern to the Navy. To support this effort, the Navy established the 21st Century Sailor Office (NAVADMIN 153/13) to address the issues of Sailor personal and family readiness, physical readiness, substance abuse prevention, suicide prevention, Sexual Assault Prevention and Response (SAPR), equal opportunity and hazing prevention.

Resources:

- [The 21st Century Sailor and Marine website](#)
- [Resilience: What is It?](#)

2.2.3 Operational Stress Control

Stress affects everyone, especially those who serve our country and their families. The Naval Center for Combat & Operational Stress Control (NCCOSC) was established to promote the psychological health of Sailors and Marines. It applies medical knowledge to improve resilience and the psychological health of Sailors, Marines and their families. NCCOSC provides information and resources to service members, families, command leadership and health professionals. Additional information can be found at:

- The [Naval Center for Combat & Operational Stress Control](#).
- The [Operational Stress Control \(OSC\) Navigating Stress blog](#).

2.2.4 Positive Aspects of Deployment

The emotional cycle of deployment is a helpful framework for understanding the demands of a deployment. The cycle is more focused on the challenging aspects of deployment, but there are also many positive elements to include:

- Spouses and children forge new friendships and strengthen relationships with extended family members. Family and friends may step in to offer support while the service member is away.
- Service members have an opportunity to advance their careers. Deployment offers the opportunity to use the skills they have acquired. Sailors frequently use this time to work toward advancement.
- Service members and partners experience personal growth. Many partners use the time apart to pursue education, career goals, enhance their health and wellness, etc.
- Enhanced appreciation of partner and family. Does absence make the heart grow fonder? It is difficult to take your partner for granted when you are apart. Email, phone calls and letters can actually enhance communication between partners.
- Additional income. With the reduction in spending on items like food and transportation, many families are able to save money during deployment.

2.2.5 Children and Deployment

Having a parent deployed, especially to a war zone, is one of the more stressful events a child can experience. It is important to remember that children worry. They worry about the deployed parent and whether the non-deployed parent also will leave, and they worry about what will happen to them. Other stressors for children include:

- Fear for the safety of the deployed parent, including worry that their parent will be injured or killed.
- Deployed parent's absence for significant events.
- At-home parent may be less available or involved.

- Lifestyle changes, including additional responsibilities, relocation, financial difficulties, etc.
- Lack of educators' awareness of and sensitivity regarding deployment and needs of children of deployed service members.

Military children may struggle just as much before and after the deployment as during the deployment:

- Before a deployment, children are distracted by anticipation of the parent's departure. The family must focus on the logistical and emotional challenges of preparation for deployment. Younger children may not understand but can sense the stress. Older children understand too well and may be fearful, angry or confused.
- After a deployment, the family must reorganize to adjust to the service member's return. Children have grown and matured, and it takes time for everyone to re-establish roles. Although they are happy that their parent has returned, children may also feel disappointed or angry as roles and rules change.

When parents are deployed to war, children may experience a wide range of emotions. Research has shown that children of deployed parents display higher levels of depression, anxiety, withdrawal and acting-out behavior compared to children whose parents have not deployed. Children may demonstrate symptoms of deployment-related stress at home and at school. These symptoms vary by age and developmental stage. Teaching parents to recognize and help their children cope with deployment-related stress is a focus of deployment workshops for both parents and children.

2.3 Deployment Support Program Management

Management of the deployment support program involves much more than simply presenting briefs. You must coordinate logistics, tailor briefings to meet the needs of commands and families, and conduct ongoing evaluations and needs assessments to ensure program success.

2.3.1 Effective Program Planning

There are numerous characteristics unique to the military that significantly affect the well-being of service members and their families. When planning programs and services, remember that not all military families have the same coping skills or experience with deployment.

2.3.1.1 Cultural Diversity

The individuals who use deployment support programs and services must be considered in planning. The needs of military personnel differ from those of the civilian population. It is beneficial to employ surveys, questionnaires and focus groups to understand the unique characteristics and needs of a particular area or group within the military community. Addressing the needs of a diverse military population ensures that service members are able to pursue their military careers at levels of performance and readiness consistent with the Navy's mission.

2.3.1.2 Logistics

When planning deployment workshops, be sure to take into consideration and discuss the following with the command representative:

Dates. Deployment readiness programs should be offered approximately 4-6 weeks before deployment. Deployment support workshops can be scheduled at regular intervals throughout the deployment.

Location. Aboard ship or in a hangar bay is ideal for deployment readiness. This gives family members an opportunity to see their Sailor's workspace, berthing, etc. Deployment support and homecoming briefs may be offered on or off base. Coordinate the location with Ombudsman, Command Point of Contact or Family Readiness Group leaders to determine the most convenient site for command families.

Days and times. Be sure to evaluate the command's schedule. Monday through Thursday evenings are optimum. Avoid paydays, holidays, etc. Do not combine a deployment briefings or workshops with a picnic, holiday party or other event where the focus should be on having fun.

Child care. Consider whether child care will be provided, by whom, where and whether there will be activities and snacks.

Event promotion. Suggest different ways that deployment programs can be promoted and provide materials. See Chapter 4, Promoting Program Services, for further information.

2.3.1.3 Joint Base

In circumstances where bases of different branches of military service are combined (joint basing), the primary concern for FFSC staff is to ensure consistency in services provided to service members and their families regardless of their branch of service. Effective program planning requires that Work and Family Life Consultants find out more about the military branches they support and coordinate services to best serve them. Here are some tips to assist you in planning appropriate deployment support programs and services:

- Use needs assessments, focus groups and surveys to gather data on the needs of communities.
- Customize existing curricula as needed to encompass a joint military audience.
- Collaborate with other military community support staff to offer joint training options.

2.3.1.4 OCONUS

The opportunity to live in another country and experience another culture is one of the many benefits of a military career. However, realities involved in adjusting to a foreign culture usually mean that there is a heightened need for deployment support programs at overseas locations. To meet the needs of the community, you need to determine which of the following factors are relevant at the OCONUS site:

- An overseas tour may mean separation from a regular support system: family, friends, co-workers, etc. This can increase stress during the deployment cycle.
- There may be limited community resources. Cultural and language barriers may prevent service members and their families from taking advantage of available resources.

2.3.1.5 Commands: Mission and Support

Each command has different demographics, different missions and different challenges. Since no two commands will have the same deployment programming needs, knowing what makes that command unique will help you customize programming to address those needs. To better understand the needs of an individual command, you need to know:

- The demographics of the service members in the command, including ages, marital status and deployment experience.
- The work that the command does and the likelihood of deployment.

2.3.2 Program Standards and Evaluation

Evaluation is a systematic, objective process for determining the success of a policy or program. It addresses questions about whether and to what extent the program is achieving its goals and objectives. Knowing that a program or service achieved its objectives is important, but knowing how or why the program achieved (or did not achieve) these objectives can provide valuable guidance for program planning and administration.

FFSC programs are governed by standards established by DoD and the Navy. Instructions detail the program delivery requirements and define the scope of the services provided.

2.3.2.1 Department of Defense Instruction

DoDI 1342.22, [Military Family Readiness](#), July 3, 2012, serves as DoD's primary guidance for military family policy. It establishes the Family Readiness System (FRS), which outlines options for services that help military families. The policy also provides guidance for regular assessment of service member and family needs and program evaluation to ensure family readiness goals are being met.

A summary fact sheet can be found here: [Military Family Readiness Fact Sheet](#).

2.3.2.2 SECNAV and OPNAV Instructions

SECNAVINST 1754.1 series, [Department of the Navy Family Support Programs](#), states that Family Support Programs will be the primary means of providing support services to military members and their families. It describes the scope of the services to be offered, the mission of family support programs and who is eligible to use these services.

OPNAVINST 1754.1 series, [Fleet and Family Support Center Program](#), establishes Navy policy and assigns responsibility for the management of FFSCs, including service delivery, best practices and staffing. It contains a detailed list of core programs and services, as well as instructions for maintaining privacy.

2.3.2.3 Navy Certification Standards

Certification standards have been developed to ensure that all FFSC programs meet the required level of service. Each site undergoes triennial assessment to determine whether standards have been achieved. Centers are evaluated on a wide range of areas, including their community involvement, financial management, performance, ethical practices, work environment and retention.



Note: Check with your supervisor for a current copy of the FFSP Certification Standards.

2.3.3 Strategic Planning

Strategic planning looks at an organization's mission, goals, objectives and the internal and external factors that affect it. Strategic planning allows the organization to respond to a dynamic, changing environment; to act rather than react. Through the strategic planning process, an organization:

- Evaluates information, including needs-assessment results, data analysis and available resources.
- Prioritizes decisions and actions to achieve organizational success.
- Clarifies plans and sets goals and objectives for the upcoming year.
- Develops an action plan for day-to-day operations and each staff member's role in the plan.
- Implements the plan.
- Evaluates the plan.

Although WFL Consultants may not directly participate in their center's strategic planning process, their situational awareness of program needs and goals can help site management to identify where deployment programs and services should be modified to meet the changing needs of a particular installation or population.

2.4 Adult Education and Training

To successfully educate adults to cope with the challenges of deployment, it is necessary to establish credibility with participants. This is achieved by:

- Understanding training topics related to the Deployment Support Program.
- Demonstrating proficiency with current Deployment Support Program training materials.
- Exhibiting training and facilitation skills that engage the adult learner.
- Understanding the purpose and importance of evaluation in training.

2.4.1 Standard Operating Procedures

Standard operating procedures (SOPs) are internal working documents that describe how a program or service will be implemented and delivered. The SOP defines the purpose, background, objectives, format and quality assurance measures for each program. Procedures are described to ensure a consistent quality standard at all FFSCs.

FFSC staff may be tasked with developing SOPs at their sites. The development and maintenance of SOPs are guided by DoD, Navy, CNIC certification and site-specific directives. The FFSC certification team will review site SOPs to ensure they address all services required in the standard. The SOP must include: title, date, references, outline, agenda, discussion questions, pertinent learning points, required equipment and materials, promotional materials and methods, and program evaluation.

2.4.2 Deployment Educational Materials

Facilitators of deployment programs are provided with instructional materials from CNIC in the *Deployment Support Program Instructor Guide*. Individual sites may supplement this content with presentation materials and resources that address the specific needs of the communities they serve.

2.4.2.1 Standardized Deployment Materials

CNIC has created a standardized curriculum to enable FFSC staff to deliver standardized education and training worldwide. Each module can be facilitated individually or in combination with other modules, as requested by commands. Presenter notes, PowerPoint presentations and handouts are included with each module to ensure consistency and provide all attendees with the same high-quality program and information.

The *Deployment Support Program Instructor Guide* offers the following modules:

- Section 1: Deployment Readiness
 - General Pre-Deployment Brief
 - Couples and Deployment
 - Children and Deployment
 - Single Service Members

- Section 2: Deployment Support
 - Managing Deployment Successfully
 - Navigating Your New Normal
 - My Parent is Deployed
 - Getting Real about Deployment
- Section 3: Homecoming and Reintegration
 - General Homecoming Brief
 - Reintegrating with Partners
 - Just for Kids
 - Deployment Homecoming for Teens
- Section 4: Return and Reunion
 - Command Leadership Brief
 - Singles Returning to Homeport
 - Reintegrating with Partners
 - Reintegrating with Children
 - New Parents
 - Consumer Awareness
 - Car Buying Strategies
 - Resources

FFSC staff must have a thorough knowledge of all standardized curriculum modules and topics.

2.4.2.2 Customized Deployment Materials

In addition to the core program areas, there may be additional deployment topics presented at a particular FFSC. These programs are usually developed in response to a specific need between updates for the *Deployment Support Program Instructor Guide*. Most often these customized materials are developed using an SOP format after approval from FFSC site management.

2.5 Information and Referral

Information and Referral (I&R) is a key component in every service FFSC offers. WFL Consultants are expected to provide I&R services to their customers. By providing appropriate, accurate and timely information as well as effective referrals, FFSC staff give their customers the tools they need to succeed.

2.5.1 Solution-Focused Counseling for I&R Delivery

To help customers find solutions to their deployment-related issues, the Navy uses a method of counseling called solution-focused counseling (also known as solution-focused brief therapy, or SFBT).

Based on a form of clinical counseling developed by Steve de Shazer and Insoo Kim Bergand, SFBT is a way of thinking, a way of conversing with clients and a way of constructing solutions interactively. The benefits of SFBT include:

- Keeps responsibility with the customer.
- Enhances the customer's self-esteem.
- Educates and empowers the customer.
- Facilitates faster problem-resolution.

The basic conditions for SFBT are that the process is:

- Short-term: The staff and customer meet as few times as possible.
- Goal-oriented: The goal is to have the customer improve his or her own situation.
- Task-centered: The focus is on constructing solutions.
- Positive: The emphasis is on what the customer can and is doing well.
- Encouraging: The staff helps identify a trend/method of positive change and encourages it.

Additional information about SFBT can be found on the [Solution-Focused Brief Therapy Association](#) webpage.

2.5.2 Collaborative Working Relationships

Numerous military and community organizations provide programs and services that are beneficial to deployment support customers. To facilitate a coordinated response to deployment issues, you should establish collaborative working relationships with other support organizations. This collaboration can be beneficial to the Deployment Support Program as well as to the other organizations.

