



CHIEF NATIONAL GUARD BUREAU MANUAL

NG-J1-FP
DISTRIBUTION: A

CNGBM 1800.02
Issued 16 March 2016
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MAINTAINING THE FAMILY READINESS SYSTEM

References: See Enclosure F.

1. Purpose. This manual provides procedures for maintaining the Family Readiness System (FRS) under the National Guard (NG) Family Program (FP) in accordance with (IAW) references a, b, and c.

2. Cancellation. None.

3. Applicability. This manual applies to all elements of the NG.

4. Procedures.

a. The National Guard Joint Staff's Directorate of Manpower and Personnel (NG-J1) receives policies and guidance from the Office of the Deputy Assistant Secretary of Defense (ODASD) for Military Community and Family Policy (MC&FP). The Chief of Family Programs (NG-J1-FP) is responsible for strategy, policy development, advocacy, coordination, and implementation of joint programs and initiatives to support Service members and their families, in coordination with Service component FP directorates.

b. Implementation and maintenance of the FRS occurs at the State level through the State FP Office, which reports to The Adjutants General (TAG) or the Commanding General of the District of Columbia National Guard (CG).

c. TAGs report to their State Governors and are responsible for all State NG assets.

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d. Joint Force Headquarters-State (JFHQs-State) FP offices are presided over by State Family Program Directors (SFPD), who provide direction and oversight for all NG FRS assets in the State.

e. See Enclosures A through G for additional procedures.

