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MODULE 1:
OMBUDSMAN PROGRAM OVERVIEW

Introduction

Navy Family Ombudsmen are a group of extremely dedicated volunteers who are trained to assist Navy families to successfully navigate the challenges of the Navy lifestyle. This manual is a supplement to the OPNAVINST 1750.1F (2007) which governs the Navy Family Ombudsman Program.

Program Overview

Navy Family Ombudsman Program Overview and Benefits

Benefits and highlights of the Ombudsman Program mentioned in the *Navy Ombudsman: Volunteers Make A Difference* video:

_____

_____

_____

_____

_____

_____

In a 2006 study of the Ombudsman Program conducted by the Navy Inspector General, 83 percent of respondents indicated that a fully supported Ombudsman Program improves family readiness and that family readiness improves mission readiness.

The Navy Family Ombudsman Program:

- ★ Ensures a responsive and accurate source of information between commands and families via Carelines (a recorded message providing information to families), newsletters, briefings and telephone and e-mail trees.
- ★ Delivers a positive spokesperson and role model for family members.

NOTES:

- ★ Facilitates (in conjunction with the Navy sponsor program) the smooth transition of Sailors and their families during permanent change of station (PCS) moves.
- ★ Provides invaluable support during natural and man-made disasters.
- ★ Serves as a critical link for families during mobilization or geographic separation.

The Navy Family Ombudsman Program enables service members to be more focused and productive at work because their families have a safety net. Since the Navy recruits Sailors but retains families, families who are satisfied with the Navy lifestyle will more likely choose to stay Navy.

There are more than 5,000 ombudsmen volunteering 10 or more hours per week to support our commands. The cost avoidance to the Navy in 2009 was over $40 million dollars if these were paid positions.

What is an Ombudsman?

Ombudsmen are volunteers appointed by the commanding officer to serve as an information link between the command leadership and command families. Ombudsmen are trained to disseminate information—official Department of the Navy and command information, command climate issues, local quality of life improvement opportunities, and "good deals" around the community. They also provide resource referrals when needed and are instrumental in resolving family issues before they require extensive command attention.

The command Ombudsman Program is shaped by the commanding officer's needs. The ombudsman works for the commanding officer, who determines the priorities of the program, the roles and relationships of its participants, and the types and levels of support it receives.

The Ombudsman Job Description

The OPNAVINST 1750.1F (the Navy Family Ombudsman Program instruction) provides the guidance for appointing an ombudsman, defines the ombudsman's roles and responsibilities, and establishes training and management requirements.

Ombudsmen Roles and Responsibilities

Commanding officers tailor the command's program to fit their ombudsman needs. Therefore, job descriptions vary slightly to fit the command's needs. Ombudsman duties should be defined and documented in a letter at the time of appointment and signed by the commanding officer. Command ombudsmen are part of the command support team (CST) and work within the guidelines and policies established by the commanding officer.

Command ombudsmen:

- ★ Serve as a liaison between command families and the command.

- ★ Keep the CO informed regarding the morale, health and welfare of command families.
- ★ Communicate regularly with the command and command family members.
- ★ Contact families upon arrival to introduce themselves and explain how they can be of help to the family.
- ★ Develop and distribute a command-approved monthly or quarterly newsletter or, if not possible, contribute to a command-approved column in appropriate publications.
- ★ Establish and maintain an up-to-date and timely telephone tree, Careline, an e-mail distribution list or a Web site to rapidly distribute and gather information.
- ★ Are aware of services provided by and contact information for the Fleet and Family Support Centers and other support organizations available to Navy families.
- ★ Maintain current records on the performance of their ombudsman duties in accordance with privacy act requirements covered in Ombudsman Basic Training.
- ★ Serve as a source of emergency and crisis information.
- ★ Represent the command at local Ombudsman Assembly meetings.
- ★ Avoid conflicts of interest.
- ★ Maintain confidentiality.
- ★ Collect and submit data on services provided.
- ★ Coordinate services for families during mobilization or geographic separation.
- ★ Perform other official roles, functions or duties assigned by the CO.

Other types of duties may include:

- ★ Assisting in the organization and implementation of the command welcome program and participating in the indoctrination and orientation programs for new command members.
- ★ Representing the command on committees, boards and working groups in the military or civilian community.

Roles and Functions Ombudsmen DO NOT Assume

Ombudsmen are advocates for the command and command families and are trained to provide information and make referrals. They are not social directors. However, ombudsmen are encouraged to support and participate in social activities sponsored by formal or informal family support groups. Announcements of social events that promote the morale, health and welfare of command families may be included in the ombudsman newsletter. The ombudsman, through training and experience, must empower family members to help themselves. The ombudsman maintains an up-to-date list of resources so family members can be referred to the appropriate agency.

Ombudsmen responsibilities do not include:

- ★ Providing child care.
- ★ Transporting people.

NOTES:

- ★ Lending money.
- ★ Allowing people to stay with them in their home.
- ★ Doing for others what they must learn to do for themselves.

Navy Family Ombudsman Program History

The Navy's philosophy of developing healthy, self-reliant families is epitomized through the Navy Family Ombudsman Program. The ombudsman concept originated in Scandinavian countries, where they investigated citizens' complaints against the government or its functionaries. Today, the concept is widely used in the fields of government, business and health care.

On September 14, 1970, Adm. Elmo R. Zumwalt Jr., Chief of Naval Operations, established the Navy Family Ombudsman Program when he issued Z-Gram 24. It emphasized the importance of Navy spouses and established a procedure that gave spouses the opportunity to present complaints, viewpoints and suggestions to the commanding officer. In doing so, Zumwalt acknowledged the vital role spouses play as members of the Navy team and provided them with what he described as an "official representative to express their views to commanding officers and base commanders."

In 2007, CNO Adm. Michael G. Mullen re-emphasized the importance of the program, signing an updated instruction and highlighting the requirement that all Navy families have access to a Navy Family Ombudsman.

Navy Family Ombudsman Logo

The Ombudsman Program is recognized by a logo containing symbolic elements, each representing an event in the program's history:

- ★ Sweden — represents the origin of the term "ombudsman."
- ★ United States — represents the Navy program.
- ★ Lightning bolt — represents the lightning-fast communication between the command and families.
- ★ 24 stars — represents Z-Gram 24.

This logo appears on the pin attached to the ombudsman name tag or pinned to the shirt collar. Ombudsman pins may be purchased at the uniform shop on base.

Program Structure and Governance

The structure and governance of the Navy Family Ombudsman Program includes:

- ★ **Chief of Naval Operations (CNO)** appoints one or more **Ombudsmen-at-Large** whose guidance is defined by their letter of appointment.
- ★ **Commander, Navy Installations Command (CNIC)** manages the Navy's overall Ombudsman Program via the Ombudsman Program Manager, who can be contacted at http://www.ffsp.navy.mil.

- **Ombudsman Program Advisory Group (OPAG)** is a working group of individuals, convened at the discretion of CNIC (N91), to include the Ombudsmen-at-Large, CNO representative, CNIC force master chief, Fleet and Family Support program director, Ombudsman Program Manager and Navy Reserve Force Family Support program manager.

  The OPAG includes representatives of other activities as needed to advise on policy, special projects and curriculum development based on input received from Regional Ombudsman Advisory Boards.