The FFSC staff are expected to become familiar with the wide range of supportive services available to military families in the local community. Most sites should have complete and updated files on many community organizations, particularly those most often used by military families.

CHAPTER 3

Military and Community Partnerships

After reviewing this chapter, readers should be able to explain the following:

- The instructions which establish policy for the Fleet and Family Support Program.
- The missions of key military partners.
- The importance of fostering strong working relationships with community and military partners.

Terms

CCB: Community Capacity Building

CNIC: Commander, Navy Installations Command

CNICINST: Commander, Navy Installations Command Instruction

DoDI: Department of Defense Instruction

FRG: Family Readiness Groups

MOA: Memorandum of Agreement

MOU: Memorandum of Understanding

NGB: National Guard Bureau

OPNAV: Office of the Chief of Naval Operations

OPNAVINST: Office of the Chief of Naval Operations Instruction

RLSO: Region Legal Service Office

SECNAV: Office of the Secretary of Navy

SECNAVINST: Secretary of the Navy Instruction

SOP: Standard Operating Procedure

3.1 Introduction

Legislation, instructions and directives guide the Fleet and Family Support Program (FFSP). The instructions listed in this chapter define the scope of deployment programs and services.

In addition to these instructions, you should be familiar with site-specific guidance, including standard operating procedures (SOPs). Regional and local guidance can be obtained through FFSC supervisors or site managers.

3.2 Deployment Program Management and Oversight

The FFSP Deployment Support Program is guided by instructions from the Department of Defense (DoD) and the Office of the Secretary of the Navy (SECNAV). Commander, Navy Installations Command (CNIC) is charged with delivering deployment support services to Sailors and their family members.

3.2.1 Deployment Support Program Policies and Guidance

[DoDI 1342.19, Family Care Plans](#)

DoDI 1342.19 establishes policy, assigns responsibilities and prescribes procedures on the care of family members; personnel who are single parents; dual-military couples with dependents; or members who otherwise bear sole responsibility for the care of children under the age of 19; or with family members who are unable to care for themselves in the absence of the service member.

[DoDI 1342.22, Military Family Readiness](#)

DoDI 1342.22 mandates that services and support will be provided to service members and their families before, during and after deployment. The purpose of deployment assistance is to foster successful adjustment to deployment, separation and family reunion.

The instruction establishes guidelines for the delivery of deployment support services, including who is eligible for deployment support, when services should be offered, the educational topics to be covered and how to provide ongoing support.

[SECNAVINST 1754.1 series, Department of the Navy Family Support Programs](#)

SECNAVINST 1754.1 series assigns responsibility for the implementation of Navy and Marine Corps Family Support Programs and key functions. This instruction defines the mission of the Fleet and Family Support Program and outlines the services to be provided.

[SECNAVINST 5300.40, Department of the Navy 21st Century Sailor and Marine Initiative](#)

This instruction addresses the establishment of the Department of the Navy's 21st Century Sailor and Marine Initiative, which was created to maximize Sailor and Marine readiness, enhance the resiliency of the force and to hone the most combat effective force possible. The initiative defines five policy areas: Readiness, Safety, Physical Fitness, Inclusion and Continuum of Service. Included under readiness is the 21st Century Sailor Office.

[OPNAVINST 1740.4 series, U.S. Navy Family Care Policy](#)

Service members who meet the criteria defined in OPNAVINST 1740.4 series are required to complete and maintain a current family care plan. The instruction provides guidance to help service members develop workable family care plans and outline legal options.

[OPNAVINST 1750.1 series, Navy Family Ombudsman Program](#)

The purpose of OPNAVINST 1750.1 series is to provide policy and assign responsibility for the Navy Family Ombudsman Program. The instruction defines the duties of both command leadership and ombudsmen in meeting the needs of military families. Training requirements for ombudsmen, reporting procedures and communication between ombudsmen and commands are included in this instruction.

[OPNAVINST 1754.1 series, Fleet and Family Support Center Program](#)

OPNAVINST 1754.1 series provides guidance on the programs and services to be offered through the Fleet and Family Support Program. The instruction includes descriptions of components of the core programs: Deployment and Readiness; Crisis Response; and Career Support and Retention and directions for implementing these programs.

[OPNAVINST 1754.5 series, Family Readiness Groups](#)

OPNAVINST 1754.5 series establishes policy and provides guidance for establishing and maintaining Family Readiness Groups (FRGs) aboard Navy installations. Included is a description of the structure of FRGs as well as examples of bylaws and procedures for electing FRG board members.

[CNICINST 1754.2, Family Readiness Groups](#)

CNICINST 1754.2 establishes procedures for implementing the policy governing Family Readiness Groups (FRGs). The instruction describes CNIC’s responsibility for providing training and maintaining the FRG handbook as well as the duties of commands in supporting FRGs.

3.2.2 Commander, Navy Installations Command (CNIC)

The vision of CNIC is to “be the sole provider of shore capability, to sustain the Fleet, enable the Fighter, and support the Family.” To achieve this, CNIC is tasked with providing all [Fleet and Family Readiness Programs](#) for Sailors and their families. CNIC oversees the development and implementation of all FFSP services, including:

- Deployment Support
- Life Skills Education
- Mobilization/Repatriation
- Ombudsman Support
- Relocation Assistance Program (RAP)
- Clinical Counseling
- Crisis Response
- Family Advocacy Program (FAP)
- New Parent Support Home Visitation Program (NPSHVP)
- Sexual Assault Prevention and Response (SAPR)
- Domestic Abuse Victim Advocacy (DAVA)
- Transition Assistance Program (TAP)
- Family Employment Readiness Program (FERP)
- Exceptional Family Member Program (EFMP)
- Personal Financial Management (PFM)
- Navy Gold Star Program

3.3 Relationships with External Organizations

There are numerous military and community organizations that supplement the deployment services provided by the Fleet and Family Support Center (FFSC). To ensure that Sailors and their families have access to all of the services they may need, it is essential for you to establish positive relationships with these organizations.

3.3.1 Effective Working Relationships

The following steps can assist in establishing a presence in the military and civilian communities:

- Become knowledgeable about the resources and organizations that offer support to families during deployment. If possible, pay a visit to their locations to create a personal connection, share information and determine what these organizations can do for service members and their families.
- Assist organizations in understanding how the FFSC may be of assistance to them. Focus on how the Deployment Support Program can benefit that organization and ask how you can help.
- Establish collaborative working relationships with organizations. The following organizations is a good place to start:
 - Navy and other military organizations, for information and referral and to enable continuity of services. This includes, but is not limited to, commands, Family Readiness Groups, Legal Service Offices and command ombudsmen.
 - Community and Military Service organizations, for purposes of information and referral and to ensure non-duplication of services.
 - Educational institutions. Most colleges, universities and technical schools have staff that work specifically with military personnel and/or their families and can provide them with information on education opportunities.
- Serve as a representative and/or attend various boards and committees, both on and off the installation.

3.3.2 Vetting Services

You may be contacted by organizations that want to partner with your FFSC to provide goods or services to service members and their families. These organizations must be properly validated before they can partner with your program. This validation process is called vetting. A good way to vet resources is to verify whether they are registered with any of the following:

- Combined Federal Campaign (CFC).
- United Way (UW) approved organizations.
- Local Chamber of Commerce.

For CONUS locations, National League of Cities state representatives have a database to help you validate the service provider. It is essential that providers are vetted within your local community, because your state representative has closest access to the physical location of these groups and can confirm whether a provider is reputable and authentic.

3.3.3 Memorandum of Understanding (MOU)

An MOU is a written agreement that defines general areas of understanding between two or more parties and documents each party's role or function in a joint effort.

You should be aware of local MOUs that affect client programs and services. It is likely that supervisory staff are responsible for drafting an MOU or keeping MOUs current, but understanding the structure and content of an MOU is helpful for all FFSC staff.

There is a standard Navy format for an MOU. The format includes the following:

- Purpose: A concise statement of what will be done and the parties involved.
- Background: A concise statement on why this agreement is necessary.
- Points of contact: The individuals responsible for each party.
- Responsibilities: What each party will contribute. What are the respective responsibilities of each, on and off the installation?
- Evaluation: How it will be determined whether the MOU is effective.
- Review: When the agreement will be reviewed. Usually re-evaluation and renegotiation may be initiated by any party at any time.
- Effective date: The date the MOU is put into effect.
- Termination: Conditions of termination, such as the required number of days of notice.
- Signatures of responsible parties. MOUs are negotiated and signed by site management.



Note: An MOA is a memorandum of agreement. Both MOAs and MOUs are used as written agreements between two parties. There is no established legal difference, and the two terms are interchangeable. Before drafting or signing any type of agreement, be sure to speak with your supervisor.

3.3.4 Key Partners

In order to provide effective services to service members and their families, you should establish working relationships with the following organizations:

3.3.4.1 Military Partners

[Chaplain Corps](#)

Chaplains are religious leaders, such as ministers, priests and rabbis, who provide counseling, prevention programs and family enrichment programs to service members and their families. They can assist service members with adjustment to military life, interpersonal relationships and spiritual problems.

[Family Readiness Groups \(FRG\)](#)

The purpose of a Family Readiness Group is to enhance preparedness and increase the resiliency of Sailors and their families. FRGs offer informational and social programs for command families. FRGs also connect families with key support services such as ombudsmen, chaplains, school liaison officers and the FFSC.

[Navy Safe Harbor](#)

Navy Safe Harbor coordinates the non-medical care of seriously wounded, ill and injured Sailors and Coast Guardsmen and provides resources and support to their families. The program assists wounded warriors in their recovery, rehabilitation and reintegration activities.

[Region Legal Service Office \(RLSO\)](#)

The Navy offers no-cost consultation and services on a wide range of legal issues. Legal assistance offices are located on almost every installation. At major installations, the Region Legal Service Office (RLSO) is a key source for providing legal assistance.



Note: Attorneys in the Navy are known as judge advocates general (JAGs); they are part of the Navy Judge Advocate General's Corps.

[Navy Family Ombudsman Program](#)

The Navy Family Ombudsman Program was established to improve mission readiness through improved family readiness. The command ombudsman program can help ensure that families have the information necessary to meet the challenges of a military lifestyle. The ombudsman program helps commanding officers gain a better understanding of the welfare of the command's families. It also assists commands and their families to be better prepared to meet emergency situations.

3.3.4.2 Community Partners

[American Red Cross](#)

The American Red Cross Emergency Communications Center delivers around-the-clock services to active-duty military personnel and their families. American Red Cross emergency services are available to all members of the armed services and their families. Active-duty and community-based military members can use the Red Cross for emergency communications, emergency financial assistance and counseling.

[COMPASS](#)

COMPASS is a volunteer-run spouse-to-spouse mentoring program that introduces participants to all aspects of the Navy lifestyle. COMPASS provides spouses the opportunity to build a peer network and gain the knowledge and skills needed to cope with the challenges of military life.

[Navy-Marine Corps Relief Society \(NMCRS\)](#)

The Navy-Marine Corps Relief Society is a private, nonprofit volunteer service organization. NMCRS provides financial, educational and other assistance to eligible members of the Navy and Marine Corps. NMCRS provides short-term, emergency and need-based financial assistance. NMCRS also offers financial counseling, no-interest loans, grants and support services.

[Operation Homefront](#)

Operation Homefront is a national nonprofit organization that provides emergency and other financial assistance to the families of service members and wounded warriors.

[Yellow Ribbon Reintegration Program \(YRRP\)](#)

The National Guard Yellow Ribbon Reintegration Program provides information, services, referrals and outreach programs to service members and families of the National Guard and Reserves throughout all phases of the deployment cycle. This is accomplished through YRRP events, held in every state. The YRRP also has an extensive list of resources.



Tip: Check with your supervisor for local programs and services that provide deployment support.

3.3.4.3 Department of Defense Programs and Initiatives

[The National Guard Bureau Community Capacity Building Initiative \(CCB\)](#)

The purpose of the Department of Defense's Community Capacity Building Initiatives is to strengthen a community's ability to meet the needs of residents. CCB uses military and civilian resources to enhance the quality of life for service members and their families. CCB also helps formal support services work in partnership with informal social networks. Check with your point of contact and/or supervisor to learn about CCB practices and protocol at your installation.

CHAPTER 4

Promoting Program Services

After reviewing this chapter, readers should be familiar with:

- Formulating a strategy for promoting deployment support programs and services.
- Recognizing the difference between internal and external customers.
- Using the different types of media in publicity.

Key Terms

FRG: Family Readiness Groups

INDOC: Command Indoctrination

PAO: Public Affairs Officer or Office

POW: Plan of the Week

PR: Public Relations

PSA: Public Service Announcement

SME: Subject-Matter Expert

WIIFM: What's In It For Me?

4.1. Publicity Overview

The success of Fleet and Family Support Center (FFSC) services depends on the ability to effectively promote the benefits of these services to the commands, service members and families. This requires informing customers about available FFSC programs that will meet their needs. A solid FFSC promotion plan inclusive of all programs is needed to achieve this goal.

4.1.1 Publicity Plan

FFSC Certification Standards require the FFSC to maximize attendance at deployment briefings by operating an extensive outreach campaign. Deployment, in conjunction with all FFSC programs, must develop a comprehensive plan to publicize FFSC events.