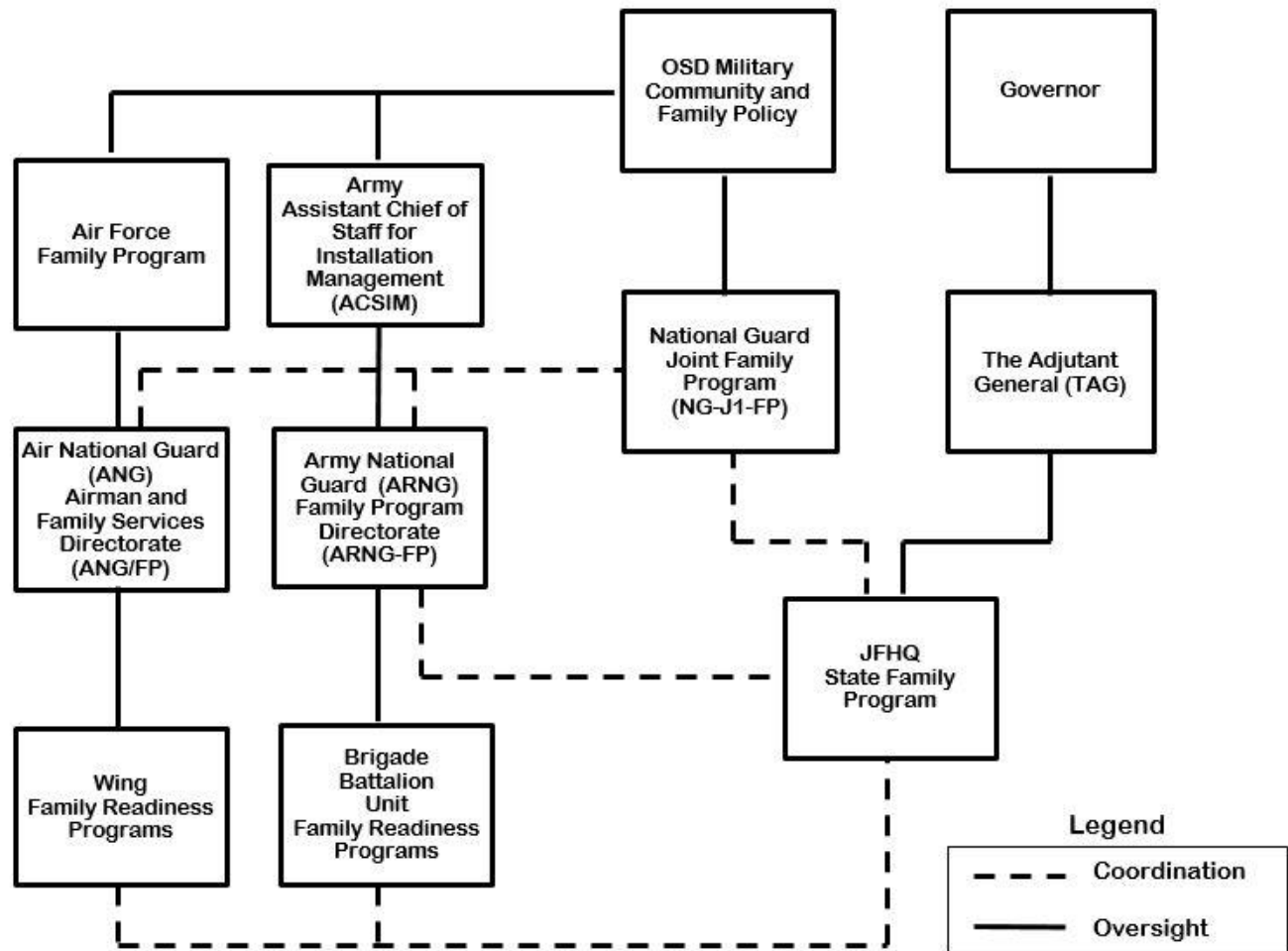


Figure 1. National Guard Family Program Relationship Chart

5. Summary of Changes. This is the initial publication of CNGBM 1800.02.

6. Releasability. This manual is approved for public release; distribution is unlimited. Obtain copies through <<http://www.ngbpdc.ngb.army.mil>>.

7. Effective Date. This manual is effective upon publication and must be reissued, cancelled or certified as current within five years of its publication.

A handwritten signature in black ink, appearing to read 'I. E. Denton', written over a horizontal line.

IVAN E. DENTON
Brigadier General, USA
Director, Manpower and Personnel

Enclosures:

- A -- Family Readiness System
- B -- Family Readiness System Outreach
- C -- JFHQs-State Family Program Office Requirements
- D -- Access Points
- E -- Service Delivery
- F -- Volunteer Program
- G -- Performance Management
- H -- References
- GL --Glossary

ENCLOSURE A

FAMILY READINESS SYSTEM

1. Operations. The FRS is available to mitigate challenges encountered and enhance the Service and family member's abilities to fulfill the responsibility of maintaining their readiness and well-being.

a. The FRS is composed of Department of Defense (DoD)-operated and community-based Family Readiness services that are delivered through a variety of access points, which include Military and Family Support Centers/Family Assistance Centers (FAC), Military OneSource (MOS), and Community Forces.

b. The FRS allows the use of other governmental and non-governmental (public and private) services when DoD services and resources are not available, or to enhance existing DoD services and resources, IAW reference d.

2. Foundation Programs.

a. The following Foundation Programs are the minimum requirement for services that are offered by JFHQs-State FP offices. When applicable, standards for Foundation Programs are outlined in reference c for Reserve Component (RC) Service members and their families, to include Title 32 Active Guard and Reserve (AGR) members.

- (1) Child and Youth Services.
- (2) Deployment Assistance.
- (3) Emergency Family Assistance.
- (4) Exceptional Family Member Services.
- (5) Information and Referral Services.
- (6) Non-Medical Individual and Family Counseling.
- (7) Personal and Family Life Education.
- (8) Personal Financial Management Services.
- (9) Relocation Assistance.
- (10) Spouse Education and Career-Opportunities.

- (11) Transition Assistance (TA) Services.
- (12) Volunteer Management.
- (13) Child Abuse Prevention and Response Services.
- (14) Domestic Violence Prevention and Response Services.
- (15) Morale, Welfare, and Recreation (MWR) Services.

b. Capabilities vary by State, but at a minimum, every JFHQs-State FP office will provide information and referral services for each Foundation Program. The level of service provided is based upon current needs, staffing, and funding.

c. Other support services and programs are complimentary unless mandated by a Service-specific policy, and are dependent upon each State's resources. JFHQs-State FP staff will not assume responsibility for services and programs that fall within the scope of other directorates.

3. Training and Education Opportunities. Mandatory training requirements are outlined in Enclosure C, paragraph 5 of this manual. All other FP staff training is optional and at the discretion of TAGs or the CG, and is conducted IAW Service-specific guidance.

4. Assets. SFPDs synchronize all FRS assets within their State for efficiency to reduce duplication of services, to the extent allowable by Service-specific policy and personnel performance work statements. The FRS must be designed, funded, and managed to:

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

b. Maximize diverse forms of service delivery including, but not limited to the internet, telephone, outreach, and placement of easily accessible access points.

c. Consider the varied composition, cultural diversity, and demographics of Service members and their families when developing Family Readiness plans.

- d. Promote military recruitment and retention, and support the commander's ability to maintain a mission ready force.
- e. Provide informational and training assistance to commanders and assist them in developing and executing policies, programs, and processes that enhance Service member and Family Readiness.
- f. Support mission readiness by assisting Service members and their families in adapting to the changes and demands of military life through education, information, and assistance to include various programs focused on building resilient military families.
- g. Prepare information and provide on-going education and assistance via newsletters, bulletin boards, direct mail, email, social media, or activities.
- h. Establish procedures to make initial contact and monthly follow-up with families of deployed Service members.