- **Regional Ombudsman Advisory Boards (ROAB)** are appointed and convened by the regional commander. The regional commander selects ROAB members.

  Responsibilities of ROABs are to support and advise area assemblies. ROABs are neither policy-making nor supervisory bodies and do not interfere with the operation of individual command Ombudsman Programs. ROABs meet at least semiannually. Recommendations and observations should be forwarded to the CNIC Ombudsman Program Manager.

- A **regional** or **base commander** sponsors a local Ombudsman Assembly in support of tenant commands to provide ongoing training, policy discussion and clarification, assist commands to recognize and show appreciation to their ombudsmen, ensure maintenance of a current roster of area ombudsmen in the absence of a local Fleet and Family Support Center, ensure appropriate ombudsman roles in installation disaster preparedness and perform other functions as directed. The base or regional commander appoints an ombudsman, and perhaps an advisory group, to run the local Ombudsman Assembly.

- The local **Fleet and Family Support Center** provides Ombudsman Basic Training (OBT) and support to area commands and ombudsmen.

- **Commanding officers** execute the Navy Family Ombudsman Program within their command.

Overview of OPNAVINST 1750.1F

OPNAVINST 1750.1F, provides the primary guidance for the Navy Family Ombudsman Program. A brief overview of this instruction is provided below, and a copy of it in its entirety can be found in Appendix C.

The instruction includes:

- A list of relevant guidance in support of the Navy Family Ombudsman Program.
- A detailed definition of the program structure.
- The outlined roles and responsibilities for all individuals involved, including the CNO, regional commanders, commanding officers and ombudsmen.
- A list of required forms and reports.

NOTES:

The enclosures to OPNAVINST 1750.1F include:

- ★ Enclosure 1 Policy Waiver Request Procedures
- ★ Enclosure 2 Chief of Naval Operations Ombudsmen-at-Large Duties
- ★ Enclosure 3 Fleet and Family Support Center Duties in Support of Ombudsmen
- ★ Enclosure 4 Ombudsman Program Advisory Group (OPAG) and Regional Ombudsman Advisory Board (ROAB)
- ★ Enclosure 5 Ombudsman Assembly
- ★ Enclosure 6 Program Support
- ★ Enclosure 7 Reporting Requirements for Child Abuse, Domestic Abuse and Sexual Assault

GETTING SMART ABOUT THE PROGRAM

1. On September 14, 1970, the Chief of Naval Operations _____ introduced the Ombudsman Program by issuing Z-Gram 24.
2. The command ombudsman is a volunteer who is the spouse of an _____ or _____.
3. The command ombudsman is appointed by, reports to, has direct access to and represents the _____.
4. The ombudsman serves in the following two roles: _____ and _____ to the command and its family members.
5. The structure of the program includes the following components:

   a. The _____ appoints one or more Ombudsmen-at-Large whose guidance is defined by their letter of appointment.

   b. _____ ensure their command ombudsman information is added to the Ombudsman Registry and updated as needed.

   c. _____ manages the Navy's overall Ombudsman Program via the Ombudsman Program Manager.

   d. The _____ sponsors a local Ombudsman Assembly in support of tenant commands to provide ongoing training, policy discussion and clarification.

6. The _____ provides feedback from local ombudsman assemblies on policy, implementation or other programmatic issues to the CNIC Ombudsman Program Manager.
7. The _____ is a working group of individuals that meet as needed to advise on policy, special projects and curriculum development.
8. The _____ provides Ombudsman Basic Training (OBT) and supports area commands and ombudsmen.
9. The _____is a meeting of all command ombudsmen in a region.
10. When Navy Reservists are recalled to active duty for an extended period, the _____ command assumes responsibility for the Sailors and their families. To ensure the (often remotely located) reservist's family receives the support services to which they are entitled, the _____ command ombudsman should contact the gaining command's ombudsman to coordinate services.

MODULE 2:
MANAGING YOUR RESPONSIBILITIES

Introduction

Various elements of administrative duties and command responsibilities go hand-in-hand with the Ombudsman Program. When an ombudsman has completed all of the steps in the appointment process according to OPNAVINST 1750.1F and regularly performs the administrative duties associated with the program, they will prove to be an invaluable resource to their commanding officer and command families. This section provides information and resources for managing your responsibilities and consists of the following topics:

1. The appointment process
2. Managing your Responsibilities
3. Standard and advanced training

Appointment

Appointment Letter

When an ombudsman is appointed, they should receive a copy of OPNAVINST 1750.1F, a copy of the Navy Family Ombudsman Program Manual, an ombudsman pin, nametag and an appointment letter. The appointment letter is the official "welcome to the team" letter. It should include information about:

- ★ Duties the commanding officer (CO) expects the ombudsman to perform.
- ★ Upcoming Ombudsman Basic Training (OBT) class dates, in addition to registration and contact information.
- ★ The availability of online orientation if the ombudsman cannot attend OBT within the first six weeks of assignment. Go to www.ombudsmanregistry.org.
- ★ The ombudsman's point of contact (POC) at the command and the POC's contact information.
- ★ The length of the appointment and whether there is a probationary period.
- ★ Expectations for attendance at local assemblies and advanced training.

NOTES:

Meet with the Commanding Officer

Training starts with the commanding officer's guidance and should include:

- ★ Information about job duties.
- ★ Assignment of a command POC.
- ★ Reporting requirements and procedures.
- ★ Guidance for working within the command support team.
- ★ Expectations and goals for the Ombudsman Program at the command.

Volunteer Agreement and Protection

Because they perform their duties as volunteers, OPNAVINST 1750.1F requires command ombudsmen to complete form DD 2793, the Volunteer Agreement for Appropriated Activities or Non-appropriated Fund Instrumentalities. Appropriated funds are authorized by Congress for specific purposes; non-appropriated funds are used to augment funds from Congress for programs to improve the morale and welfare of military personnel and their families.

While performing their duties, ombudsmen are considered employees of the government. They are afforded certain protections:

- ★ If an ombudsman is injured or killed while performing official duties, the United States government will pay disability or death compensation unless:

  1. The injury or death was caused by misconduct.

  2. The ombudsman inflicted harm upon himself or herself.

  3. The ombudsman was under the influence of drugs or alcohol.

- ★ Protection from personal liability should anyone be injured during the performance of ombudsman duties. However, this does not prevent an ombudsman from being charged with a crime. Following the termination of volunteer service, volunteer records are to be retained for three years by the command that received the service.

A copy of the signed Volunteer Agreement should be given to the ombudsman prior to the start of volunteer service. Part IV of the form is completed at the end of the term of service. A copy of the completed agreement should be given to the ombudsman upon termination of service.

A sample of the Volunteer Agreement form follows:

VOLUNTEER AGREEMENT FOR

☐ **APPROPRIATED FUND ACTIVITIES** ☐ **NONAPPROPRIATED FUND INSTRUMENTALITIES**

PRIVACY ACT STATEMENT

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

PRINCIPAL PURPOSE(S): To document voluntary services provided by an individual, including the hours of service performed, and to obtain agreement from the volunteer on the conditions for accepting the performance of voluntary service.

ROUTINE USE(S): None.

DISCLOSURE: Voluntary; however failure to complete the form may result in an inability to accept voluntary services or an inability to document the type of voluntary services and hours performed.