An effective publicity plan should include:

- Targeted communication strategies. Who are the specific target audiences, and what is the best way to reach each one?
- A distribution plan for promotional materials to keep commands, service members and their families informed of FFSC programs and services.
- Identified processes to review publicity effectiveness.

The publicity plan guides the FFSC promotional efforts. It is a written document that helps management implement the publicity process by defining goals, timetables, strategies and tactics. Although promotion is a continual effort, it is important to have a plan with identified long-term goals.

The FFSC publicity plan serves as a guide for the programs and services the organization plans to highlight at specific times during the next year. It should:

- Support strategic planning goals and needs-assessment data. Services should be reflective of the needs and interests of FFSC customers.
- Represent the big picture. The FFSC's overall publicity plan includes strategies and campaigns for each of its programs. Following a system ensures that workshops are not overlapping or repetitive.

4.1.2 Program-Specific Publicity

Deployment support is an integral part of the overall promotional plan for FFSC programs and services. For example, what will success look like for the deployment support program? Will it be an increased number of participants at workshops; more collaboration with commands and families before, during and after deployment; fewer problems arising during the deployment cycle? How will FFSC staff get the word out about the Deployment Support Program?

All prospective customers want to know how a service will make their lives better. Customers want to know "what's in it for me (WIIFM)?" Publicity should emphasize exactly how deployment support workshops can assist commands, service members and their families.

When promoting deployment support services, it is necessary to:

- Keep updated distribution and contact lists of key target audiences, such as command leadership, FRGs, ombudsmen and guest speakers.
- Work with the installation public affairs officer (PAO) to make the best use of installation publicity tools.
- Know your program. Be an expert not only on deployment support services but all FFSC programs.
- Build a relationship with key partners, including command leadership, chaplains, ombudsmen, and FRGs. They have established trust with potential FFSC customers and can help promote deployment services.
- Establish direct, personal contact with potential customers by attending briefings, conferences and installation events.

4.1.3 Targeting Specific Audiences

Before considering specific ways to promote services to target audiences, FFSC staff should have a general understanding of publicity concepts. In particular, it is beneficial to look at the promotion of FFSC programs and services in terms of social marketing.

The primary focus of social marketing is on the customer. Social marketing is the process of learning what people want and need. Promotion must speak not just about the product but about how the product will fill a customer's wants and needs. Social marketing considers the customer's point of view by addressing the "Four Ps" of marketing: product, price, place and promotion.

PRODUCT

A practical and workable deployment support "product" is one that customers are convinced will serve a perceived need. A product may deliver general deployment support education in the form of a service, such as a class or workshop, or printed information, such as a brochure or reference guide.

PRICE

"Price" can refer to the cost to commands or military families that do not use FFSC deployment support services. The "price" can be increased stress for families or reduced mission readiness for commands.

PLACE

"Place" describes the way the product reaches the customer. For deployment support services, place refers to how the training, information or products reach service members and families. FFSC staff should consider the activities and habits of their target audience. For example, do family members want to attend a program at the FFSC or at another location? Is it effective to hold deployment programming at alternate locations or different times to capture the target audience?

PROMOTION

"Promotion" consists of the integrated use of advertising, public relations and a focus on creating and maintaining demand for the product. Research is crucial to determining the most effective and efficient ways to reach service members and their families. Once those are determined, deployment services should be promoted using media that will reach the intended customers.

4.1.3.1 Customer Segmentation

Segmentation is the practice of dividing customers into groups that have similar wants and needs in order to promote a product or service. It focuses on identifying customer groups based on demographics and specific attributes. For deployment support, these customers are commands, service members and families, or they may be grouped by rank, gender, experience, etc.

Customer segmentation can be useful in developing customized deployment support promotional plans and campaigns. The key is to be aware of potential customers, clarify their needs, segment them and tailor the message to each segment. For example, when promoting a deployment support program to service members, the market can be segmented further by age, rank or years of service.

Focus on the following when segmenting and developing strategies for specific target audiences:

- Identification: Who are the specific target audiences?
- Needs: What does this specific audience need from FFSC and the Deployment Support Program?
- Clear messages: What will motivate the audience to listen or to help them to understand?
- Effective presentation: How and where should the message be delivered to the specific audience? Publicity must be relevant, credible and promoted via appropriate tools and strategies.
- Realistic benefits: What can be expected from the use of deployment support services?

4.1.4 Market Research and Data Collection

Market research is used to determine customer needs and how well the FFSC is satisfying those needs. Market research information can be collected from the following sources: surveys, focus groups, needs assessments, demographic studies of an installation's population and FFSC program evaluations.

Data from market research can help determine whether the target audience has changed, whether deployment support needs are different and how program information is obtained. Focus groups and surveys are effective in market research as well as in needs assessments. For promotional efforts, a focus group can:

- Be used to get a better "feel" for the target audience.
- Identify which programs will most likely be "bought" by clients.
- Determine how information on programs and services has been disseminated.

Deployment Support Program evaluations are also an excellent source of publicity research data. Program evaluations solicit responses as to how participants heard about the program and suggestions for improving services and program delivery.

4.2 Promoting the Deployment Support Program

Effective promotional efforts involve more than reaching out directly to commands and families. Promotion occurs in every interaction FFSC staff members have with colleagues and members of the community. A powerful promotional strategy considers both internal and external customers.

4.2.1 Internal and External Customers

FFSC staff serve internal and external customers. External customers are the end users of an organization's products or services—what most people understand and refer to as “customers.” FFSC customers include commands, service members and their families. Internal customers are individuals within the same organization. This includes FFSC and all organizations within the FFSP. Providing service to and developing effective working relationships with both types provides the foundation for promoting deployment support programs and services.

4.2.2 Publicizing Deployment to External Customers

To engage the FFSC's external customers, it is necessary to identify the various groups and develop messages that address the needs of each. Command leadership, the command representative, and service members and their families may have different concerns. Specifically addressing their needs will encourage participation in the Deployment Support Program.

4.2.2.1 Command Leadership

Promoting the program to Command leadership should include any studies or statistics on deployment issues in the Navy. Providing data to command leadership on how the use of deployment support services increase readiness and retention, will encourage command support and utilization of FFSC deployment support services.

4.2.2.2 Command Representative

One of the methods by which all FFSC programs and services are publicized is through the FFSC command representative. The command representative is an FFSC staff member assigned to work specifically with a command.

Command Representatives:

- Provide information to commands on FFSC educational programs and services.
- Encourage the use of FFSC programs and services by the commands.
- Customize services to meet the needs of the commands.
- Assist deploying commands in preparing crew and families for deployment.
- Give commands a primary point of contact at the FFSC.

A command representative is responsible for:

- Promoting FFSC programs to command leadership, including the Family Readiness Groups (FRGs) and ombudsmen.
- Scheduling and verifying all FFSC programs for commands and their FRGs.
- Maintaining a working file for each assigned command.
- Maintaining contact with the command via correspondence, email, face-to-face visits, etc.
- Maintaining contact with command leadership spouses, FRGs and ombudsmen throughout a deployment.

The command representative's initial contact with a command may take the form of a letter, an email or a phone call. A meeting is set with command leadership to discuss what the FFSC can do for the command. This meeting allows the command leadership to ask questions about FFSC, its programs, services and resources. The focus should be on the command's needs and how FFSC programs and services can empower service members and families to successfully meet the challenges of a military lifestyle.

4.2.2.3 Service Members and Their Families

Promoting the program to service members and their families will help ensure that they are aware of the many deployment support programs and services offered at FFSC. One of the best ways to reach service members is through their command's plan of the week (POW) and/or plan of the day (POD). Command indoctrination (INDOC) programs and sponsors of newly relocated service members also provide a means to reach service members.

When promoting the program to family members, many factors must be considered, including age, geographic location, experience with deployment and support systems. It may be helpful to combine multiple factors when promoting services to families. For example, promotion to spouses with children who may need advice on helping children cope with deployment.

4.2.3 Publicizing Deployment to Internal Customers

Promoting deployment programs to internal customers can enhance the quality of products and services, communication, teamwork and morale within the organization. Not only does this improve the working environment within the FFSC, it can enhance external publicity efforts. FFSC staff's internal customers include:

- The FFSC site Director and/or supervisor.
- Other FFSC program subject-matter experts (SMEs).
- Command Representatives.

Ensure that internal customers know as much about FFSC deployment support services as external customers. This enables internal customers to market deployment support programs to FFSC external customers. It can also help internal customers perform their jobs. For example, promoting deployment support programs to FFSC clinical staff will help clinicians make appropriate referrals to FFSC staff.



Tip: Consider partnering with or shadowing another FFSC staff member—someone outside the Deployment Support Program area. Learn about his/her job, services, customers and program area.

4.3 Publicity Strategies and Tools

Promotional strategies and tools fall into three broad categories: audiovisual, print media and digital. Regardless of which tools are selected, there are some basic principles to consider:

- Develop and use a consistent “look.” Colors, fonts, logos and taglines should work together to easily identify the FFSC as well as the Deployment Support Program.
- Use a consistent and positive message. Publicity should be consistent with Deployment Support Program goals to help service members and families successfully cope with the challenges of deployment.
- Include a call to action. Target audiences should have a way to respond or contact the FFSC. Use terminology such as “call us” or “register now.”
- Repeat, repeat, repeat! Communications research states that people need to “hear” new information at least six times before it starts to sink in.



Note: All promotional materials and ideas should go through your chain of command.

The following tools and strategies can be used to publicize deployment support services. For each option, consider which would be the most effective way to reach customers.

4.3.1 Audiovisual Tools

Audiovisual tools include radio, TV, videos, PowerPoint slides and CDs. These can be expensive but very effective.

- Public service announcements (PSAs). Television and radio stations are required to air PSAs. An FFSC PSA should highlight various programs and services, including deployment support. Before investing time and effort into developing PSAs, research your target audience to determine whether this will reach them. You may be able to broadcast audio PSAs through the Exchanges and commissaries; video PSAs can be shown at base movie theaters.
- Base Public Affairs Office. The Public Affairs Office covers newsworthy stories and can obtain local TV or radio coverage. Personal stories are a memorable and effective way to promote deployment support.

- PowerPoint, video or slide programs. These are inexpensive and fairly easy to produce. A presentation can be looped to play repeatedly in the FFSC waiting area or other appropriate locations. Highlight deployment support topics and tie them into current promotional campaigns.
- Base and FFSC marquees. These may be used to promote deployment support workshops. The message must be very brief and to the point. This can be a particularly effective way to promote a specific workshop or program.

4.3.2 Print Media

Print media includes fliers, brochures, posters and program materials. Any printed material with FFSC identifying information can be considered a promotional tool. Be sure that the print product immediately draws the reader's attention.

There are several key elements in the production of quality print materials:

- Accurate and current information. This establishes credibility.
- High-quality graphic design. This should integrate words and images that represent the product.
- Products that grab the reader's attention. They should be attractive, professional and easy to read. Digital photography is readily available and gives a polished look to print media.



Note: Stock photos are licensed, not purchased or sold. When stock photos are licensed, the purchaser has the rights to use the photos only in certain ways. The use of photos in advertising that are not "stock" photos, including photos of deployment support customers, requires a legal release from the subjects as well as permission from the photographer or the owner of the copyright.

4.3.3 Social Media

In addition to the FFSC and installation websites, consider the benefits of social networks. Many of these are used by service members and their families.

What are the advantages of using social networking sites for promotion?

- Fast and easy to implement. Launching a social media page takes only a short time. Businesses and organizations do not have personal profiles but create a business page. After the page is built and published, viewers can become "fans."
- Low cost. There usually is no cost or only a very low cost to using online social-media sites.
- Instant feedback. Comments and reviews—both positive and negative—begin immediately.
- Easy to update. Unlike print products, it is quick, easy and inexpensive to keep the site updated.
- Amplifies the impact of the content. When content is distributed across and discussed on social networks, it is more likely to draw qualified customers to the site.

Using social networking sites to market is fundamentally different from other forms of online promotion. Social networking is about participation, being part of a community, and contributing to it. The fundamentals of social networking:

- Create awareness. Be an active user. The page should be creative and inviting.
- Develop relationships. Make contact with influential users. Earn friends—those who will use the page and invite others to use it as well.
- Create something of value. Only content that is interesting or useful will gain visibility.
- Build a positive reputation. Be active, contribute to the community and avoid overly promoting the content.

Having an FFSC presence on social networks with links to accurate and helpful deployment information, programs and services is an effective and relevant method to reach potential customers.

4.3.4 Digital Materials

The digital “world” is a critical element in today’s promotional environment. People watch less live TV, buy fewer magazines and newspapers and spend increasing amounts of time online. Digital promotion technologies include “pull” and “push.”

- Pull digital promotion technologies involve the user having to seek out and directly grab (or pull) the content via Web searches. Websites, blogs and streaming media (audio and video) are good examples.
- Push digital promotion technologies involve the marketer as well as the recipients. Email is one example; the sender has to push the messages to the users for the message to be received.



Note: It may not be possible to have an FFSC presence in all of the following digital markets, but FFSC staff should be aware of their potential. Younger service members and families, in particular, may be reached more readily via digital promotion.

4.3.4.1 Installation Websites

The majority of FFSCs have webpages that are used to share information about programs and services and to connect customers to useful articles and resources. The best webpages are user-friendly and updated frequently. Each FFSC webpage should have a section on the deployment support program.