6. FRS Unit-level Components. Unit-level Components consist of:

- a. Family Readiness Support Assistants for the ARNG at the brigade/battalion level or Airman and Family Readiness Program Managers assigned to each wing for the ANG.

- b. Family Readiness Groups (FRG) at the company-level for the ARNG or Key Spouse/Key Volunteers (KS/KV) at each wing for the ANG.

- (1) FRGs and KS/KVs in coordination with JFHQs-State FP offices provide family members with social and emotional support, which may consist of information, referrals, and education to family members.

- (2) FRGs and KS/KVs are unit commander programs. Normally, FRGs or KS/KVs are established at company and squadron level, with battalion, brigade, or wing levels playing an important advisory role.

ENCLOSURE B

FAMILY READINESS SYSTEM OUTREACH

1. Outreach to Service Members and Their Families. FP staff may contact a military family member with or without a Service member's consent when relaying official information to a family member pertaining to their readiness. Personally identifiable information will be protected IAW reference e.
2. Outreach to Commanders and Representatives. FP staff will conduct regular outreach to command representatives and Family Readiness unit liaisons through education and knowledge sharing to increase awareness of the FRS and their responsibilities as outlined in this manual and reference c.
3. Outreach to Communities. Community outreach and collaboration augments the existing FRS for families who are geographically dispersed from a military installation.
 - a. Federal, State, and local partners (both governmental and non-governmental); Joint Family Support Assistance Program (JFSAP); MOS; Inter-Service Family Assistance Committee (ISFAC) or Joining Community Forces (JCF) Meetings; Yellow Ribbon Reintegration Program (YRRP); Community Action Information Board; Integrated Delivery System; Community Action Council (CAC); and certain State-specific initiatives such as the Beyond the Yellow Ribbon Program are resources and networks available to meet the needs of Service members and their families in the communities where they live.
 - b. FP staff will educate partners regarding current service gaps, challenges, access points, and available resources to facilitate involvement of Federal, State, and local partners in the FRS.

ENCLOSURE C

JOINT FORCE HEADQUARTERS-STATE FAMILY PROGRAM OFFICE
REQUIREMENTS AND TRAINING

1. Eligibility. The following personnel are eligible for services provided through the FRS:

- a. All active duty and retired military personnel and their family members.
- b. Members of the NG and Reserve Component (RC) of the Military Departments and their family members.
- c. Appropriated funds (APF) and non-appropriated funds (NAF) civilian employees and their family members.
- d. Family members of prisoners of war or personnel missing in action.
- e. Surviving family members of military personnel who died while on active duty.

2. Equal Opportunity. All FP offices will be free of discrimination based on race, color, national origin, religious or political affiliation, sexual orientation, gender, age, disability, or Military Service affiliation.

3. Privacy Act Information. All information obtained from individuals must be appropriately safeguarded to protect an individual's privacy. Disclosure of any records must comply with references e and f. However, certain instances governed by regulations, instructions, and statutes require reporting to the appropriate authorities.

- a. Prior to obtaining information, FP staff must inform clients that information may be released under limited circumstances.

- b. A Statement of Understanding will be used when information is collected from Service and family members in support of FP requirements. See Appendix A of this Enclosure for a sample form. Principle purpose and routine uses must be modified to outline the requirement for Privacy Act data to be used.

4. Training Requirements for JFHQ-State FP staff.

a. SFPD. SFPD's will:

(1) Provide DoD-operated Family Readiness services IAW standards required in this manual and reference c.

(2) Attend NG-J1-FP hosted SFPD Orientation within one year of assignment, regardless of personnel status.

(3) Upon completion of SFPD Orientation, coordinate a time to shadow an experienced SFPD within their region.

b. Federal Civilian Employees. Federal civilian employees (Army and Air) will receive training specific to their job and IAW Service-specific guidance.

c. Contractors. Contractors will meet training requirements outlined in their contracts. Contractors will receive a State-specific NG overview and FP orientation conducted by a SFPD to assist in integrating the State's FP team.

d. Representatives. Commanders, senior enlisted, and unit assigned family representatives will receive an initial JFHQs-State FP orientation and updates, as needed. Mandatory orientation and optional updates will be conducted by JFHQs-State FP staff.

e. Other Training. Other training is available for all JFHQs-State FP staff to include the Soldiers, Airmen, and Family Program Workshop (Professional Development) for SFPDs and A&FRPMs.

(1) Attendance for all other JFHQs-State FP staff will be IAW a Letter of Instruction (LOI) from NG-J1-FP and as directed by TAG. Training is conducted based on current conference policies and available funding.