PART I - GENERAL INFORMATION

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

PART II - VOLUNTEER IN APPROPRIATED FUND ACTIVITIES

10. CERTIFICATION

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

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

PART III - VOLUNTEER IN NONAPPROPRIATED FUND INSTRUMENTALITIES

12. CERTIFICATION

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

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

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

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

DD FORM 2793, FEB 2002 PREVIOUS EDITION IS OBSOLETE. Reset Exception to Standard Form 50 granted by Office of Personnel Management (OPM) waiver.

A copy of this form can be found on Page 46 or online at:
http://www.dtic.mil/whs/directives/infomgt/forms/eforms/dd2793.pdf or http://www.ffsp.navy.mil.

NOTES:

Ombudsman Registry

The Ombudsman Registry was established by Task Force Navy Family in August 2005 in response to the hurricanes in the Gulf Coast region. The registry allows Commander, Navy Installations Command (CNIC) to deliver real-time communication and information to commanders, ombudsmen and Ombudsman Coordinators. Commands are required to register, assign their ombudsman and ensure that required worksheet data is submitted per OPNAVINST 1750.1F.

Once the command has appointed an ombudsman, the command should register the new ombudsman with the Navy's Ombudsman Registry, at http://www.ombudsmanregistry.org. This allows the ombudsman's name and contact information to be distributed as needed and enables ombudsmen to submit monthly or quarterly worksheets. Instruction guidance for commanders/command designees, ombudsmen, and Ombudsman Coordinators can be found on the login page of the ombudsman registry just below the "Contact Your Ombudsman" section.

*Ombudsmen cannot register or assign themselves to a command***.** Ombudsmen must contact their command POC to be registered.

Meet the Ombudsman Coordinator

A member of the Fleet and Family Support Center (FFSC) staff is assigned as the Ombudsman Coordinator. The coordinator serves as an adviser/consultant to local ombudsmen, the Ombudsman Assembly and to commands, in addition to coordinating OBT. The FFSC Ombudsman Coordinator does not serve as the chairperson for the local assembly.

In support of the Ombudsman Program, the coordinator may:

- ★ Maintain a current roster of local ombudsmen, including Navy Reserve and Navy Recruiting ombudsmen.
- ★ Provide space, if available, for ombudsmen assembly meetings.
- ★ Coordinate advanced training for ombudsmen assemblies that support educational and informational needs.
- ★ Provide assistance to local ombudsmen.
- ★ Provide program guidance, policy clarification and recommendations for ombudsmen recognition to commands, if requested.
- ★ Notify the respective command if issues arise that appear to be negatively affecting the local program/family members. By providing accurate and timely information, the respective CO may take the appropriate action.
- ★ Provide information and forms about Navy and community resources, including updates and changes.
- ★ Serve as a major referral resource for ombudsmen and Navy families.
- ★ Refer command families to their ombudsmen and provide information about the Navy Ombudsman Program to new arrivals.

In addition to the Ombudsman Coordinator, other FFSC staff members are a valuable resource ombudsmen may call upon for information and guidance when working with command families.

Managing Your Responsibilities

Ombudsman Assembly

Ombudsman Assembly meetings

An Ombudsman Assembly is a monthly, bi-monthly or quarterly meeting of all command ombudsmen in an installation or region. The local Ombudsman Assembly is an important component of the Ombudsman Program, because it is an excellent forum for sharing and exchanging information, resources and best practices. Ombudsman assemblies also frequently serve as venues for ongoing training. Each sponsoring command has a local instruction that governs its assembly's operation.

Functions of the assembly may include:

- ★ Serving as a resource for the professional development of local ombudsmen by arranging topical training.
- ★ Serving as a liaison for policy discussion and clarification by appropriate local authorities regarding issues of interest to ombudsmen and command family members.
- ★ Assisting commands to recognize/show appreciation to their ombudsmen.
- ★ Maintaining a current roster of area ombudsmen, in the absence of a local FFSC.
- ★ Other functions as directed by the sponsoring command, such as providing resource handbooks, publishing a newsletter and maintaining a local calendar of events.

Commanding Officers (COs), executive officers (XOs), command master chiefs (CMCs), chaplains and their spouses are encouraged to attend ombudsman assemblies.

Because of the structure and diversity of Navy communities and installations, there may be more than one assembly within a geographic area. Assemblies are not hierarchical and one does not have authority over another, regardless of the rank of the sponsor.

Local commanders may decide that one area assembly consisting of all ombudsmen within the geographic location is sufficient. Assemblies are information-sharing groups and do not function as social clubs. Assemblies will not maintain treasuries or collect dues for sponsoring assembly activities. Each sponsoring command should have a local Ombudsman Assembly instruction. Assembly leadership should be selected and appointed for a specified term, in writing, by the sponsoring command.

NOTES:

SAMPLE OMBUDSMAN ASSEMBLY INSTRUCTION

(COMMAND) INST 1750.XX

(Code)

(Date)

(COMMAND) INSTRUCTION 1750.XX

Subj: OMBUDSMAN ASSEMBLY

Ref: (a) OPNAVINST 1750.1F

Encl: (1) Ombudsman Assembly Chairperson Description of Duties

1. Purpose. To provide guidance and establish procedures governing the organization and operation of COMXXXGRU 5 Ombudsman Assembly.

2. Cancellation. (COMMAND) INST 1750.XX.)

3. Background. The Chief of Naval Operations established the Navy Family Ombudsman Program on 14

September 1970. Reference (a) contains program requirements and guidelines for execution of this program throughout Navy. The Command Family Ombudsman serves as a communication link between the command, command family members, and as an information and referral specialist.

4. Discussion. The Ombudsman Assembly exists to support the local, appointed command ombudsmen.

As a non-policy making and non-supervisory entity, it serves primarily as a forum for discussion among the membership and to help provide continuing training opportunities. It is also an advocate for Navy's mission and Navy family members.

5. Assembly Membership. Membership in the Ombudsman Assembly, per reference (a) and this instruction, shall include the appointed ombudsmen of all commands resident at the station, including local tenant and afloat commands, and any other commands in the area which need support, such as the naval hospital.

Membership begins when individuals submit their ombudsman letter of appointment from the sponsoring command and will continue until a notice of termination is received from the command. Commanding officers, executive officers, command master chiefs, chaplains, and their respective spouses, are encouraged to attend all Ombudsman Assembly meetings and activities. Other interested parties are invited to attend.

6. Action. (Issuing command) will:

a. Appoint an action officer as liaison with the assembly.
b. Appoint an Ombudsman Assembly Chairperson, in writing, for the designated term of office.
c. Ensure the assembly has a suitable place to conduct meetings.
d. Provide administrative support, including administrative supplies and printing services as deemed appropriate.

7. Ombudsman Assembly Chairperson. The Assembly Chairperson must be a current ombudsman.

The Fleet and Family Support Center should not serve as the Assembly Chairperson, but can serve in an advisory capacity. Term of office will be for one year but may be renewed for another term at the discretion of the issuing command.

8. Fleet and Family Support Center Ombudsman Coordinator will serve as an advisor to the assembly, maintain an up-to-date ombudsman recall list, and provide this list to the assembly chair as it is modified.