4.3.4.2 Email Outreach

Email is a form of direct outreach that uses electronic messages to communicate. In its broadest sense, every email sent to a customer or potential customer could be considered email publicity. Email can enhance the relationship of an FFSC with its current customers and help develop increased loyalty and future interactions.

Customized email is an excellent way to keep in contact with military commands, military and community partners and customers. All email communication must be kept professional and within the guidelines set by the Navy and the local installation and FFSC. Distribution lists can be created and used to send relevant information on a regular basis. Program announcements, the FFSC newsletter and resource information are among the items that may be sent via email. Graphics and color can enhance an email, but the security settings on many Navy computers may not accept these.

4.3.4.3 Mobile Devices

Cellphones and tablets create a unique opportunity to reach potential customers, particularly via text messaging. The current generation of Sailors is much more likely to use text messaging than email. For deployment support promotion, a text message could contain program dates and times, a reminder to make an appointment or a link to a helpful website.

Text messages can be sent to customers directly from an FFSC email account. Visit the cellphone carrier websites to determine how to reach customers via text messaging.

4.3.5 Targeted Resources

Publicity tools may be targeted to reach various segments of the Deployment Support Program stakeholders and customer populations. Using these targeted promotion strategies, the FFSC can tailor both the message and the delivery method. For example, the FFSC website could have separate sections specifically for service members, families, command leadership and ombudsmen. The tools and their target audiences include, but are not limited to, the following:

Tools	Target Market
FFSC website	Service members, commands, families, ombudsmen, FRGs
FFSC newsletters	Service members, commands, families, community organizations
Navy messages	Service members, commands
POW and POD announcements	Service members, commands
FFSP displays in high-traffic areas, such as the commissary	Service members, families
Military and civilian newspaper articles	Commands, community organizations, service members and families
Brochures and fliers	Active-duty service members, family members, military and community organizations

Email	Service members, families, commands, special-interest groups, community organizations
Social media	Service members, families, community organizations
Specialized newsletters or messages for specific groups	FRGs, ombudsmen, community organizations

4.4 Public Relations

Developing public relations (PR) requires a continuous effort to ensure a strong public image. PR is rooted in the delivery of information to target audiences through direct contact. Contact methods include personal networking, briefings, personal correspondence and attendance at installation or community functions. Effective PR occurs when time and effort are invested in having customers and community members understand FFSC programs and services.

Public-relations strategies for the Deployment Support Program include:

- Identify and meet with key communicators. These may include other FFSC staff, ombudsmen, command and base leadership, etc. These individuals have the ability to reach potential customers directly.
- Network. Set up meetings with community organizations and others who support the Deployment Support Program. Personal networking helps others understand the importance of deployment support services.
- Briefings and meetings. Identify groups and set up brief meetings to explain deployment support.
- Installation and community events. These are a good way to gain visibility. Attend meetings of professional associations, Ombudsman Assembly, etc. Volunteer to give a short presentation, or set up a booth or table and distribute program information.

Regardless of which tools and strategies are implemented to publicize deployment support services, the most effective promotion stems from the program’s success and reputation.

4.5 Community Outreach

To be successful, FFSC staff should work closely with other community organizations—such as the base housing office, the School Liaison Officer (SLO), Morale, Welfare and Recreation and the American Red Cross—to ensure that customers have access to vital programs and services. Publicity aimed at these diverse organizations must focus on “WIFM” — they must understand the advantages of working with or supporting the Navy’s Deployment Support Program.

Community organizations provide vitally important services for service members and their families. The intent should be to determine how the FFSC and the organization can work together to benefit Navy families. Consider the following when partnering with community organizations:

- Schedule meetings with the organizations that may benefit deployment support customers.
- Determine how the FFSC and the organization can work together to meet deployment support customers' needs.
- Establish a point of contact with whom to exchange up-to-date information.
- Provide the organization with promotional materials, such as deployment support brochures that they can give to military families.
- Obtain the organization's promotional materials to distribute to FFSC customers.

Publicizing FFSC programs and services is the mission of all FFSC staff. Effective promotion ensures that service members and their families have knowledge of, and access to, the support programs that increase resiliency and enhance their quality of life.

CHAPTER 5

Administration, Records Management and Program Assessment

After reviewing this chapter, readers should be able to demonstrate:

- Customer service best practices
- Basic time-management skills.
- An understanding of the Fleet and Family Support Management Information System (FFSMIS).
- Knowledge of tools used to measure program effectiveness.

Key Terms

FFSMIS: Fleet and Family Support Management Information System

5.1 Administration

Administrative tasks are the responsibility of all FFSC personnel. Your attention to these details of your job helps ensure that FFSC customers receive the highest-quality service and that the FFSP certification standards are being met.

5.1.1 Customer Service

Customers who are pleased with the service they receive are more likely to return and will recommend your services to others. When you provide your customers with the information and services they need, you are contributing to their resilience and helping them cope with the challenges of the military lifestyle. This enhances mission readiness and supports retention of service members in the Navy.

You demonstrate excellent customer service when you:

- Have a “service” mindset.
- Pay attention to detail.
- Seek out information relevant to customer needs.
- Stay up-to-date on programs and services in your area.
- Match resources to customer needs.
- Educate customers about other FFSC services.

Poor customer service has wide-reaching effects. Studies show that customers who are dissatisfied with the service they receive will tell eight to 10 people; they are much more likely to talk about a bad experience than a positive one. Some of the most common customer service “don’ts” include:

- Speaking too quickly or in a manner the customer cannot understand.
- Using too many military abbreviations and/or acronyms.
- Giving abrupt or rude answers.
- Saying, “I don’t know.”

Providing excellent service to all FFSC customers should be one of your highest priorities.

5.1.2 Time Management

Effective time management requires understanding your goals and overcoming obstacles to achieving them. You can learn to plan, delegate, organize, direct and manage the workload. The following tips can lead to effective time management:

- Make a realistic “to do” list every day.
- Identify daily/weekly/long-term goals. Write them down.
- Prioritize tasks. Check with your supervisor to be sure your priorities are in alignment.
- Are you a morning person or an evening person? Schedule difficult tasks during your peak times.
- Avoid multitasking. Studies show that multitasking reduces efficiency and the quality of work.
- Schedule blocks of time for important tasks and responsibilities.
- Build time into your schedule to allow for emergent tasks.
- Identify “time-busters,” those things that interrupt your day. Adopt a strategy to overcome them.

5.1.3 Situational Awareness and Safety

FFSP certification standards mandate that the FFSC must endeavor to ensure the safety of both personnel and customers. It is your responsibility to be aware of your environment and know the policies and procedures in place to ensure your safety. To minimize risk, a written protocol should be in place at every FFSC. This should include:

- Required staff training in recognizing and assessing risk.
- The role of each staff member.
- Safe arrangement of offices and office furniture
- The center’s practice for dealing with potentially violent customers.

If you are not familiar with your center’s safety policies, ask your supervisor or Director.

5.2 Record Keeping

Accurate record keeping is necessary to successfully manage and ensure quality deployment support services as well as to meet certification standards. Clear documentation is needed regarding statistical data. Policies and procedures, orientation and training, program format and content, counseling and Information and Referral (I&R) services must be documented. This section outlines the procedures by which FFSC staff are to accomplish records management in accordance with approved policy and guidance.

5.2.1 Fleet and Family Support Management Information System (FFSMIS)

FFSMIS is the official information management system for the FFSP. It supports program management and reporting needs of CNIC headquarters personnel, regional staff and FFSCs. A secure, Web-based application, FFSMIS allows providers and supervisors to enter and update data on customers, cases and activities.

Documentation in FFSMIS is required for all deployment services. The [Fleet and Family Support Management Information System Handbook](#) can provide you with additional information.



Tip: Include a block of time in your daily schedule to complete FFSMIS updates. This ensures accuracy and keeps the task from becoming overwhelming.

FFSMIS contacts fall into three categories: I&R, individual and group. Each has its own reporting requirements and must be completed thoroughly.

5.2.1.1 I&R Contact Note

I&R customer contacts are generally those that last less than 15 minutes. A tally of these contacts should be entered daily using FFSMIS I&R forms. Check the I&R category on the form when basic information, referral and/or materials are provided that relate to deployment support. General I&R information may also be entered as an I&R contact. Statistics are kept concerning the referrals of every customer, whether referred within the FFSC or to other organizations. Examples of general I&R contacts include:

- A service member asking for the location of a specific building on base.
- Referring a customer to the Red Cross for emergency communications.
- Speaking with a command to schedule a deployment brief.

5.2.1.2 Individual Contact Note

One-on-one customer contacts usually last longer than 15 minutes and involve more in-depth consultation services.

5.2.1.3 Group Contact Note

These contacts fall into the following four categories:

- Customer: A group education and training program that is advertised and scheduled for an open FFSC audience.
- Command: A group education and training program specifically presented upon request from a command.
- Outreach: Groups, meetings or events with two or more customers where you provide information designed to educate or promote FFSC programs and services. An example would be when you attend a meeting with command leadership to provide information on FFSC pre-deployment programs and services. Another example is staffing an information booth or promotional table.
- Collateral: Meetings you attend where the goal is to enhance or coordinate FFSC service delivery. An example of a collateral group contact is when you meet with the Family Readiness Groups (FRGs) to coordinate a homecoming brief.

All group contacts are documented on the group programs form under the program category “deployment” and then the group type and program type. Be sure to document the time spent on the training and include participant details, where applicable.



Note: Be sure that all data recorded in FFSMIS is accurate and complete. These numbers are used to allocate program staffing and funding each year. Inaccurate or incomplete numbers may result in insufficient personnel or money to meet program needs.

5.2.2 Centralized Scheduling

Centralized scheduling offers a “One Call-Serves All” approach to scheduling appointments for FFSC programs and services. Each region has a toll-free phone number that connects the caller to a center within that region. During regular business hours, callers receive an immediate response to their request to schedule, cancel or reschedule an appointment with an FFSC staff member. Centralized scheduling ensures timely services that best meet the needs of the military community. Benefits of centralized scheduling include:

- Streamlining scheduling for active-duty service members, family members and commands.
- Appointment coordination when multiple services are requested.
- Reminders of appointments via phone or email as requested (available at many centers).
- Scheduling appointments from anywhere; appointment requests can be made from a ship at sea.



Note: Talk with your supervisor for guidance on centralized scheduling procedures at your site.

5.3 Evaluations and Assessments

The use of evaluations, surveys and assessments allows FFSC management to base program decisions on accurate, relevant data. Data collection tools provide useful information about customer needs and service delivery. To achieve a high level of quality assurance within the FFSC, it is important to understand:

- The methods used to collect data.
- The types of data collected and the purpose of that data.
- The frequency of data collection.
- How data is used and maintained.

5.3.1 Measurement Tools

FFSCs use various measurement tools to capture information. This data is then used to demonstrate whether program requirements and goals have been achieved. The common methods used by FFSCs for gathering data include surveys, questionnaires and checklists. No matter which measurement tool is used, it is critical that it be valid and reliable.

Validity: Validity refers to the degree of accuracy that can be expected from a specific measurement tool, or instrument. Does the instrument measure what it is intended to measure? You can ensure validity by using standard measurement tools that already have been validated or by pilot-testing tools to make sure they accurately measure the desired data.

Reliability: Reliability refers to the consistency of a particular instrument. Are the same results achieved by different people at different times? You can ensure reliability by using tools that have been tested for reliability or by cross-checking tools with those that have been tested to see if the same results are achieved.

5.3.2 Customer Feedback

Obtaining direct feedback from customers is an excellent way to determine customer satisfaction and to make decisions about how programs and services can be improved. CNIC created the *FFSP Customer Satisfaction Survey*, which is conducted semi-annually at each site for two-week periods. The survey is distributed to all customers, usually at the FFSC front desk, but all staff may be asked to provide them to their customers.

A program evaluation form is a standardized survey given to customers who attend training classes, workshops or other FFSC programs. CNIC has developed standardized customer surveys used by all FFSC programs and services. These surveys are designed to evaluate customer perceptions of the usefulness of the content and the effectiveness of the presenter, as well as to solicit suggestions for improvement.

The surveys are easy to use and understand and are relatively short so as to obtain meaningful data. The reviewers can remain anonymous or choose to include contact information for follow-up. Comments can be summarized and shared with stakeholders. Essential questions have been designed to gather information that will need to be tabulated for CNIC data calls. The questions on these CNIC surveys should be used as written. To meet the needs of an individual site, region and/or program, additional questions may be added to any of the surveys.

Although not required, it can be very helpful for the presenter to complete a program-assessment form and submit it along with the participant evaluations to site management. This enables presenters to evaluate the program from their perspective, comment on any interesting or unique occurrences and make suggestions for improvement.



Note: A region or site may have its own required evaluation forms. Check with supervisory staff as to which forms should be used.



Tip: It is important to learn the weaknesses as well as the strengths of your training in order to improve a program. Do not be afraid to ask about program weaknesses!

CHAPTER 6

Professionalism, Communication and Training

After reviewing this chapter, readers should be able to:

- Successfully complete a professional development plan.
- Establish and maintain interpersonal relationships.
- Apply adult learning theory when facilitating deployment programs.