(2) State Professional Development training events should be conducted on an on-going basis and are available for selected JFHQs-State FP staff, volunteers, commanders and senior enlisted personnel. TAGs or their designee will determine whether training is conducted and if attendance is mandatory or optional.

APPENDIX A TO ENCLOSURE C

SAMPLE PRIVACY ACT DATA COLLECTION FORM

DATA REQUIRED BY THE PRIVACY ACT OF 1974
<p>AUTHORITY: 10 USC 1588, Authority to Accept Certain Voluntary Services DODD 5400.11, DoD Privacy Program, October 29, 2014 DODI 1402.5, Criminal History Background Checks on Individuals in Child Care Services, January 19, 1993 DoDI 8520.02, "Public Key Infrastructure (PKI) and Public Key (PK) Enabling", May 24, 2011</p> <p>PRINCIPAL PURPOSE: A Local Police Records check; Installation Records Check, or if volunteering with minors, to request a Criminal Investigation Division check IAW DoDI 1402.5, "Criminal History Background Checks on Individuals in Child Care Services", January 19, 1993 and/or to obtain a Volunteer Access Card (VOLAC) IAW DoDI 8520.02, "Public Key Infrastructure (PKI) and Public Key (PK) Enabling", May 24, 2011 for the purposes of volunteering with the National Guard and/or obtaining network access, when required. Your social security number and other personal information is necessary to identify you and your records and to request required records checks and to authorize a VOLAC.</p> <p>ROUTINE USES: This information will be used to request the required records checks for volunteers working with children and youth and as required for requesting a VOLAC. Dependent upon the volunteer's position, a VOLAC may be required for the purposes of gaining access to the DoD network. Volunteer files will be maintained and destroyed in accordance with current regulations governing files disposition.</p> <p>DISCLOSURE OF YOUR SOCIAL SECURITY NUMBER AND OTHER PERSONAL INFORMATION IS VOLUNTARY. HOWEVER, FAILURE TO FURNISH THE REQUESTED INFORMATION WILL RESULT IN THE DENIAL OF VOLUNTEER SERVICE WHEN WORKING WITH CHILDREN AND YOUTH AND DENIAL OF ACCESS TO THE DoD NETWORK, AS APPROPRIATE.</p> <p><i>Your signature below acknowledges that you have been advised of the foregoing.</i></p> <p>Name of Volunteer:</p> <p>Signature of Volunteer:</p> <p>Date:</p>

Figure 2. Sample Privacy Act Data Collection Form

ENCLOSURE D

ACCESS POINTS

1. Access Points. Access points may include, but are not limited to:
 - a. The Airman and Family Readiness Program Office.
 - b. Chaplain Offices.
 - c. Defense Eligibility and Enrollment Report System (DEERS) and Identification Card Offices.
 - d. Employer Support of the Guard and Reserve Office.
 - e. Medical Command (Psychological Health).
 - f. Resiliency Offices.
 - g. JFHQs-State FP Offices.
 - h. Substance Abuse Offices.
 - i. Suicide Prevention Offices.
 - j. Survivor Outreach Services Offices.
 - k. TA Offices.
 - l. YRRP Offices.
 - m. FACs.
 - n. Other military partners include active duty installations, recruiting offices, military entrance processing stations, MOS, Army OneSource (AOS), and other RC installations, armories, wings, and readiness offices.
 - o. Community partners that may offer access points include the American Red Cross; Chamber of Commerce; Department of Labor; Department of

Veterans Affairs; military service organizations; religious institutions; State Departments of the Military or Veterans Affairs; State and local foundations; State and local governments; State and local non-profits; TriCare; Vet Centers; veteran service organizations; United Service Organization; and other national, State, and local partners.

2. NG Administered Access Points. NG-administered access points, including satellite offices, must comply with references g, h, and i; national accreditation standards; and other Service-specific safety standards. Access points will be:

a. Visually conspicuous and conveniently accessible to active duty Military or Reserve Service members and their families and other populations designated by the Secretaries of the Military Departments.

b. Designed and furnished in a way that welcomes Service members, their families, and other clients IAW Service-specific guidance and reference j.

3. Discrimination. Family members who believe that they have been subjected to discrimination will be encouraged to establish contact with the office of their TAG, social action officer, or equal opportunity officer to determine available recourse.