Additional support will be determined by [issuing command] and may include:

a. Assistance in planning continual training for ombudsmen.
b. Agenda recommendations for monthly assembly meetings.
c. Offering program guidance and policy clarification in consultation with the Ombudsman Program Manager, as applicable.
d. Additional, appropriate assistance as requested by commanding officers/ombudsmen.

9. Assembly Meetings and Activities. The assembly is not a policy making body and in no way will interfere with the individual command/ombudsman relationship or duties.

a. The Ombudsman Assembly shall meet monthly for the purpose of sharing information and as a resource for advanced ombudsman training and other functions as directed by sponsoring commands (e.g., provision of area resource handbooks and materials, publication of a newsletter, and maintenance of a calendar of events).
b. The assembly may make recommendations about community matters that affect the well being of area families. The group may not petition or actively and aggressively protest command-initiated action or policy.

10. Ombudsman Recognition. The assembly is authorized to assist commands to recognize and show appreciation of all command ombudsmen, per reference (a). The Fleet and Family Support Center Ombudsman coordinator may be invited to work closely with the assembly and the commands to provide appropriate recognition of the ombudsmen in conjunction with Ombudsman Appreciation Day, 14 September, and on other occasions as appropriate.

(COMMAND) INST 1750.XX

J. A. BOSS

Captain, U.S. Navy

NOTES:

Ombudsman Assembly Chairperson

An Ombudsman Assembly chairperson is appointed to serve as the leadership of the Ombudsman Assembly and to conduct monthly meetings. The chairperson must be a current ombudsman. The term of office will be for one year but may be renewed for another term at the discretion of the issuing command.

SAMPLE OMBUDSMAN ASSEMBLY CHAIRPERSON DESCRIPTION OF DUTIES

1. Responsibilities:
   a. Practice and enforce application of the Ombudsman Code of Ethics during all assembly meetings and activities.
   b. Preside over all meetings of the Ombudsman Assembly.
   c. Call special meetings as required.
   d. Provide information and support to the area ombudsmen.
   e. Team with the Fleet and Family Support Center ombudsman coordinator to plan and schedule monthly training to meet the needs of the assembly. Make sure that prospective speakers/trainers have the necessary education and experience to meet training requirements. This includes a clear understanding of OPNAVINST 1750.1F policy regarding the topic.
   f. Prepare and distribute an agenda for all meetings.
   g. Serve as a member of all standing committees and special committees deemed necessary by [issuing command].
   h. Review all assembly correspondence prior to distribution and maintain copies on file.
   i. Ensure the assembly is represented at meetings pertaining to quality of life issues that directly affect family members, per approval of the commander.
   j. Coordinate with the Fleet and Family Support Center to perform orientation of all newly appointed ombudsmen.

2. Chairperson qualifications:
   a. Current ombudsman possessing a working knowledge of the military chain of command and lifestyle.
   b. Good judgment, sound leadership skills, and demonstrated ability to communicate effectively, both orally and in writing.

Data Collection

Command ombudsmen maintain and report certain types of data. Generally, ombudsmen should try to maintain as little personal data as possible about individuals under the provisions of The Privacy Act of 1974.

Routine Data Collection Requirements

Ombudsmen are required to keep a daily log of telephone and e-mail contacts. They are required to submit a monthly or quarterly worksheet to the commanding officer or POC. The commanding officer may assign the ombudsman or command POC the responsibility of entering the data into the ombudsman database at http://www.ombudsmanregistry.org.

The Privacy Act of 1974

Privacy is a cherished American value, closely linked to concepts of personal freedom and well-being. Mindful of the potential for misuse of federal records on individuals, the U.S. government adopted laws to protect privacy. The Privacy Act of 1974 was enacted by Congress to safeguard individuals against the invasion of personal privacy, to limit the government's collection, use and disclosure of personal information, and to allow individuals access to any government records pertaining to them. The Privacy Act was updated in 1988 with the Computer Matching and Privacy Protection Act and again in 1995 with Privacy Principles developed under the Clinton administration.

The Privacy Act does allow the disclosure of information without the consent of an individual if there is a compelling need to know by selected officers and employees of DoD in the performance of their duties.

Appropriate disclosure examples:

- ★ The contact information for a primary next of kin whose service member has been severely injured is not current. The command is deployed and the Casualty Assistance Calls Officer (CACO) contacts the ombudsman to see if they have more current information. This is an authorized disclosure of personal information because personnel from the DOD have a need to know.
- ★ Providing information to the Family Advocacy Program representative or to the local child protection agency to report suspected child abuse is an authorized disclosure of personal information.
- ★ Contacting the police and providing the name, address and telephone number of a spouse who tells the ombudsman they have taken a drug overdose in a suicide attempt is an appropriate disclosure of personal information.
- ★ Informing the command and the local police that one of the command's family members has a gun and plans to kill her husband's girlfriend is an appropriate disclosure of personal information.

See http://www.privacy.navy.mil to learn more.

Most individuals associated with the military are familiar with the requirements of The

NOTES:

Privacy Act. However, to protect the individual's rights and to establish and maintain credibility within the Navy community, it is imperative that the strictest standards of confidentiality be adhered to in regard to families contacting the command ombudsman.

Family members can disclose problems that place the service member's professional standing, social acceptance and career progression in jeopardy. These include, but are not limited to, substance abuse by the service member, severe financial problems or involvement with child pornography. It is important for the ombudsman to be knowledgeable about the Navy's and the CO's reporting requirements. Ombudsmen should ensure families are informed of these requirements. Some command ombudsmen periodically publish in their newsletter the types of items that must be reported.

Safeguarding Information

Every effort should be made to protect an individual's personal information. Rosters, logs, contact forms and other information that contains an individual's identifying information should be kept in a secure area. Official command rosters can make individuals particularly vulnerable and should not be made available to anyone without the command's permission. No one, including the ombudsman's spouse or children, should have access to information about families who contact their command ombudsman in the ombudsman's official capacity.

Electronic rosters and other computer files that contain personal identifying information should not be kept on a computer's hard drive but should be stored on a disc that can be safeguarded.

At the end of each month, ombudsmen, both active duty and Reserve are required to submit their monthly (for active duty) and quarterly (for Reserve) worksheets to their CO for input into the Ombudsman Registry database at http://www.ombudsmanregistry.org. The command may designate the ombudsman to enter this information into the database. The command would retain a copy of the monthly/quarterly worksheet and the ombudsman's copy would be destroyed.

Additionally, ombudsmen should destroy any copies of individual contact forms, contact logs and any other personal notes for that reporting month.

Types of Data Collected and Administrative Duties

Official Command Roster

The official command roster is a list of all personnel at a command and contains protected information. The confidentiality of information in the roster must be maintained as described in The Privacy Act.

There is no standard DOD or Navy-wide roster format. The information an ombudsman may need on a roster includes the service member's:

- ★ Name.
- ★ Last four digits of the Social Security number (in case there are multiple individuals with the same name, which can be common at a large command).
- ★ Rate and rank.
- ★ Date of birth.
- ★ Primary next of kin names, telephone numbers, addresses and e-mail addresses (spouse and children, if married; parents or others the service member lists, if single).
- ★ Phone number where family members could be contacted if they had to be evacuated in an emergency or natural disaster.
- ★ Present Rotation Date (PRD).