6.1 Professionalism

In your role as a Work and Family Life Consultant (WFLC), you are representing the FFSC to commands, service members, military families and the community. You are expected to exhibit professionalism in all your interactions. This includes your appearance, the professional courtesies you extend to others and your pursuit of education and training to enhance your professional knowledge.

As an FFSC representative, your appearance should be neat and professional. Dressing appropriately promotes a positive image to the commands, service members and their families. Because you may be required to conduct meetings or training aboard naval vessels, your clothing also needs to be suitable for the environment and not present a safety hazard. Check with your supervisor for standards of professional dress.

Professionalism includes professional courtesy. When interacting with service members, you should use the appropriate rank/rate titles. A service member's rank is always clearly identified on the sleeve, the shoulder or the collar device. Address all members of the command by their title and last name (Captain Jones, Commander Smith, and Master Chief Doe). Even if the Commanding Officer (CO), Executive Officer (XO) or Command Master Chief (CMC) asks that his or her first name be used, you should continue to use the correct form of address.

Enlisted personnel are referred to by their primary job titles. The term "rating" is used when referring to the job of an enlisted person. The rating is a combination of the enlisted person's "rate" (pay grade) and specialty.



Tip: When in doubt about a service member's rate or rank, ask them what they wish to be called. You can also ask them to explain the meaning of the insignia on their uniforms. Most people love to talk about what they do!



Note: See Appendix IV for a chart that outlines pay grades, ranks and rates.

6.1.1 Individual Development Planning

Professionalism extends beyond appearance and courtesy. Your professionalism is exhibited in your knowledge of FFSC program areas and content. FFSC staff must be properly trained to provide high-quality service to their customers. To achieve this, you should create a professional development plan that outlines a strategy for keeping your knowledge and skills current. The plan should build on your experience and identify ways to enhance your professional knowledge and performance. An effective plan includes:

- Developing a professional network that helps you meet the needs of your customers.
- Creating a personal learning network of like-minded professionals and experts in your program area.
- Completing orientation and other trainings to familiarize yourself with FFSC programs.
- Identifying available trainings that support your learning goals and scheduling time to attend them.



Note: Be sure to consult your supervisor when you create your individual development plan.

PROFESSIONAL NETWORK

An important aspect of professionalism is creating and maintaining professional relationships. This often involves networking. Networking is more than collecting business cards or exchanging phone numbers. A powerful network results from sharing information and resources with others. Networking provides the following benefits:

- Creates collaborative relationships that benefit both parties.
- Provides an opportunity to stay in touch with peers.
- Offers fresh ideas and new approaches to challenges.

6.1.2 Orientation

Your professional training includes an orientation session at your center. This is accomplished by:

- Reading the *Deployment Support Program Desk Guide* and all relevant directives, instructions and training materials.
- Meeting with staff from all areas of the FFSC.
- Observing FFSC programs.
- Touring the installation.



Note: Your supervisor may provide you with a checklist of items to complete as part of your orientation.

In addition to steps above, you should become familiar with all of the following:

- Base and site-specific information, including local-area guidance and site-specific policies, standard operating procedures, etc.
- Orientation to the Navy, including culture, language, rank and rates, etc.
- Overview of the FFSC.
- Fleet and Family Support Program (FFSP) certification standards.
- Deployment Support Program materials.
- Deployment resources and partner organizations.
- Solution-focused brief therapy techniques.
- Confidentiality and Privacy Act.
- Fleet and Family Support Management Information System (FFSMIS) and reporting procedures.
- Centralized scheduling.

6.1.3 Supervision/Mentoring

As a Work and Family Life Consultant/Educator, you should have the opportunity to learn from an experienced colleague. This may be a supervisor or another WFLC in your program area. Your mentor should:

- Have knowledge about the program and share that knowledge with you.
- Meet regularly with you to share ideas and answer questions.
- Facilitate your learning by tracking your progress.

In addition to providing you with program-specific instruction, your supervisor will help familiarize you with the duties of your position and provide continued support and guidance. Your supervisor should:

- Oversee administrative tasks, including required reports.
- Meet with you on a regular basis to discuss questions or concerns.
- Evaluate your job performance.

You should also consult with your supervisor:

- Regarding any issues or difficulties you may be experiencing.
- Before contacting command leadership.
- Before committing to outside events.

6.1.4 Establishing and Maintaining Interpersonal Relationships

As an FFSC staff member, you will form relationships with a wide variety of individuals and organizations in both military and civilian communities. To establish these relationships, you must demonstrate knowledge of deployment support and the military. Additionally, you must be able to develop and maintain positive relationships with clients and colleagues.

Effective relationships, whether personal or professional, demonstrate the following attributes:

- Atmosphere of respect and trust.
- Clear communication.
- Exchange of information and ideas.
- Respect for privacy.

As you work with customers, colleagues, commands and your community, keep in mind the basic concepts of establishing and maintaining professional relationships. Examples of these concepts include:

- Work with individuals, not just the command or organization.
- Treat others with respect and trust. Be polite, patient and, if necessary, persistent.
- Be prepared. Know the details. Specifically identify what must be accomplished and why.
- Keep people informed. Provide them with the necessary information and get them involved from the beginning; they are more likely to become personally invested and want the relationship or project to succeed.
- Look for win-win opportunities. Try to create buy-in with others by explaining how they will benefit from the relationship.
- Have positive expectations. Be encouraging. A positive approach goes a long way.
- Pay attention. Listen. Focus first on understanding other people's needs and priorities.
- Maintain confidentiality. Let people know that they can share information without fear of disclosure.
- Be appreciative. Recognize and thank both individuals and organizations.

6.1.5 Credibility

Credibility is the extent to which someone is deemed trustworthy and believable. To maintain effective relationships, you must be credible. Building and sustaining credibility is an ongoing effort. Use the following techniques to build credibility with your customers, commands and the community:

- Be yourself. Concentrate on and play to strengths. Demonstrate value to the customer, co-workers and organizations. Be honest and human.
- Act competently. Show that the FFSC's and customers' interests are of utmost importance. Be a problem-solver.
- Listen carefully and follow instructions. Know what is expected, and follow through in a timely manner.
- Be knowledgeable. The foundation of credibility is being professional and knowing what to do. Seek out others who have the knowledge you need.
- Keep an open mind. Be open to new opportunities and ways of doing things.
- Be flexible and adaptable.
- Be professional. Speak and look like a professional. Your credibility is enhanced when your dress and manners are professional.
- Be ethical. Adhere to the applicable professional principles and code of ethics.

6.1.6 Keeping Information Current

The instructions and directives listed in this guide are up-to-date as of the publication of this document. Updates to governing documents are usually forwarded to FFSC site supervisors from CNIC. You can also check the following sites for updates or revisions to the documents in this chapter.

Check for:

- Department of Defense issuances at www.dtic.mil/whs/directives
- Department of the Navy issuances at <http://DONi.daps.dla.mil/default.aspx>
- Fleet and Family Support Program at www.ffsp.navy.mil

6.2 Communication

Communication skills are essential for FFSC staff. This section discusses how to:

- Understand the communication process and different types of communication.
- Use correct form, diplomacy and tact when communicating with customers, co-workers, supervisors and collaborative partners.
- Employ the safe, correct and approved use of social media and other Internet communication.

6.2.1 The Communication Process

Communication is the exchange of ideas and information. “Exchange” implies that communication is a two-way process. There must be a sender and a receiver for the transmission of information to occur. The sender is the person who initiates the communication or exchange. The receiver is the person who is trying to understand the ideas and information, and the actual information being transmitted is the message. Communication is complete when the receiver understands the sender.

6.2.2 Oral Communication

Oral communication is a collaborative give-and-take between the speaker and the listener which happens in real time. One of the most important communication skills, especially when counseling or working with I&R contacts, is the ability to *actively listen to the person speaking*.

ACTIVE LISTENING

Listening means capturing and understanding sound; it is hearing with a purpose. It is the absorption of the meanings of words and sentences by the brain. Listening leads to the understanding of facts and ideas. It takes attention, concentration, focus and the ability to ignore distractions. Active listening:

- Helps the listener focus and concentrate.
- Helps build trust and positive relationships.
- Encourages the speaker to share, or continue to share, information.
- Checks for understanding of complex or significant information.
- Acknowledges emotions while getting to the facts.

Active listening techniques give the listener a better understanding of the speaker’s situation and intention. These techniques include:

- Using open-ended questions: Questions answered with only a “yes” or “no” or other one-word answer are considered closed-ended questions, whereas open-ended questions invite discussion and are used to draw out details.
 - Paraphrasing: Paraphrasing is the act of rephrasing, in your own words, what someone else is saying. The result is clarification and summarization of the speaker’s information.
- Encouraging conversation: There may be a time when a customer will need additional encouragement to talk about a situation. “Encouragers” are statements or questions that leave the door open for the person to continue to discuss the issue or concern. Example: “So, what resources have you tried so far?”

6.2.3 Written Communication

Written communication has some advantages over oral communication. The author can review it before sending and it is an effective way to document information. At the FFSC, you may have an opportunity to use written communication in the following formats:

- Letters
- Presentations
- Memoranda
- Minutes
- SOPs
- Email
- Blogs
- Social media
- Text messages

Technology has made some written communications quite informal. Successful business communication is indicated not only by the correct use of grammar and language but also by knowing which type of communication is appropriate for each need or service. When in doubt, check with a supervisor as to the appropriate way in which to communicate.

EMAIL

Electronic mail, or email, has become the most commonly used form of written communication. Some of the advantages of email include:

- Convenience and ease of use.
- Speed of correspondence.
- Information can be stored for future reference.
- Can be used to contact large numbers of people at one time.

While email has many advantages, it can also have disadvantages such as:

- It can be impersonal—the receiver cannot see or hear the sender to interpret what is being said.
- It is meant to be a brief form of communication and is not necessarily useful for communicating complex messages.
- It can be overlooked or ignored.
- It can lead to operations security (OPSEC) issues.

Acceptable Format:

- Use a professional email address and signature. Supervisors can advise you about any site-specific regulations concerning appropriate signature lines.
- Keep your writing simple, using complete sentences and clear, short paragraphs.
- Select a standard font. Decorative fonts in a business email are inappropriate. They also make text less readable, and the recipient's computer will convert non-standard fonts to a core font if the receiving computer does not have the same typeface.
- Use appropriate salutations and respect the military chain of command in email communication.

Best Practices:

- Email may not always be the best way to communicate. Do not use email to send a Social Security number, credit card number, username, password or other personal information.
- Include "For Official Use Only" (FOUO) in the subject line, followed by the subject, when emailing sensitive information.
- Use the "return receipt" function sparingly. Overusing it is not only annoying to the recipient, but it can be seen as intrusive.
- The military work environment is loaded with acronyms. Add to that instant messaging and chat abbreviations, and it is possible to write an entire email typing very few whole words. While this may be convenient, it does not mean that the recipient will comprehend the message. To ensure clarity for the recipient, write out abbreviations and acronyms, especially the first time they are used.

INTERNET/SOCIAL MEDIA

The Internet provides many ways to promote FFSC programs and communicate with customers. Some of the more commonly used include:

- Online bulletin boards.
- Chat rooms.
- Instant messages.
- Web pages.
- Social media.
- Blogs/vlogs.
- Podcasts.
- Online video feeds.

Although Internet communication provides limitless opportunities to reach out to customers, you should consider the following when using online communication:

- Keep personal and professional social media and communications separate.
- Involve an FFSC supervisor or site manager/director before creating professional accounts, blogs or other activities that promote work-related information.
- Some bases may restrict the use of social media by tenant commands. Discuss access with your supervisor and installation public affairs office.
- Be careful with the content posted. Remember to abide by OPSEC regulations.

6.2.4 Articulation, Diplomacy and Tact

Every FFSC staff member is a representative of the entire organization. Each time an FFSC employee speaks to a customer or outside agency, that employee is presenting an image of the reliability and credibility of both the employee and the organization to the customer.

FFSC staff should be diligent in ensuring they portray a proper image of FFSC by correctly articulating their message, and by using diplomacy and tact in all forms of communication. With the speed and scope of today's communications, you should use the following guidelines to ensure that they are projecting the appropriate "message" to FFSC customers and partners:

- Listen to the customer to gain an understanding of the customer's needs.
- Learn to ask the right questions to get at the core of the customer's issues and concerns.
- Communicate professionally. Proofread written correspondence, articulate spoken comments carefully and always provide accurate, truthful information.

6.3 Training

To meet the needs of service members and their families, you should enhance your skills with continued education and training. Knowledge of the challenges of deployment and an understanding of the military are critical to your job performance.

FFSP certification standards require that FFSC staff receive training and guidance in order to perform the duties of their positions. Certification standards and policy guidance identify mandatory and recommended trainings for all staff members. Your installation may also have its own training requirements; consult with your supervisor for a complete list of required trainings at your site.

Training may be available through a variety of sources: professional organizations, educational institutions, DoD training, at your FFSC or online. You may find training opportunities are determined by the availability of funding and time restrictions. Discuss your training needs and priorities with your supervisor.

6.3.1 Deployment Training

As a Work and Family Life Consultant/Educator, you are expected to have an understanding of the military lifestyle and deployment. As part of your orientation process, you are required to observe each of the deployment briefings offered by the FFSC and become proficient at facilitating these trainings. These include pre-deployment and homecoming briefs, as well as Return and Reunion programs, where available.