ENCLOSURE E

SERVICE DELIVERY

1. Service Delivery. Service members, veterans, and their families are offered support and resources through service delivery provided at traditional military access points to include FACs, Army Community Service when eligible, JFHQs-State FP offices, Airmen and Family Readiness offices, ODASD JFSAP resources, on demand Personal Financial Counselors, and community based networks such as ISFACs, Community Forces, Community Action Teams, AOS, etc., and private and public organizations.
2. Office of the Secretary of Defense Service Delivery. JFSAP provides additional ODASD sponsored support personnel for geographically dispersed Service members and their families IAW reference k. JFSAP consists of MOS consultants; on demand and surge support PFCs and Military Family Life Consultants. They are available to any State upon request and justification of need. For guidelines and policy on JFSAP, refer to reference c. Support requirements and request procedures and forms are available under the FP page on the Joint Service Support website at reference l.
3. National and State Service Delivery. States are encouraged to use National initiatives, such as Joining Community Forces, Community Covenant, or State developed initiatives based on Federal, State, and local partnerships and collaborations as a model of service delivery based on community integration.

ENCLOSURE F

VOLUNTEER PROGRAM

1. Authority to Accept Volunteer Services. If the following Federal programs and activities are available, the NG may accept voluntary services from any person who provides services to members of the NG and their family members IAW references m and n.

- a. Family support programs.
- b. Child development and youth services programs.
- c. Religious programs.
- d. Housing referral programs.
- e. Programs providing employment assistance to spouses of NG members.
- f. MWR programs.
- g. Funeral honors IAW reference o.
- h. Legal services IAW reference p.
- i. Retired services.
- j. Library and education.
- k. Proctor for administration to secondary school students for the Armed Service Vocation Aptitude Battery.

1. Foreign language translation or interpretation services by a person who is registered on the National Foreign Language Skills Registry or for national security purposes.

- m. Employment Support for the Guard and Reserve.
- n. Programs that deal with accounting for missing persons.

2. Prohibitions. Volunteers will not under any circumstance:

- a. Perform any job duties contained within a statement of work of a service contract.

b. Substitute totally or permanently for unfilled staff positions, replace paid employees, or be used in lieu of obtaining contracted service for which funding has been provided.

c. Perform duties that render them unusually susceptible to injury or that cause injury to others.

d. Create policy.

e. Supervise paid employees or military personnel.

f. Perform inherently governmental functions such as determining entitlements to benefits, authorizing expenditures of government funds or deciding rights and responsibilities of any party under government requirements.

3. Volunteer Management. Military Departments are authorized to accept voluntary services:

a. The accepting official must be a military member or government employee (APF or NAF) who is the head of the organization (or their designee) where the volunteer provides service.

b. State employees and contract personnel cannot be accepting officials. For specific guidelines on accepting volunteer services, volunteer management, and funding, refer to each Service-specific policy.

4. Statutory and Gratuitous Volunteers.

a. Statutory Volunteers. Statutory volunteers donate their services to the military within the programs listed in paragraph 1 of this Enclosure and are authorized to complete these services IAW reference n. Status is documented by completing DD Form 2793, "Volunteer Agreement for Appropriated Fund Activities or Nonappropriated Fund Instrumentalities," accompanied by a position description that outlines accepted service(s); job duties and responsibilities; training certificates; and completion of required background checks (when applicable); or other position requirements, such as certifications or licenses.

b. Gratuitous Volunteer. Gratuitous volunteers provide voluntary service to the military outside of the scope of reference n. Status is documented through the completion of a Gratuitous Service Statement. See Appendix A of this Enclosure for a sample.

c. Background Checks. Volunteers who work with children and youth must receive a favorably-adjudicated background check IAW reference q and Service-specific policies prior to starting their service. These volunteers may also be referred to as a “specified volunteer.”

5. Credentials. Volunteers must be licensed, privileged, appropriately credentialed, or be otherwise qualified under applicable law, regulations, or policy prior to providing voluntary services IAW reference r.

6. Privacy Act Information. Statutory volunteers may have access to Privacy Act information IAW reference e, which provides for the disclosure of privacy-protected records to agency employees who need the records for the performance of their duties. Access to records contained in a Privacy Act system of records may be provided to a statutory volunteer of a DoD component other than NAF instrumentalities. Any statutory volunteer with such access must comply with the protection, disclosure, accounting, and other requirements of reference f.

7. Volunteer Access Card (VOLAC). DoD volunteers authorized under reference n and s, who in support of their duties, require a credential for log-on access to a DoD network, must comply with references f, t, and u.

a. This credential will be valid for three years from date of issuance and it will contain three certificates from the DoD Public Key Infrastructure (PKI) (identity, email encryption, and email signing certificate). A DoD sponsor is responsible for ensuring that the card is retrieved and revoked when the card expires, the volunteer’s service is terminated, or a change in volunteer position is made that no longer requires access to the DoD network.

b. In order to be eligible to obtain a VOLAC, a volunteer must:

(1) Be a U.S. Citizen.

(2) Be a student intern IAW reference q or be an authorized DoD volunteer IAW reference n as implemented by reference m.