Contact Log

To gather data for the worksheets, most ombudsmen document their calls on a contact log. A contact log helps an ombudsman:

- ★ See trends in types of calls, such as a number of requests for emergency financial assistance, child care resources or spouse employment.
- ★ Follow up with people who have contacted the ombudsman for information or about a problem.
- ★ Note whether the ombudsman repeatedly provides the same types of information to the same individual.
- ★ Demonstrate workload.

Many ombudsmen do not ask for the name and telephone number of each individual who contacts them about a ship's return date, time and location because there can be many such calls near the end of a deployment. Most ombudsmen combine these calls into a category called "deployment" or "command schedule" and try to refer these callers to the command's Careline, if one is available.

OMBUDSMAN CONTACT LOG/MATRIX SHEET

DATE: From: 1 February To: 28 February

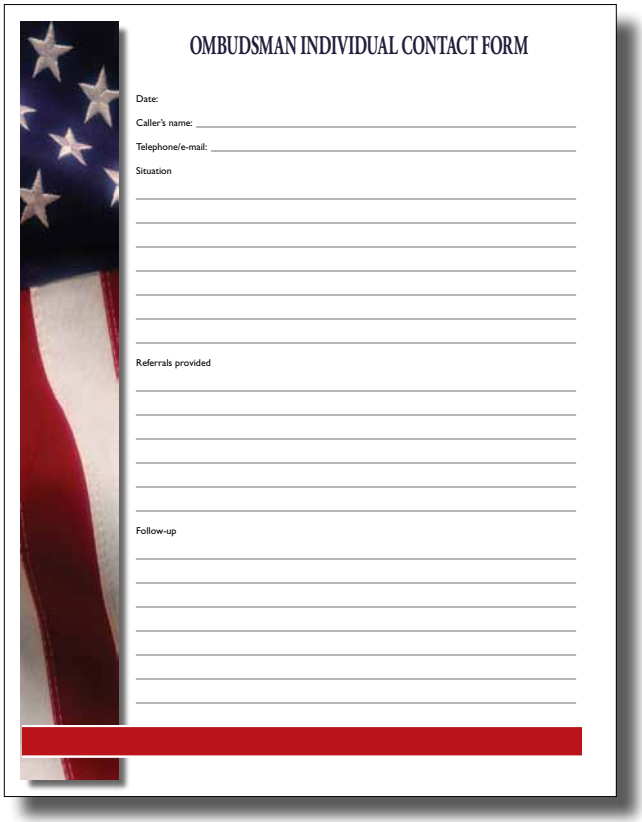
Name	Date	E-Mail	Type of Call	Follow-Up
(Sent an email to distro list – 50 People)	1 Feb	N/A	New base emergency procedures	N/A
Hannah	3 February	Hannah@gmail.com	Child care	4 Feb
Braden	11 February	Braden@hotmail.com	FRG Info	12 Feb
(Sent an email to distro list – 50 people)	13 February	N/A	Valentine's day special events on base	N/A
Lydia	14 February	Lydia@yahoo.com	Family emergency	14 Feb, 15 Feb, 20 Feb

Form can be found on page 41.

NOTES:

Individual Contact Form

For in-depth calls that require research or multiple referrals, some ombudsmen prefer to use a separate document for each contact. This keeps the information about a situation in one place rather than scattered among multiple notes. Most create a form similar to the following:



OMBUDSMAN INDIVIDUAL CONTACT FORM

Date:

Caller's name: _____

Telephone/e-mail: _____

Situation

Referrals provided

Follow-up

Form can be found on page 42.

Ombudsman Monthly/Quarterly Worksheet and Registry

Once you have been registered by your command/command designee, FFSC Ombudsman Coordinator or Navy Region Reserve Component Command (RCC) coordinator, you must log on to the registry and update your personal profile information before you can enter your monthly or quarterly worksheets.

OMBUDSMAN REGISTRY INSTRUCTIONS

1. Log In

Go to http://www.ombudsmanregistry.org.

If you are a registered ombudsman and have forgotten your password, or if the temporary password you were sent when you were registered does not work:

- ★ Click on the "forgot password" link below the login.
- ★ Type the e-mail address you used when you were registered.
- ★ Click on the "Send Password" link.

Once you have been assigned to your command/commands and your profile information has been updated, ombudsmen can enter their worksheets.

- ★ Active-duty ombudsmen are required to submit monthly worksheets.
- ★ Reserve ombudsmen are required to submit quarterly worksheets.
- ★ Ombudsmen will only be able to enter one worksheet per month per command. If the command has two or more ombudsmen, the worksheets will need to be combined and the commander or command designee will decide who enters them.

2. Go to "My Commands"

- ★ Click on "My Commands" and you will see the commands to which you are assigned.
- ★ Click on "View Worksheets" to the far right of the command name you wish to enter a worksheet for.

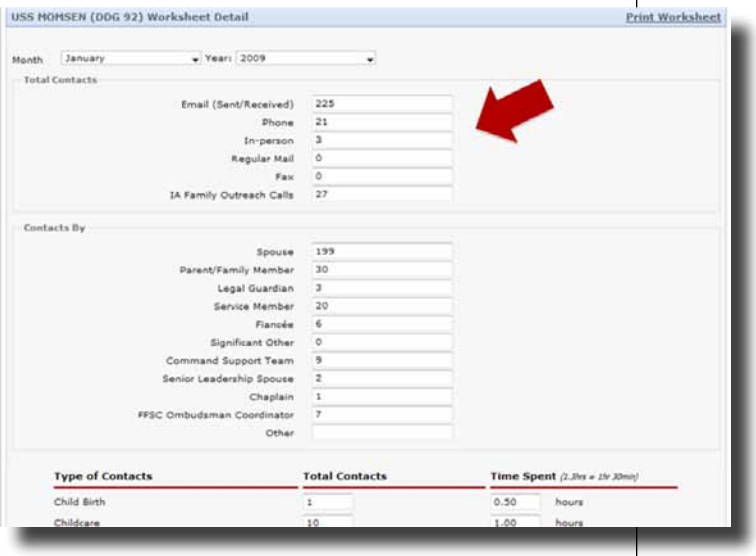
3. Enter a worksheet

- ★ Click on the green plus sign next to "Add Worksheet" and begin filling in your columns.

NOTES:

4. Enter Data

"Total Contacts" section: Enter the total number of e-mails sent. Also enter phone, in-person, regular mail, fax and individual augmentee family outreach call contacts you made during the month/ quarter.



Include a newsletter e-mail as a contact under the e-mail section. If the e-mail was sent to 250 different individuals, then it would be 250 contacts. "

Contacts By" section:
Defined as the individual(s) who contacted you, such as a spouse, parent or family member, legal guardian, service member, fiancée/fiancé, significant other, command support team (i.e. CO/XO/CMC/COB), senior leadership spouse, chaplain, FFSC Ombudsman Coordinator and other.

Types of Contacts:
Enter the number of contacts in the "Total Contacts" section under "Types of Contacts," For example, if a parent contacts you by phone and asks for information about deployment and Family Readiness Groups (FRG), this would be two contacts in the Total Contacts column, one for deployment and one for FRG. A contact is defined as one individual.

Time Spent:
Enter the total amount of time spent in this section of the worksheet. Enter time as .15 for 15 minutes, .30 as 30 minutes, .45 as 45 minutes and 1.00 as one hour, etc. The system will automatically add up the columns under Total Contacts and Time Spent at the bottom of this section.