Note: Some sites offer shipboard Return and Reunion programs. FFSC staff members meet the ship as it transits home and provide training to the crew. This is a unique opportunity to experience life at sea!

6.3.2 Cross-Training

Work and Family Life Consultants often wear more than one hat; you may manage deployment support and other programs at your center. At smaller installations, staff members often cover multiple program areas. Whether your primary area is deployment or another program, you should make every effort to become knowledgeable about other FFSC programs. Cross-training enhances your overall knowledge of FFSC services and enables you to offer the most comprehensive information to your customers. Your supervisor may provide you with a cross-training schedule, or you can ask about cross-training opportunities.

6.3.3 Annual Training Requirements

All FFSC staff are required to take certain mandatory trainings; many of these are now available online. Some of the trainings you might be required to attend include:

- Information Assurance (IA).
- Privacy and Personally Identifiable Information (PII) Awareness Training.
- Ethics.
- Diversity.
- Equal Employment Opportunity (EEO).
- Sexual Harassment.
- Privacy/Confidentiality/Mandatory Reporting.
- Antiterrorism.
- Combating Trafficking in Persons.
- Emergency Preparedness.

Ask your supervisor for a complete list of all mandatory trainings at your location.

6.3.4 Ongoing Education

You will have many opportunities to obtain additional education to aid you in the performance of your duties as a Work and Family Life Consultant/Educator. Training may be formal or informal and include:

- In-service training: Provided on relevant topics such as confidentiality, suicide awareness and Navy lifestyle.
- Webinars: You have access to live, facilitator-led webinars and self-paced online training sessions and communities of practice.
- Formal education: College courses, workshops and seminars are available to enhance your professional skills. You may also have an opportunity to attend conferences sponsored by the Navy and the DoD to network and learn about deployment-related issues.

6.3.5 Training and Facilitation Skills

Many of your duties will include facilitating workshops and conducting training for service members, families and commands. An understanding of adult learning, facilitation and training development are essential to your success.

6.3.5.1 Adult Learning

Part of being an effective facilitator involves understanding how adults learn. Adults have unique needs as learners, and they are very different from the needs of children. Researcher Malcolm Knowles identified six characteristics of adult learners that form the foundation for adult-learning theory. These include:

- Need to know: Adults need to know why, what and how before they engage in learning.
- Self-concept of the learner: Adults are relatively self-directing and want to have some control over their learning.
- Prior experience: Adults have a rich background of experience and knowledge; this is their greatest resource for learning. They need to connect new information to their existing knowledge and experience.
- Readiness to learn: Adults generally are ready to learn something when they recognize a need for new information to deal with new challenges or situations.
- Orientation to learning: Adults' orientation to learning is problem-centered; they want to learn things in the context that it will be applied.
- Motivation to learn. Adults are motivated primarily by internal factors. They seek to learn for intrinsic value and look for a personal payoff to their learning.

6.3.5.2 Facilitation Skills

Facilitation is much like a conversation; there is interaction between the participants and the facilitator. This interaction engages your adult participants and allows them to meet the needs described in the previous section. Facilitation requires gaining the attention of your audience and getting them involved with the content. Use your understanding of adult learners to create a learning environment that meets their needs and encourages their participation. You can apply the following techniques to connect with your audience:

- Find out who your participants are, their demographics, and their motivation and understanding of the material you will be presenting. Ask the program organizer for details about your audience in advance; this will help you prepare appropriate activities for your audience. You can also conduct an opening exercise that will help you identify your participants needs and expectations for the training.
- Arrive early, stand near the door and greet your audience. Introduce yourself, and ask them to introduce themselves.
- Welcome participants to the training. Make sure everyone can hear and see you.
- Give details about the training, including the learning objectives and the length of the session.
- Maintain a connection with participants throughout the presentation. The following techniques should help you connect:
 - Begin on a positive note.
 - Project enthusiasm through your voice and your expressions. Try to avoid reading your notes.
 - Smile; let participants know you are happy to be there.
 - Promote participation by asking questions. They may be rhetorical, answered by learners or by a show of hands.
 - Use humor. You do not need to tell jokes, but interjecting humorous examples is an excellent way to connect with your audience.
 - Try to make eye contact with each person in the room. Let everyone feel as though you are talking to them.
 - Thank your audience for their participation and enthusiasm.

6.3.5.3 Activities to Enhance Learning

Activities can be an effective way to engage participants in your training event. It is important to select activities that enhance learning and meet the needs of your audience. Since attendance at some FFSC programs mandatory, it is imperative that you choose activities that generate minimal resistance from participants.

When choosing an activity, ask yourself the following questions:

- What is the purpose of the activity? Will it promote learning? Does it contribute to meeting the learning objectives?
- Which activity is most practical and effective?
- Is there time for the activity to be completed and processed?
- Are the logistics suitable? Is there enough space, materials, etc.?
- Will you be able to maintain control and monitor the activities?

When introducing an activity to a group, be sure to do the following:

- State the purpose. Why are you doing this activity? What will the group gain from the experience?
- Rearrange the room and participants as required.
- Get everyone settled and then provide clear directions. If the activity has multiple steps, post written directions.
- Solicit questions. Be sure everyone understands the expectations.
- Demonstrate or clarify rules and procedures, if necessary.

During the activity, it is important to:

- Expect some confusion or resistance: People have different levels of experience that may affect their willingness to participate.
- Resist giving answers: Encourage participants to work with each other and to do the best they possibly can.
- Keep track of time: Do not let activities go on too long. Give the group periodic time checks so they can finish the task.
- Debrief: This wrap-up is where learning takes place, where the participants process what they experienced.

When processing an activity:

- Ask participants what they experienced: What did they do, and what were their reactions?
- Ask participants what they gained from the experience: For example, after participating in a role-play activity about expectations for homecoming, participants may realize they had not considered the expectations of others when making plans.
- Ask participants how they can apply what they learned to the real world: From the example above, ask how they can use the information to make homecoming a positive experience for the entire family.

6.3.5.4 Effective PowerPoint Presentations

CNIC has created standardized curriculum and materials for the Deployment Support Program; it will not be necessary for you to develop PowerPoint presentations for your deployment workshops. There may be times, however, when you need to create PowerPoint slides for a presentation.

Many FFSC presentations and training sessions use PowerPoint slides as a training aid. PowerPoint can be an effective way to convey information. But beware of “death by PowerPoint.” This occurs when a presenter reads the slides to participants or there is too much information on the slides for learners to fully process. There are some basic guidelines to avoid “death by PowerPoint.”

When planning a PowerPoint presentation:

- Think carefully. What is the real purpose of your talk?
- Do your research. What is the purpose of the event? Why were you asked to speak?
- Know your audience. What does the audience expect? What are their backgrounds? How much knowledge about the topic can you assume they bring to the presentation?
- Start with solid content appropriate for the audience. Develop a logical flow to the content.
- Think of the entire presentation as an opportunity to tell a story. Good stories have interesting, clear beginnings; provocative, engaging content in the middle; and a clear, logical conclusion.
- Time the presentation. Allow enough time for questions from the audience.

Effective PowerPoint slides should support your words, not repeat them. To do this:

- Only design slides after the content is written and the activities have been selected.
- Use design templates.
- Standardize the position, colors and styles of text.
- Include only necessary information.
- Use colors that contrast.
- Limit the number of slides. Too many slides can outlast the attention span of the audience.

When selecting text and graphics, consider the following:

- Use larger fonts to indicate more important information.
- Be sure the text contrasts with that background. Dark text on a light background is the easiest to read.
- Align text either left or right. Centered text is harder to read.
- Do not use all capital letters; they are hard to read.
- Limit the amount of text on your slides.
- Use graphics to illustrate a main point.
- Balance the slide — images and words.
- Use quality graphic images. Tacky graphics detract from content and credibility.

APPENDIX I: Checklist

Assess your performance by checking the appropriate box for each skill/behavior.

Area	Keys to Success	Weak	Adequate	Strong
Program Management	Evaluate demographics, location and command specifics to provide effective deployment support programming.			
	Employ systematic, objective evaluation and assessment of individual deployment programs to ensure the success of the overall program.			
	Promote strategic planning of deployment program goals, resources, services and training to respond to the changing needs of the Navy.			
Adult Education and Training	Understand core and standardized training topics related to the deployment program.			
	Understand the purpose, design and implementation of Standard Operating Procedure (SOP).			
	Demonstrate proficiency with current deployment training materials.			
	Exhibit training and facilitation skills that engage the adult learner.			
	Incorporate the principles of adult learning theory in service delivery.			
Counseling	Understand and utilize the principles of solution-focused brief therapy.			
	Work effectively with individuals and families from diverse racial, ethnic, and socioeconomic backgrounds to build trusting relationships.			
	Maintain the confidentiality and privacy of FFSC customers.			

APPENDIX I: CHECKLIST

Area	Keys to Success	Weak	Adequate	Strong
Information and Referral	Provide FFSC customers with appropriate information and referrals to helpful resources.			
	Collaborate with agencies, organizations and other contacts to ensure delivery of accurate, up-to-date resource information.			
Communication	Understand the communication process and different types of communication.			
	Use correct form, diplomacy and tact when communicating with customers, co-workers, supervisors and collaborative partners.			
	Employ the safe, correct and approved use of social media and other Internet communication.			
Administration	Provide excellent customer service to all FFSC customers and partners.			
	Employ effective time management techniques to increase performance and efficiency.			
	Effectively use Microsoft Office Suite software, Fleet and Family Support Management Information System (FFSMIS) and centralized scheduling programs to prepare management reports, record and manage data and information, and carry out administrative responsibilities.			
	Apply policies, procedures and strategies to promote safety of people, data and property.			
Professional Development	Successfully complete a professional development plan.			
	Establish and maintain interpersonal relationships.			
	Build and maintain credibility.			

APPENDIX II:

Deployment Support Resources

DoD/Navy Resources

After Deployment (AD)

<http://afterdeployment.dcoe.mil>

After Deployment, a website developed by the DoD and the Department of Veterans Affairs (VA), is a behavioral health Web portal focused on post-deployment health problems. AD's intended outreach includes active-duty service members, veterans and their families. It is useful for National Guard and Reserve units not located near a medical treatment facility (MTF).

All Hands

www.navy.mil/allhands.asp

All Hands Magazine is a web publication for Sailors by Sailors. It contains articles and information that are relevant to Sailors and their families.

Center for Deployment Psychology (CDP)

<http://deploymentpsych.org/index.html>

CDP conducts training and education programs designed to prepare behavioral health professionals to address the deployment-related needs of military personnel and their families. It is headquartered at the Uniformed Services University of the Health Sciences (USUHS) in Bethesda, Md.

Chaplain Corps

www.chaplain.navy.mil

Chaplains play a vital role in helping their fellow sea-service personnel and family members. Chaplains are available 24/7 to provide spiritual guidance and help service members and their families sort through issues or concerns.

Child and Youth Programs (CYP)

<https://qol.navyaims.net/CYPWeb/>

Navy CYP provides developmental child care and youth recreational programs and services for eligible children ages 4 weeks to 18 years old.

Command Ombudsmen

www.cnic.navy.mil/ffr/family_readiness/fleet_and_family_support_program/ombudsman_program.html

Ombudsmen are volunteers, appointed by a commanding officer, to serve as an informational link between command leadership and Navy families. They are not professional counselors, but they are trained to listen to questions or problems and to refer to professionals who can help.

Commander, Navy Installations Command (CNIC)

<http://cnic.navy.mil>

Responsible for worldwide shore installation support for the U.S. Navy, CNIC's mission is to support the fleet, fighter and family.

Defense Finance Accounting Service (DFAS)

www.dfas.mil

DFAS provides payment services to the Department of Defense. MyPay is a useful feature of the DFAS website, allowing service members to get real-time information about their pay accounts, start and stop allotments, sign up for the Thrift Savings Plan (TSP), change their withholding and much more.

Department of Veteran Affairs — National Center for Post-Traumatic Stress Disorders

www.ptsd.va.gov

Research, education and training on PTSD and other stress-related disorders.

Deployment Health Clinical Center (DHCC)

www.pdhealth.mil/dcs/pre_deploy.asp

Comprehensive source of deployment-related health information for healthcare providers, service members, veterans and family members.

DoD issuances and Directives

www.dtic.mil/whs/directives/index.html

Links to all DoD directives and instructions.

Expeditionary Combat Readiness Center (ECRC)

www.ecrc.navy.mil

ECRC provides oversight and directly assists individual augmentee (IA) Sailors.

Fleet and Family Support Center

www.cnic.navy.mil/ffr/family_readiness/fleet_and_family_support_program.html

Fleet and Family Support Centers are staffed with trained, professional, dedicated people who provide information and assistance. Core services are geared toward developing skills to help individuals and families be more resilient and adjust to the challenges of the military lifestyle.

Force Health Protection & Readiness (FHP&R)

<http://home.fhpr.osd.mil/home.aspx>

The purpose of this site is to enhance communication regarding the health of service members and their families. An extensive resource list is included.

Free Space “A” Flights for Families of Deployed

www.amc.af.mil/amctravel/index.asp

Spouses and children of personnel deployed 120 days or longer can use military transport in CONUS, to/from CONUS, and within/between theater, provided they have a verification letter from the military member’s commander.