- (3) Be sponsored by the DoD or a non-DoD Uniformed Service as part of an official volunteer assignment. The sponsor must be a government official (military or civilian employee).
 - (4) Require frequent access to a DoD network to perform their volunteer duties.
 - (5) Receive a favorably adjudicated National Agency Check and Inquiries.
 - (6) Be eligible for a DoD sponsored unclassified network account.
 - (7) Agree to be photographed and fingerprinted.
 - (8) Be registered in the DEERS through the Contractor Verification System (CVS).
- c. For specific guidelines on procedures for issuance of credentials in support of DoD network access for these volunteers, refer to Service-specific guidance.
9. NG Volunteer Program Execution at the National Level.
- a. National Volunteer Training Program. Optional webinar volunteer training is conducted by the Volunteer Training Team on a monthly basis.
 - b. NG Volunteer Awards Program. This program recognizes the best Statutory Volunteers from all States on a yearly basis. Information regarding the current year's award process will be published annually by NG-J1-FP.
 - c. National Volunteer Service Pins. This recognition program was developed to honor national level volunteers that serve as members of the Regional Volunteer Team, Volunteer Training Team, or NGB level Senior Spouses for their support and service provided to the NG-J1-FP mission. NG-J1-FP produces certificates of appreciation, orders the pins, and sends them through the United States Postal Service to the SFPD for presentation at a State or regional venue.

10. NG Volunteer Program Execution at the State Level.

a. State Volunteer Training Program. All volunteers will receive State-specific orientation, which includes an overview of the NG, and information about their State's FP office and the FRS to assist with their integration into the FP team. Additional volunteer training will be conducted as required per position description. Volunteers may also receive on-the-job training, as needed. Orientations and trainings can be accomplished at the local, regional, or State level.

b. State Volunteer Recognition Program. States are required to develop a State Volunteer Recognition Program that operates on a yearly, quarterly, or monthly basis. This program will use a variety of methods (awards, thank you notes, certificates of appreciation, etc.) to acknowledge its volunteers. States are encouraged to conduct recognitions in a public forum, such as banquets, workshops, trainings, town halls, etc.

c. State Volunteer Management.

(1) All Statutory Volunteers will register for an account on the Joint Services Support (JSS) website at reference s. Volunteer Corps will be selected as the primary role upon registration.

(2) Hours will be tracked on the JSS website's Volunteer Activity Tracker. Service-specific volunteer hour tracking systems are considered the official system for reporting verified volunteer hours and will be maintained IAW Service-specific guidance in addition to the JSS Volunteer Activity Tracker.

(3) An executed DD Form 2793 will be maintained for each Statutory Volunteer IAW Service-specific guidance.

(4) Volunteer records will be maintained IAW Service-specific guidance.

APPENDIX A TO ENCLOSURE F

GRATUITOUS SERVICE AGREEMENT

GRATUITOUS SERVICE AGREEMENT

I desire to volunteer my services to Family Programs {or enter program name} at {State Joint Force Headquarters}{or unit name}.

I expressly agree that my services will be performed without pay and that I will not, solely because of these services, be considered an employee of the U.S. Government or any instrumentality thereof. I expressly agree that I will neither expect nor demand any present or future salary, wage, or related benefits as payment for gratuitous service. I agree to participate in whatever training may be required in order to perform the gratuitous services which I am providing.

{Signature}

{Typed or printed name of individual providing gratuitous service}

{date}

{Signature}

{Typed or printed name of accepting official}

{date}

Figure 3. Sample Gratuitous Service Agreement

ENCLOSURE G

PERFORMANCE MANAGEMENT

1. Key Management Controls.

a. JFHQs-State, ARNG, and ANG FP's are required to be accredited or certified IAW reference c once every four years. An annual update may be required to maintain accreditation or certification status.

b. A copy of all audits, accreditations, and certifications conducted on the FRS and JFHQs-State FP offices are forwarded to NG-J1-FP and are IAW applicable Service-specific guidance.

2. Performance Management. Performance management is conducted IAW reference c.

a. Assessment of Needs. Statewide assessment of needs will be conducted, at a minimum, every three years. In conjunction with the results, the FRS programs, processes, and access points should be evaluated and updated to ensure they meet identified needs. Whenever a gap is identified, a Federal, State, or civilian resource should be identified by JFHQs-State FP staff and included into the FRS to fill this gap. Participation of an identified resource would be based on voluntary inclusion by the resource. A resource can be told what the needs are and can volunteer their services to meet these needs, but cannot be asked by the NG to provide specific services.

b. Quality Assurance. Military and Family Readiness Program accreditation or certification is required IAW reference c.

(1) JFHQs-State FP offices will use the accreditation or certification process as a tool to evaluate their FRS to ensure processes adequately meet the needs of its customers. Based on accreditation or certification standards and site visit results, the State may need to develop or refine these processes to ensure the standards are met.