Other:
This section allows an ombudsman to track four categories:

- **Number of Meetings Attended:** Defined as an ombudsman attending any meeting in an official capacity, such as meeting with all or any member of the command support team, FRG and Ombudsman Assembly, etc.
- **Number of Presentations:** Defined as an ombudsman giving any presentation about or for the Ombudsman Program. For example, indoctrination, FRG meetings and command functions, etc. If you attend a meeting and make a presentation, do not forget to record these in two separate categories. You would have two entries: one in the "Number of Meetings Attended" and one in the "Number of Presentations" category. You will need to split the time for each category.
- **Number of Trainings Attended:** Enter any training you attend. If you attend an Ombudsman Assembly meeting and training is provided at the end of the meeting, enter one for the total and enter only the time spent during the assembly meeting for the training, not the total assembly meeting time. Assembly meetings will be annotated in the "Number of Meetings Attended" section. If you attended OBT or Ombudsman Orientation Training, do not forget to document the hours.

- **Number of Administrative Duties Performed.** Any administrative duties you perform should be entered into this category. Administrative duties can be, but not limited to: preparing newsletters, filling out worksheets, typing minutes of meetings, etc.

5. Click 'Save as Draft" or "Submit as Final"

Worksheets can be saved in draft form by:

- Clicking on the "Save as Draft" button at the bottom.
- If the worksheet is saved as a draft, ombudsmen can make changes to it.
- Once the "Submit as Final" button has been selected, ombudsmen cannot make any further changes.

If you have submitted a final worksheet and later discover errors, you may contact the Ombudsman Registry administrator by submitting a "Support Case" request and the erroneous worksheet/worksheets can be deleted. You will need to re-enter the entire worksheet for that month or quarter.

If you have problems or questions about the Ombudsman Registry, you can contact your FFSC Ombudsman Coordinator, Navy Region Reserve Component Command coordinator or the Ombudsman Registry administrator by submitting a "Support Case" request. To submit a request:

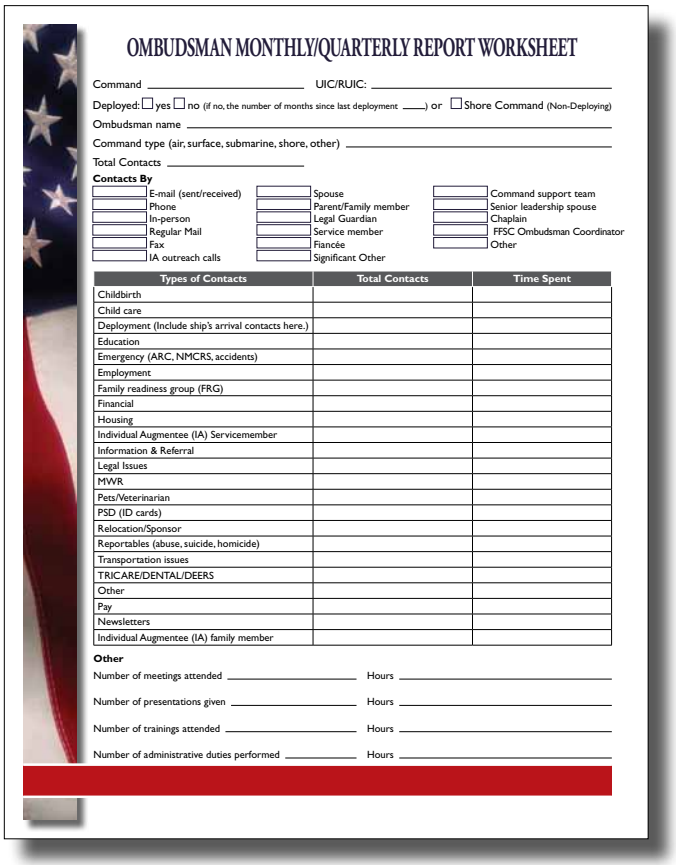
- Click on the "My Support Case" tab at the top of your "Dashboard."
- Click on the green plus sign to create a "Support Case" request. Fill in the subject and place your comments or questions in the block below the subject. Click on the "Submit Case" button when you are finished. Once submitted, "Support Case" requests are normally responded to within 24 to 48 hours.

Note 1: If your command has more than one ombudsman assigned, ensure that you combine all worksheets and submit only one monthly worksheet per command or Unit Identification Code (UIC). (The system will not allow more than one monthly/quarterly to be entered per command.)

Note 2: If you are an ombudsman and are assigned to more than one command/UIC, you must complete a separate monthly/quarterly worksheet for each command to which you are assigned. For example: You and the commander have agreed with another commander of a smaller command (15 or fewer active-duty service members and families assigned) to share an ombudsman. The tenant command must be registered and you assigned as their ombudsman to complete a monthly/quarterly worksheet for that command.

Note 3: Reserve ombudsmen are only required to submit a quarterly worksheet. Most reserve units are supported by a Navy Operational Support Center (NOSC). These centers vary in size and support from five units to 75 units each. Unit ombudsmen will submit their own worksheets if assigned. If a unit does not have an ombudsman, the NOSC ombudsman or NOSC Ombudsman Coordinator will submit their worksheets in a combined worksheet for the NOSC. NOSC ombudsman/ombudsman coordinators will act as the unit's ombudsman to provide support to the Navy Reserve families.

NOTES:



OMBUDSMAN MONTHLY/QUARTERLY REPORT WORKSHEET

Command _____ UIC/RUIC: _____

Deployed: ☐ yes ☐ no (if no, the number of months since last deployment ____) or ☐ Shore Command (Non-Deploying)

Ombudsman name _____

Command type (air, surface, submarine, shore, other) _____

Total Contacts _____

Contacts By

____ E-mail (sent/received)	____ Spouse	____ Command support team
____ Phone	____ Parent/Family member	____ Senior leadership spouse
____ In-person	____ Legal Guardian	____ Chaplain
____ Regular Mail	____ Service member	____ FFSC Ombudsman Coordinator
____ Fax	____ Fiancée	____ Other
____ IA outreach calls	____ Significant Other	

Types of Contacts	Total Contacts	Time Spent
Childbirth		
Child care		
Deployment (Include ship's arrival contacts here.)		
Education		
Emergency (ARC, NMCRS, accidents)		
Employment		
Family readiness group (FRG)		
Financial		
Housing		
Individual Augmentee (IA) Servicemember		
Information & Referral		
Legal Issues		
MWR		
Pets/Veterinarian		
PSD (ID cards)		
Relocation/Sponsor		
Reportables (abuse, suicide, homicide)		
Transportation issues		
TRICARE/DENTAL/DEERS		
Other		
Pay		
Newsletters		
Individual Augmentee (IA) family member		

Other

Number of meetings attended _____ Hours _____

Number of presentations given _____ Hours _____

Number of trainings attended _____ Hours _____

Number of administrative duties performed _____ Hours _____

Form can be found on page 43.

The Ombudsman Registry Web site also contains an online forum that may be used to exchange information and ideas or network with fellow ombudsmen. Forum users are not permitted to post material that is slanderous, defamatory, abusive, hateful, harassing, inaccurate, vulgar, obscene, profane, racist, threatening, copyrighted or otherwise protected or prohibited by law. Violations of Operational Security (OPSEC) are not permitted (for more on OPSEC, please see Page 71 of the manual).