Individual Augmentee

www.ia.navy.mil

Navy individual augmentee website is designed to connect IA Sailors, their families, their commands and their employers to mobilization information. The website identifies resources to help provide support throughout the IA continuum (pre-deployment, train and equip, boots on the ground and reintegration).

Joint Knowledge Online (JKO)

<http://jko.jten.mil/>

The DoD source for online joint training. JKO provides joint-training resources, including courses, seminars, video library and communities of interest. Training is tracked and reported so that you can manage your unique training requirements.

Joint Services Support

<https://www.jointservicessupport.org/Default.aspx>

A National Guard joint manpower, personnel and services team that fosters a resilient operational reserve. JSS advocates for National Guard service members, families and veterans.

Military Installations

www.militaryinstallations.dod.mil/MOS/

Military Installations is a searchable directory of worldwide installation and state-related military information, programs and services. It provides easy access to fast facts, articles, website resource directories, photos, contact information, major units, weather and maps. Contact information for installation mobilization and deployment programs can be found under the program or service "Deployment/Mobilization."

Military OneSource

www.militaryonesource.mil

Military OneSource provides information and resources to help balance work and family life. Consultants are available 24/7. The website has a number of materials specifically addressing deployment-related concerns and issues.

National Military Family Association (NMFA)

www.nmfa.org

A national organization dedicated to identifying and resolving issues of concern to military families. The NMFA website provides resources and publications related to deployment issues.

Naval Services FamilyLine

www.nsfamilyline.org

Provides information and resources for Navy families. Publications in the Guideline Series include booklets for command leadership spouses, IA spouses and Reserve families.

Navy-Marine Corps Relief Society

www.nmcrs.org

A private, nonprofit organization that provides educational and financial assistance, including emergency loans and grants, to Navy and Marine Corps families.

Navy 311

<http://www.navy311.navy.mil/>

NAVY 311 is available to service members, military families, civilians, veterans and contractors. Here you can receive information about personnel or career matters, training, quality of life, facilities, medical support or any other non-emergency, non-tactical topic.

Navy Morale, Welfare and Recreation (MWR)

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

MWR administers a varied program of recreation, social and community support activities on Navy facilities worldwide. Programs provide active-duty, Reserve and retired Navy personnel and their families with sports and physical fitness activities, child development and youth programs.

Navy Operational Support Center (NOSC)

www.navyreserve.navy.mil/Pages/nosc-locator-map.aspx

NOSCs are located in all 50 states and two territories. Families who do not live near a military installation but are near a NOSC can receive support from the NOSC. NOSCs can assist families with resources in the local area and also provide support to the families for ID cards and Defense Enrollment Eligibility Reporting System (DEERS) enrollment.

Navy Reserve

<https://www.navyreserve.navy.mil/Pages/default.aspx>

Information on all aspects of the Navy Reserve.

Personnel Support Detachment (PSD)

www.public.navy.mil/bupers-npc/psd/Pages/default.aspx

The Navy's Personnel Support Activity (PSA) is the agency that provides administrative, personnel, pay and transportation support.

Region Legal Service Offices (RLSO)

www.jag.navy.mil

RLSO provides legal services to active-duty Navy, Marine Corps and Coast Guard service members and their dependents, Reservists on active duty for 30 days or longer, and to retirees as resources permit.

TRICARE

www.tricare.mil

TRICARE is the healthcare program for service members and their families. Reservists and National Guardsmen are also eligible for TRICARE coverage when they are on active duty, pre- and post-mobilization.

Wounded Warrior Resources

<http://warriorcare.dodlive.mil/>

Ensures that wounded, ill or injured service members, veterans, their families and caregivers receive support throughout all phases of recovery.

Yellow Ribbon Reintegration Program (YRRP)

www.yellowribbon.mil

The mission of the Yellow Ribbon Reintegration Program is to promote the well-being of National Guard and Reserve members, their families and communities by connecting them with resources throughout the deployment cycle. The program connects Guard and Reserve service members, their families and loved ones with local resources before, during and after deployments.

Other Military Branches

Air Force

<http://www.af.mil>

The official webpage of the United States Air Force.

Air Force Aid Society (AFAS)

www.afas.org

AFAS provides emergency assistance to Air Force members and their families, including interest-free loans, grants or a combination of both.

Armed Forces Crossroads

www.afcrossroads.com

The website for Air Force family members and the helping agencies that provide them with support.

Air Force Readiness Edge for Commanders and Supervisors

www.afcrossroads.com/famseparation/pdf/ReadinessEdgeCommanders.pdf

Provides information, checklists and resources on the deployment environment and deployment-related stressors for commanders and supervisors.

Air Force Readiness Edge for Families

www.afcrossroads.com/famseparation/pdf/ReadinessFamily.pdf

Provides an overview of Air Force services and staff available to assist Air Force members and their families in all phases of deployment and reintegration.

Army OneSource

www.myarmyonesource.com/default.aspx

Army OneSource is the principal source of resources and services for Soldiers and their families. AOS helps unit and installation personnel with deployment and reintegration briefings and offers training programs for soldiers and family members.

Army Emergency Relief (AER)

www.aerhq.org

AER funds are made available to commanders to provide emergency financial assistance to Soldiers (active duty and retired) and their dependents when there is a valid need.

Marine Corps Community Services (MCCS)

www.usmc-mccs.org

MCCS provides services to help Marines and their family members enhance their quality of life, including counseling, information and referral and programs/services related to relocation, deployment and the military lifestyle.

Resources for and about Military Children

4-H Military Partnerships

<http://4-hmilitarypartnerships.org>

4-H Military Partnerships is supported by the National 4-H Headquarters, Air Force Child and Youth Programs, Army Child, Youth and School Services and Navy CYP. 4-H Military Partnership is dedicated to providing positive education and life skills training programs to military children. The website includes curriculum materials, such as downloadable publications on starting a 4-H Club, maintaining good health and helping military children through deployments.

American Academy of Pediatrics Support for Military Children and Adolescents

www2.aap.org/sections/uniformedservices/deployment/videos.html

Information and resources to assist students in coping with deployment, including the short films “Mr. Po and Friends Discuss Reunion After Deployment” and “Military Youth Coping with Separation: When Family Members Deploy.”

Coming Together Around Military Families (CTAMF)

www.zerotothree.org/about-us/funded-projects/military-families

CTAMF is a DoD-sponsored initiative in collaboration with Zero to Three, a national nonprofit organization that trains and supports professionals and parents in their efforts to improve the lives of infants and toddlers. CTAMF increases awareness of the impact of trauma, grief and loss on very young children.

Kids on the Block

www.kotb.com/kob2.htg/copingwithcrisis.htm

This is a puppet program performed in DoD Education Activity schools. The “Wait Till the War is Over” script addresses the difficulties that military families face when confronted with the realities of deployment. After the performance, students are encouraged to participate in a question-and-answer session with the puppets that provides an open forum for students to express their anxieties and fears about deployment.

Military Child Education Coalition

www.militarychild.org

Identifies the challenges that face the highly mobile military child, increases awareness of these challenges and implements programs to meet these challenges.

Military Child Initiative

www.jhsph.edu/mci

The Military Child Initiative assists public schools in improving the quality of education for highly mobile and vulnerable young people. The initiative puts a special focus on military children and their families by providing national, state and local education agencies as well as schools, parents, and health, child welfare, juvenile justice and educational professionals with information, tools and services that enhance school success. Includes a Web-based course on “Building Resilient Kids.”

MilitaryFamilyBooks.com

www.militaryfamilybooks.com

An excellent resource for books about the military and deployment for all family members, particularly children. The vision of MilitaryFamilyBooks.com is to offer a range of carefully chosen, high-quality resources catered to military families' needs and lifestyle. A portion of the profits from MilitaryFamilyBooks.com supports programs for military families.

Military OneSource Children, Youth and Teens

<http://www.militaryonesource.mil/cyt>

Provides information about child development, tips for raising children in a military family and links to a wide range of parenting resources.

Military Youth on the Move (MYOM)

<http://apps.militaryonesource.mil/MOS/f?p=MYOM:HOME2:0>

MYOM is a resource that provides military youth with creative ways to cope with issues that arise in the face of a move, such as transitioning to a new school, saying goodbye to friends and getting involved in a new community. MYOM also provides information designed to help children cope during a deployment.

Mission Youth Outreach

<http://bgca.org/meetourpartners/Pages/MilitaryPartnership.aspx>

Mission Youth Outreach is a service-sponsored youth outreach initiative provided in collaboration with the Boys and Girls Clubs of America. The program allows geographically dispersed military youth to attend a local Boys and Girls Club at no cost to the family.

Navy Child and Youth Program (CYP)

<https://qol.navyaims.net/CYPWeb/Web/Home/Home.aspx>

Navy Child and Youth Programs (CYP) provide educational and recreational programs for children and youth. Services offered include child care, after-school care and youth sports and recreational programs.

Operation Military Child Care

www.naccrra.org/military-families

Operation Military Child Care is a DoD initiative to support childcare needs of military parents who are activated or deployed in support of the global war on terrorism. Active-duty families who are unable to access care on military installations are eligible during the deployment period and for 60 days after the return of the military parent.

Operation Purple Camp

www.militaryfamily.org/kids-operation-purple/camps/

Operation Purple Camp was created in 2004 to help military children struggling with having a parent deployed. The free summer camp is open to any military child; however, priority is given to those children who have a parent/guardian or family household member deployed.

Sesame Workshop

www.militaryonesource.mil/sesame

Sesame Workshop is a nonprofit educational organization that brings critical life lessons to children across the world. The Sesame Workshop provides military children of preschool age with a resource to help them cope with the experience of a deployed parent.

Tutor.com

<http://military.tutor.com/home>

Tutor.com is a 24/7 online tutoring and homework help program provided by the DoD. Eligible service members and their families around the world can work with certified tutors on homework, essay writing and test prep.

Community and General Resources

American Legion

www.legion.org

The nation's largest wartime veterans' service organization, committed to mentoring youth, sponsorship of community programs and continued support of our fellow service members and veterans.

American Red Cross (ARC)

www.redcross.org

The organization's primary service is emergency communications and verifications to enable commanding officers to make informed decisions about granting emergency leave. Additionally, the Red Cross provides emergency financial assistance for families who are not near a Navy-Marine Corps Relief Society office.

Blue Star Mothers of America

www.bluestarmothers.org

Blue Star Mothers of America is a nonprofit service organization of mothers who have, or have had, children honorably serving in the military. Blue Star Mothers of America provides support for other mothers of service members in times of need.

Disabled American Veterans

www.dav.org

An organization of disabled veterans who are focused on building better lives for disabled veterans and their families. The organization accomplishes this goal by providing free assistance to veterans in obtaining benefits and services earned through their military service.

Everyone Serves

<https://www.bluestarfam.org/everyone-serves>

Everyone Serves is an e-book for family and friends of service members who are somewhere in the deployment cycle. Besides advice and information, the book has worksheets, videos featuring real military family members and their experiences, links to helpful organizations and more.

Families Overcoming Under Stress (FOCUS)

www.focusproject.org

FOCUS is designed to help service members and families address the impact of multiple deployments, combat stress and high operations tempo on children and families. Project FOCUS is currently available only on select Marine Corps and Navy installations.

National Resource Directory

<https://www.ebenefits.va.gov/ebenefits/nrd>

The National Resource Directory is a U.S. government inter-agency Web portal for wounded warriors, service members, veterans, their families and caregivers. It provides information and links to thousands of national, state and local resources.

The Navy League of the United States

www.navyleague.org

Nonprofit organization dedicated to educating citizens about the importance of sea power to national security and supporting the men and women of the sea services and their families.

SurvivingDeployment.com

www.survivingdeployment.com

SurvivingDeployment.com is a site for and about military families written by military family members. Their mission is to inform and support military families during the difficult time of deployment.

United Service Organizations

www.uso.org

The USO's mission is to support service members and their families. There are 130 centers worldwide whose programs and services include emergency assistance, support groups and new spouse orientation.

Veterans of Foreign Wars (VFW)

www.vfw.org

A voice for veterans, currently deployed members of our armed forces and their families. The members of the VFW and its auxiliaries around the world are dedicated to providing a place for all of those who have sacrificed in our nation's conflicts abroad.

Professional Development Resources

There are websites related to curriculum development, facilitation and other professional skills necessary to provide quality deployment programming. The following resources have been recommended by FFSC staff.

American Marketing Association

<https://www.ama.org/Pages/default.aspx>

The American Marketing Association is a professional organization that provides resources and training.

Association for Talent Development (ATD)

www.td.org

Materials and resources for workplace learning.

Bob Pike Group

www.bobpikegroup.com/articles.asp

Articles on training and presentation.

International Association of Facilitators

www.iaf-world.org/index.aspx

The IAF helps promote the profession of facilitation as a critical set of skills in the global society of the 21st century.

Military Family Research Institute

www.cfs.purdue.edu/mfri

Conducts studies that provide insight into the experiences of military members and their families. Provides ideas on how to design and implement outreach activities that assist military families.

Mind Tools

www.mindtools.com

Mind Tools is dedicated to helping employees learn the practical, straightforward skills they need to excel in their careers.