(2) JFHQs-State FP offices will implement a national accreditation or internal certification process using standards developed by a national accrediting body.

(3) To ensure the State's FRS meets national standards of quality, the JFHQs-State FP will be accredited or certified using standards developed by a national accrediting body not less than once every 4 years as directed by reference c.

(4) Council on Accreditation (COA). The COA is currently the only national accrediting body with both standards and a process designed specifically to reflect the unique programming and service delivery of military and Family Readiness programs. TAGs have the option to use COA or select another national accrediting or certifying body to achieve reference c compliance.

c. Monitoring. Personnel from ODASD MC&FP and NG-J1-FP will periodically visit Family Readiness access points to ensure compliance with reference h. These visits may be part of the accreditation and certification process.

d. Reporting. Family Readiness annual reporting must be accomplished IAW reference c.

(1) NG-J1-FP is responsible for the collection of data and completion of ODASD's "Annual Report on Family Readiness," which has a suspense of 15 February annually. Data collected is based on ODASD's metrics, which may change yearly.

(2) Instructions will be sent to ARNG-FP, NGB/A1SA, and all JFHQs-State FP offices annually in December with a mid-January suspense date. Instructions will outline the requirements for the upcoming report and submission processes.

e. Triennial Assessment.

(1) A triennial assessment of military family needs is required to be completed by each Military Department and its Components.

(2) Triennial Assessments will be governed by Service-specific guidance.

f. Family Readiness Awards.

(1) Family Readiness Awards recognize the top unit in each RC who displays innovative Family Readiness efforts that support unit mission readiness.

(2) Family Readiness Awards are coordinated by ODASD through NG-J1-FP on an annual basis. Award submissions are due annually in January. NG-J1-FP will coordinate with ARNG-FP and NGB/A1SA for yearly submissions.

g. Metrics. Metrics may be required by NG-J1-FP, ARNG-FP, and NGB/A1SA on a monthly, quarterly, semi-annual, or annual basis. Metrics may change based on current strategic and operational requirements. An overview of required metrics, instructions, and frequency will be contained in a LOI from NG-J1-FP, ARNG-FP, or NGB/A1SA to all JFHQs-State FP offices, as appropriate.

h. Evaluation. The impact of the FRS and its foundation programs will be measured through program evaluations that use valid and reliable outcomes, customer satisfaction, cost, and process measures that are linked to specific and measurable performance goals. Evaluations will produce qualitative and quantitative data that will be used to make decisions regarding sustainment, modification, or termination of foundation programs within the FRS.

ENCLOSURE H

REFERENCES

- a. CNGB Instruction 1800.02, 31 July 2014, “National Guard Family Program”
- b. DoD Directive 5124.02, 23 July 2008, “Under Secretary of Defense for Personnel and Readiness (USD(P&R))”
- c. DoD Instruction 1342.22, 03 July 2012, “Military Family Readiness”
- d. DoD 5500.7-R, 01 August 1993, Incorporating Change 7, 17 November 2011, “Joint Ethics Regulations”
- e. DoD Directive 5400.11, 29 October 2014, “DoD Privacy Program”
- f. DoD Instruction 8520.02, 24 May 2011, “Public Key Infrastructure (PKI) and Public Key (PK) Enabling”
- g. United Facilities Criteria 4-730-01, 07 April 2006 Including Change 1, 20 June 2006, “Family Services Centers”
- h. DoD Instruction 4120.24, 13 July 2011, “Defense Standardization Program (DSP)”,
- i. 29 CFR § 1910, “Occupational Safety and Health Standards”
- j. Americans with Disabilities Act of 1990, including changes made by ADA Amendments Act of 2008
- k. Public Law 109-364 § 675, 17 October 17 2006, “Joint Family Support Assistance Program”
- l. Joint Service Support Website, <<https://www.jointservicessupport.org/>>, 30 September 2015
- m. DoD Instruction 1100.21, 11 March 2002 Incorporating Change 1, 26 December 2002, “Voluntary Services in the Department of Defense”
- n. 10 U.S. Code § 1588, “Authority to Accept Certain Voluntary Service”
- o. 10 U.S. Code § 1491, “Funeral Honors Functions at Funerals for Veterans”

- p. 10 U.S. Code § 1044, “Legal Assistance”
- q. DoD Instruction 1402.5, 19 January 1993, “Criminal History Background Checks on Individuals In Child Care Services”
- r. DoD Instruction 6490.06, 21 April 2009 Incorporating Change 1, 21 July 2011, “Counseling Service for DoD Military, Guard and Reserve, Certain Affiliated Personnel, and Their Family Members”
- s. 5 U.S. Code § 3111, “Acceptance of Volunteer Service”
- t. FIPS Pub 201-2, August 2013, “Personal Identity Verification (PIV) of Federal Employees and Contractors”
- u. DoD Instruction 1000.13, 23 January 2014, “Identification (ID) Cards for Members of the Uniformed Services, Their Dependents, and Other Eligible Individuals”