Funding and Budgeting

Commands may use appropriated funds or non-appropriated funds in support of the command Ombudsman Program. It is important for the ombudsman and the CO to discuss the program's budget and determine what support can be provided.

Items that may be funded include:

- ★ The CO may use non-appropriated funds for individual ombudsman appreciation dinners, plaques and awards. The limit is $50 per ombudsman per year, not to exceed a total of $500 (multiple ombudsmen) per year per command. Cash awards are not authorized.
- ★ Administrative support such as paper, envelopes, pens, copier service, clerical assistance, command telephone cards and government vehicle transportation should be budgeted and may be provided from appropriated or non-appropriated funds, as command resources permit.

- ★ The command assumes all costs for the production and delivery of ombudsman newsletters. Newsletter content must be approved by the command before distribution. If the newsletter is produced solely within the command, the command is responsible for providing technical and administrative support, paper, printer access and delivery costs (stamps/bulk mail, etc.). If it is printed and delivered by Document Automation and Production Service (DAPS), the command must approve and provide funding. The local printing officer can provide guidance.

Claim for Reimbursement

Based on the authorized budget, the command may reimburse ombudsmen for specific, preapproved expenses. To receive reimbursement, ombudsmen must document expenses and submit a Claim for Reimbursement for Expenditures on Official Business (SF 1164) and appropriate receipts to the command.

SF 1164 can be found at: http://safetycenter.navy.mil/osh/forms/files/1164.pdf or http://www.ffsp.navy.mil. A hard copy of the form can be found on page 44.

The CO may allow the ombudsman, when acting in an official capacity, to be reimbursed for the following:

- ★ Child care from any provider not to exceed the rate that would be charged by the local child development center. (Clarify with the CO that the local CDC may provide support for drop-in care.)
- ★ Mileage, parking and tolls paid at the current government privately owned vehicle rate. Mileage must be documented. Parking and tolls require receipts.
- ★ Go to General Services Administration to learn the current per-mile rate for mileage reimbursement http://www.gsa.gov/Portal/gsa/ep/contentView.do?contentId=9646&contentType=GSA_BASIC.
- ★ Communication equipment such as computers, cell phones, pagers or other electronic devices. If it is decided that the command Ombudsman Program will function more effectively, command-owned equipment may be issued to the command ombudsman at the discretion of the CO. This equipment must be accounted for and returned when the ombudsman leaves the position. The use of these items must be limited to the execution of official duties.
- ★ Internet service can be authorized if the CO determines it is important and economically efficient for the ombudsman and command families to stay electronically connected.
- ★ Telephone lines and any necessary telecommunication equipment may be installed in an ombudsman's home. In the case of equipment installed under this authority, COs may pay the charges incurred for the use of the equipment for authorized purposes, using appropriated or non-appropriated funds. Installation of such equipment must not be done routinely, but only after careful consideration and subsequent decision that to do so is necessary for the command Ombudsman Program to function effectively.
- ★ Travel expenses incurred during command-directed or authorized participation in training, conferences, etc., will be reimbursed. The expense report (SF 1164) and receipts must be submitted as required. To be authorized for reimbursement, Invitational Travel Orders (ITOs) must be issued before travel takes place.

NOTES:

Commands may issue ITOs for out-of-area travel, reimburse expenses and may authorize a travel advance for anticipated expenses. If the reimbursement of travel expenses will cause a hardship for an ombudsman's family, the command may provide a travel advance. The ombudsman will need to file a travel voucher with receipts upon completion of travel. Since many commands use automated travel order programs, the ombudsman's POC or command administrative officer can advise on the necessary procedures and/or forms.

Tax Deductions for Volunteering Costs

As a volunteer, ombudsmen may be eligible to claim tax deductions from the federal government for any unreimbursed costs associated with volunteering, such as:

- ★ Transportation costs to attend non-local OBT.
- ★ Automobile mileage (at the standard IRS rate that changes annually).
- ★ Parking and tolls.
- ★ Telephone bills.
- ★ Supplies purchased in support of volunteer duties.
- ★ Dues or fees to a qualified organization.
- ★ Non-cash contributions of property.

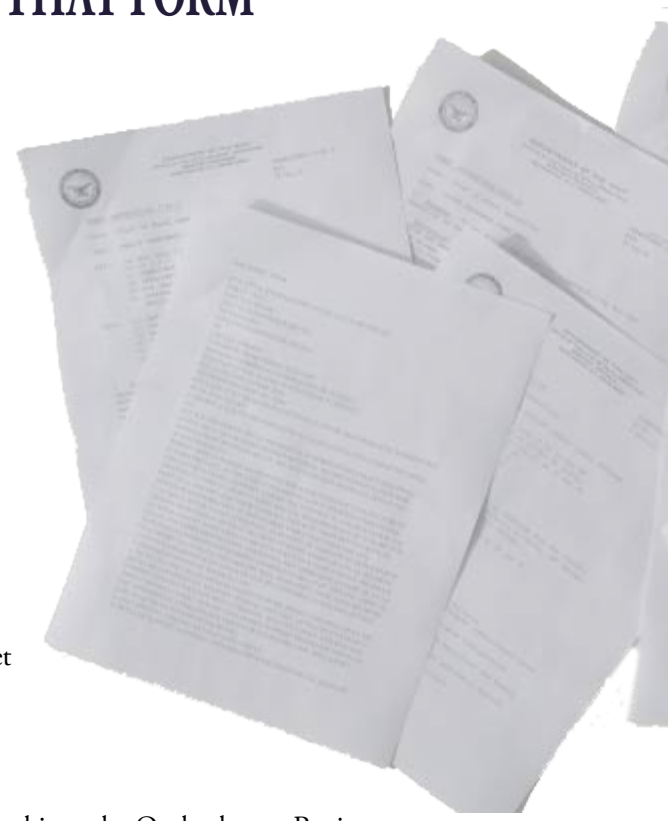
Ombudsmen are required to keep track of their expenses. Many find it useful to have a specific file folder for this purpose. Please note that in many cases these costs may be covered by the command. For example, if a command provides a cell phone, ombudsmen are not eligible to deduct items paid for or reimbursed by the command.

Training Funds

Local commands may reimburse the ombudsman for costs of child care and mileage incurred during training. To be eligible for reimbursement, the ombudsman must have a letter of appointment and have signed the volunteer agreement. In locations where training is not available, a command may issue ITOs to give the ombudsman the opportunity to complete training at another installation. A list of approved training sites is available at http://www.ffsp.navy.mil.

Budget permitting, commands may pay for associated travel, berthing, meals and incidental expenses for ombudsmen to attend non-local training. Expenses may be reimbursed or travel advances may be authorized per Joint Federal Travel Regulations (JFTR).