Time Management That Works

www.timemanagement.com

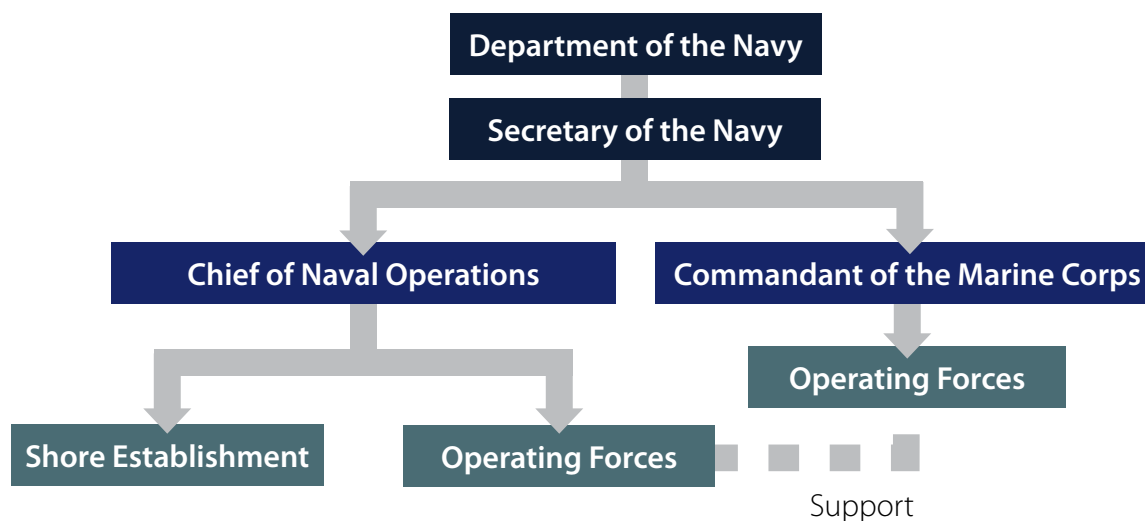
The Time Management That Works website is a great source of free time-management strategies and techniques.

Tips for Facilitators

www.thiagi.com/resources

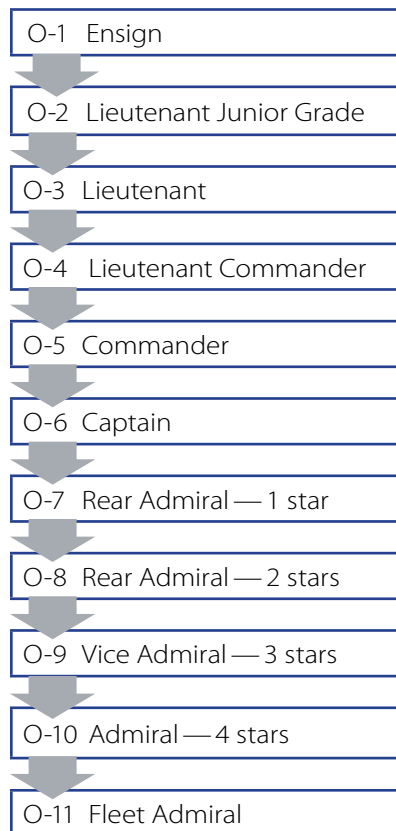
Tips, tricks and techniques for facilitators.

APPENDIX III: Navy Organization

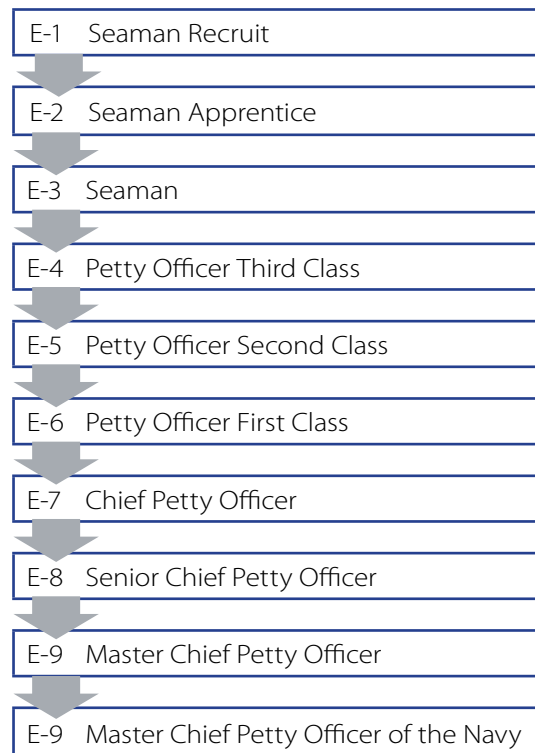


Officer and Enlisted Ranks

Chain of Command — Officer Ranks

































Chain of Command — Enlisted Ranks
















Rate — a job (94 different specialties)
Rank — pay grade

APPENDIX IV: Military Ranks and Insignia












Enlisted

	Army	Navy Coast Guard	Marines	Air Force	
	E1	Private	Seaman Recruit (SR)	Private	Airman Basic
E2	 Private (PV2)	 Seaman Apprentice (SA)	 Private First Class (PFC)	 Airman (Amn)	
E3	 Private First Class (PFC)	 Seaman (SN)	 Lance Corporal (LCpl)	 Airman First Class (A1C)	
E4	 Corporal (CPL)	 Petty Officer Third Class (PO3)	 Corporal (Cpl)	 Senior Airman (SrA)	
E5	 Sergeant (SGT)	 Petty Officer Second Class (PO2)	 Sergeant (Sgt)	 Staff Sergeant (SSgt)	
E6	 Staff Sergeant (SSG)	 Petty Officer First Class (PO1)	 Staff Sergeant (SSgt)	 Technical Sergeant (TSgt)	
E7	 Sergeant First Class (SFC)	 Chief Petty Officer (CPO)	 Gunnery Sergeant (GySgt)	 Master Sergeant (MSgt)	 First Sergeant
E8	 Master Sergeant (MSG)	 Senior Chief Petty Officer (SCPO)	 Master Sergeant (MSgt)	 Senior Master Sergeant (SMSgt)	 First Sergeant











DEPLOYMENT PROGRAM DESK GUIDE

	Army		Navy Coast Guard		Marines		Air Force		
E9	 Sergeant Major (SGM)	 Command Sergeant Major (CSM)	 Master Chief Petty Officer (MCPO)	 Fleet/Command Master Chief Petty Officer	 Master Gunnery Sergeant (MGySgt)	 Sergeant Major (SgtMaj)	 Chief Master Sergeant (CMSgt)	 First Sergeant	 Command Chief Master Sergeant (CCM)
E9	 Sergeant Major of the Army (SMA)		 Master Chief Petty Officer of the Navy (MCPON) and Coast Guard (MCPOCG)		 Sergeant Major of the Marine Corps (SgtMajMC)		 Chief Master Sergeant of the Air Force (CMSAF)		
























Officer

W1	 Warrant Officer 1 (WO1)	 USN Warrant Officer 1 (WO1)	 Warrant Officer 1 (WO)	NO WARRANT	
W2	 Chief Warrant Officer 2 (CW2)	 USN Chief Warrant Officer 2 (CWO2)	 USCG	 Chief Warrant Officer 2 (CWO2)	NO WARRANT
W3	 Chief Warrant Officer 3 (CW3)	 USN Chief Warrant Officer 3 (CWO3)	 USCG	 Chief Warrant Officer 3 (CWO3)	NO WARRANT

APPENDIX IV: MILITARY RANKS AND INSIGNIA

	Army	Navy Coast Guard		Marines	Air Force
W4	 Chief Warrant Officer 4 (CW4)	 USN Chief Warrant Officer 4 (CWO4)	 USCG	 Chief Warrant Officer 4 (CWO4)	NO WARRANT
W5	 Chief Warrant Officer (CW5)	 USN Chief Warrant Officer 5 (CWO5)		 Chief Warrant Officer 5 (CWO5)	NO WARRANT
O1	 Second Lieutenant (2LT)	 Ensign (ENS)		 Second Lieutenant (2ndLt)	Second Lieutenant (2d Lt)
O2	 First Lieutenant (1LT)	 Lieutenant Junior Grade (LTJG)		 First Lieutenant (1stLt)	First Lieutenant (1st Lt)
O3	 Captain (CPT)	 Lieutenant (LT)		 Captain (Capt)	Captain (Capt)
O4	 Major (MAJ)	 Lieutenant Commander (LCDR)		 Major (Maj)	Major (Maj)
O5	 Lieutenant Colonel (LTC)	 Commander (CDR)		 Lieutenant Colonel (LtCol)	Lieutenant Colonel (Lt Col)

DEPLOYMENT PROGRAM DESK GUIDE

	Army	Navy Coast Guard	Marines	Air Force
O6	 Colonel (COL)	 Captain (CAPT)	 Colonel (Col)	 Colonel (Col)
O7	 Brigadier General (BG)	 Rear Admiral Lower Half (RDML)	 Brigadier General (BGen)	 Brigadier General (Brig Gen)
O8	 Major General (MG)	 Rear Admiral Upper Half (RADM)	 Major General (MajGen)	 Major General (Maj Gen)
O9	 Lieutenant General (LTG)	 Vice Admiral (VADM)	 Lieutenant General (LtGen)	 Lieutenant General (Lt Gen)
O10	 General (GEN) Army Chief of Staff	 Admiral (ADM) Chief of Naval Operations and Commandant of the Coast Guard	 General (Gen) Commandant of the Marine Corps	 General (Gen) Air Force Chief of Staff
	 General of the Army (Reserved for wartime only)	 Fleet Admiral (Reserved for wartime only)	<p>No Designee</p>	 General of the Air Force (Reserved for wartime only)

APPENDIX V:

Deployment Program Policies and Guidance

Instructions, directives and local and site-specific policy provide guidance to the Fleet and Family Support Program (FFSP). Most instructions are disseminated by the DoD, the Secretary of the Navy (SECNAV) or the Office of the Chief of Naval Operations (OPNAV). In addition to these instructions, FFSC staff should be familiar with regional, installation and site-specific guidance, including standard operating procedures (SOPs). Regional and local guidance can be obtained through FFSC supervisors or site managers.

Following is a list of the most important guidance (that pertains to deployment support programming):

DODINST 1342.22, *Military Family Readiness* (July 3, 2012). Establishes policy, assigns responsibilities and establishes procedures for the provision of military family readiness services. <http://www.dtic.mil/whs/directives/corres/pdf/134222p.pdf>

SECNAVINST 1754.1B, *Department of the Navy Family Support Programs* (Sept. 27, 2005). Revises and updates Department of the Navy policy and assigns responsibility for establishing and operating Fleet and Family Support Programs. Services provided focus first on areas that relate to the unique demands of military life and directly support the mission. These may include, but are not limited to, deployment preparation and support, return and reunion, repatriation, crisis intervention and financial preparation for deployment or relocation. <http://doni.daps.dla.mil/Directives/01000%20Military%20Personnel%20Support/01-700%20Morale,%20Community%20and%20Religious%20Services/1754.1B%20%28SECNAV%29.pdf>

OPNAVINST 3000.15A, *Optimized Fleet Response Plan* (Nov. 10, 2014). Sets policy and establishes responsibility for the execution of the fleet response plan to ensure continuous availability of trained and ready Navy forces. <http://doni.daps.dla.mil/Directives/03000%20Naval%20Operations%20and%20Readiness/03-00%20General%20Operations%20and%20Readiness%20Support/3000.15A.pdf>

OPNAVINST 1750.1G, *Navy Family Ombudsman Program* (Sept. 21, 2011). Provides policy and assigns responsibility for the Navy Family Ombudsman Program. <http://doni.daps.dla.mil/Directives/01000%20Military%20Personnel%20Support/01-700%20Morale,%20Community%20and%20Religious%20Services/1750.1G%20W%20CH-2.PDF>

OPNAVINST 1754.5B, *Family Readiness Groups* (March 31, 2011). Provides guidance for Family Readiness Groups. <http://doni.daps.dla.mil/Directives/01000%20Military%20Personnel%20Support/01-700%20Morale,%20Community%20and%20Religious%20Services/1754.5B%20OPNAV.PDF>

OPNAVINST 1740.4D, *U.S. Navy Family Care Policy* (Oct. 27, 2009). Assists service members in developing executable family care plans and establishes procedural requirements. <http://doni.documentservices.dla.mil/Directives/01000%20Military%20Personnel%20Support/01-700%20Morale,%20Community%20and%20Religious%20Services/1740.4D.pdf>

OPNAVINST 1754.1B, *Fleet and Family Support Center (FFSC) Program* (Nov. 5, 2007). Establishes Navy policy and assigns responsibilities for the administration and support of the Navy FFSC. This instruction requires that FFSCs provide continuous pre-deployment, mid-deployment, reunion and reintegration preparation, and

DEPLOYMENT SUPPORT PROGRAM DESK GUIDE

post-deployment programs and services for service members and families to ensure individual and family readiness. FFSCs provide supportive services to command ombudsmen and Family Readiness Groups and will partner with other military and community organizations to provide deployment support services. <http://doni.daps.dla.mil/Directives/01000%20Military%20Personnel%20Support/01-700%20Morale,%20Community%20and%20Religious%20Services/1754.1B.pdf>

APPENDIX VI: Deployment Research

The following research articles can provide you with an understanding of the effect of deployment on service members and their families.

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