GLOSSARY

PART I. ACRONYMS

APF	Appropriated Funds
ANG	Air National Guard
NGB/A1SA	Air National Guard Airman and Family Support
AOS	Army OneSource
ARNG	Army National Guard
ARNG-FP	Army National Guard Family Program
CAC	Community Action Council
CG	Commanding General of the District of Columbia National Guard
CNGB	Chief of the National Guard Bureau
COA	Council on Accreditation
DEERS	Defense Eligibility Enrollment Reporting System
DoD	Department of Defense
ESGR	Employer Support to the Guard and Reserve
FAC	Family Assistance Center
FOUO	For Official Use Only
FP	Family Program
FRG	Family Readiness Group
FRS	Family Readiness System
ISFAC	Inter-Service Family Assistance Committee
JFHQs-State	Joint Force Headquarters-State
JFSAP	Joint Family Support Assistance Program
JS	Joint Staff
JSS	Joint Service Support
KS	Key Spouse
KV	Key Volunteer
KVN	Key Volunteer Network
LOI	Letter of Instruction
MC&FP	Military Community and Family Policy

MOS	Military OneSource
MWR	Morale, Welfare, and Recreation
NAF	Non-Appropriated Funds
NG	National Guard
NGB	National Guard Bureau
NG-J1	National Guard Joint Staff Directorate of Manpower and Personnel
NG-J1-FP	National Guard Joint Staff Directorate of Manpower and Personnel Office of Family Programs
ODASD	Office of Secretary of Defense
RC	Reserve Component
SFPD	State Family Program Director
TA	Transition Assistance
TAG	The Adjutants General
VOLAC	Volunteer Access Card
YRRP	Yellow Ribbon Reintegration Program

PART II. DEFINITIONS

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

Access Point -- A vehicle through which Service members and their families can access Family Readiness information, services, and referrals.

Accreditation -- Verification that Family Readiness services have been assessed by a national accrediting body and meet or exceed the standards of quality established by that body.

Certification -- Verification that Family Readiness services have been internally assessed by the organization providing such services and meet the standards of quality established by a national accrediting body.

Community Force (also known as a Community Action Team) -- A group of individuals within a community, which is comprised of community leaders, governmental and non-governmental organizations, businesses, and local

citizens located within a specific geographic area and formed through a common interest, e.g. supporting Service members, veterans, and families.

Deployment -- The rotation of forces into and out of an operational area.

Family Readiness -- The state of being prepared to effectively navigate the challenges of daily living experienced in the military, to include mobility and financial readiness, mobilization and deployment readiness, and personal and family life readiness.

Family Readiness Unit Liaison -- An official command-sponsored individual, who liaises between Service members and their families and the command to promote a culture of mutual support and communication.

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

Family Readiness System -- The network of agencies, programs, services, and individuals, and the collaboration among them that promotes the readiness and quality of life of Service members and their families.

Gratuitous Service -- Services provided by individuals or groups of individuals without any expectation of compensation to include salary, tips, benefits, and reimbursements for incidental expenses.

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

Joint Force Headquarters -- State Family Program Staff -- Consists of all Family Program personnel assets within the State.

Military Family -- A group composed of one Service member and spouse; one Service member and his/her dependent(s); Service member, spouse and such Service member's dependent(s); two married Service members; or two married Service members and such Service members' dependent(s). To the extent authorized by law and in accordance with Service implementing guidance, the term may also include other nondependent family members of a Service member.

Military Community -- A network that includes Service members, military families, military leadership, and military and civilian Family Readiness service providers.

Mobility and Financial Readiness -- The state of being prepared to successfully meet financial obligations and manage the challenges of the mobile military lifestyle.

Non-Medical Counseling -- Short term, non-therapeutic counseling that is not appropriate for individuals needing clinical therapy

Outreach -- Systematic efforts to make contact with members of the military, their families and civilian communities outside of established Family Readiness access points.

Personal and Family Life Readiness -- The state of being prepared to cope with the stressors of daily living and manage the competing demands of work, personal, and family life.

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

Service Delivery -- The process or mechanism where support or resources are provided to Service members, veterans, and families.

Service Member -- Any member of a Military Service in the active or reserve component.

Specified Volunteer -- A position, designated by the Department of Defense component head or designee, requiring a favorably adjudicated background check because of the nature of the volunteer work in childcare services.