NAME THAT FORM



TERMS

A. Volunteer Agreement Form DD 2793

B. Appointment letter

C. Training record

D. Claim of Reimbursement Form SF 1164

E. Official command roster

F. Contact log

G. Individual contact form

H. Ombudsmen monthly/quarterly worksheet

DEFINITIONS

_____1. The data from this form is entered into the Ombudsman Registry at www.ombudsmanregistry.org.

_____2. The ombudsman's complete history of any advanced training sessions attended or certifications.

_____3. Confirms that ombudsmen are considered employees of the government in certain situations.

_____4. Where new ombudsmen may find their command POC and contact information, as well as their length of appointment.

_____5. Used for in-depth calls that would require research or multiple referrals.

_____6. Child care, mileage, Internet service and travel expenses can be reimbursed using this.

_____7. This documents calls on a telephone log and enables ombudsman to note trends and demonstrate their workload.

_____8. A list of all personnel that contains protected information and must be maintained as described in The Privacy Act.

NOTES:

Marketing

According to a 2006 Navy Inspector General report to the Vice Chief of Naval Operations (VCNO): Approximately 75 percent of survey respondents indicated their command had an Ombudsman Program and more than 80 percent stated that a fully supported program improves family and mission readiness. The vast majority of command leadership thought that their ombudsman was a key player in resolving family issues before significant command intervention was required. Additionally, service and family members who used the information and referral services of their ombudsman overwhelmingly felt that the ombudsman was effective in resolving their issue.

Given that fact, it was surprising to find that less than 20 percent of service and family members said they had sought the assistance of their ombudsman. This dichotomy and apparent underuse may be attributed to the following main reasons: service and family members are either unfamiliar with the full extent of ombudsman capabilities, do not know their ombudsman, do not know that an ombudsman exists or simply choose not to use the services.

One of the study's recommendations was to develop a comprehensive outreach and marketing plan to educate service and family members.

Ways to increase awareness of the command Ombudsman Program at the local level:

- ★ Identify potential target audiences.
- ★ Develop outreach messages.
- ★ Review outreach tools and strategies.

Potential target audiences include:

- ★ The command support team.
- ★ Officers, chiefs and enlisted personnel at the command.
- ★ Spouses.
- ★ Fiancé/fiancée, boyfriends or girlfriends of command service members.
- ★ Parents and family members of service members attached to the command.
- ★ Child care providers for children of single parents.
- ★ Families of Sailors temporarily assigned to the command.

There are several ways to get the word out about services to each of these groups.

Define the Message

When communicating with others, it is important to have a clear message. Messages may be simple, such as providing the ombudsman's telephone number and telling people to call if they need assistance. Ombudsmen may want to send a message to define their role, to instruct callers to use the Careline (if available for routine

messages) or to advertise a community program or service. When defining the message, it is important to address the question, "What's in it for me?" People are more likely to listen to a message when they believe it is targeted specifically to them.

Tools and Strategies

Ombudsmen can use a variety of tools and tactics to provide information about the command's Ombudsman Program. However, remember that today's consumers are inundated with messages everywhere they go. Select tools and tactics that are appropriate for the message and the audience. For example, a great deal of detailed information works better in a brochure than on a flier, and e-mail is ineffective if the target audience lacks Internet access.

The range of tools is as unlimited as the imagination, but there are real-world considerations against which your ideas should be weighed. Among the criteria are:

- ★ Budget.
- ★ Return on investment.
- ★ Ease of implementation.

Choose tools that can be accommodated within a budget. Also, choose tools and activities that are practical and require minimum time and energy to put into place. Some ideas may be relatively inexpensive but may not reach target audiences with the necessary consistency or impact.

Marketing tools fall into four broad categories:

1. Audiovisual
2. Internet
3. Print media
4. In-person

Audiovisual Outreach Strategies

Audiovisual tools include:

- ★ Video
- ★ 1MC (command's internal intercom) announcements
- ★ Bulletin boards
- ★ PowerPoint presentations

Internet Strategies

Use the Internet to:

- ★ Post a Web page and/or link to command's Web site.

NOTES:

- ★ Create electronic newsletters.
- ★ Send e-mail.
- ★ Send an instant message.
- ★ Create or update a Web page.

Electronic Newsletter

More ombudsmen are producing an electronic newsletter because it is less expensive, saves on postage, appeals to the Internet-savvy and the distribution list is easy to update. Hard copy and electronic newsletters can be used to:

- ★ Announce command events.
- ★ Provide information about FRG events.
- ★ Introduce agency and community services.
- ★ Welcome new arrivals.
- ★ Ensure deployment readiness.
- ★ Motivate and encourage.

E-mail

Customized e-mails are another great way to use the Internet. They are also an excellent way to keep in contact with the command support team, colleagues, FRG leaders, community organizations, etc.

- ★ Create distribution lists and send information about topics of interest.
- ★ Remember to keep it professional looking and easy to open.
- ★ Do not send attachments. Many sites can no longer receive them due to security concerns, and many people who receive attachments report that they do not take the time to download them.
- ★ Keep messages short. The receiver should never have to scroll down to read a message.
- ★ Promptly remove anyone who requests to be removed from the distribution list.
- ★ When sending out e-mails, use blind copy correspondence (BCC) to prevent Privacy Act violations.

Instant Messaging

Instant messaging is a way for remote families to feel connected. Some Web sites host chat rooms that allow people from a command to "virtually" meet for information and support. This tool can be useful, but be careful because IMs are real time and not prescreened, so OPSEC can be violated easily. It can also be hard to keep track of more than a handful of instant messengers at once.

Print Media Strategies

Ombudsmen can use posters, fliers, newsletters and business cards to reach out to others. In addition, the installation and community newspapers can expand print outreach efforts. Whatever the media, the quality of print products is critical. Whether a command has a trained graphics staff to produce materials or the ombudsmen produce them, there are several key elements in producing quality materials:

- ★ The information must be accurate.
- ★ High-quality graphic design integrates words and images.
- ★ The product must be attractive, professional and easy to read. It must quickly grab the reader's attention.
- ★ The look and quality of all materials should be standardized so it is easily identifiable. Think trademark, logo and/or slogan.
- ★ Include a call for action. How is the reader to respond? Contact is an example of a call for action.

Posters at the command, fliers, letters to new command personnel and the ombudsman newsletter are excellent ways to get a message out. Create and carry business cards. On the front of the business card, list contact information; on the back, provide a brief overview of services or list the Ombudsman Code of Ethics.

In-person Strategies

The public relations concept is rooted in the delivery of a consistent pattern of information to target audiences through direct contact. In-person strategies ombudsmen are likely to use include personal networking, briefings and attendance at installation functions.

Preventing Burnout

There are literally hundreds of books and articles about stress management and preventing burnout. Some tips to prevent burnout include:

- ★ Start the role as volunteer command ombudsman with the information and tools needed to do the job. Know the expectations, scope of responsibilities, training opportunities, supervision (if any), job description, workload and benefits.
- ★ Create goals and measure success. Goals such as updating the Careline each week, documenting phone calls, producing a monthly newsletter, improving public speaking skills and submitting monthly/quarterly worksheet data on time are all measurable and achievable.
- ★ Maintain personal growth through hobbies, religion, taking classes and through paid and volunteer work.
- ★ Develop an active life with a variety of interests.
- ★ Surround yourself with uplifting colors, pictures and treasures.
- ★ Set limits and know how involved to become with extended family, colleagues, command families, other volunteer roles, etc.

NOTES:

- ★ Encourage and practice good communication skills.
- ★ Find ways to decompress, such as through meditation, exercise or a warm bath.
- ★ Maintain good physical health.
- ★ Build a support system with those who can help find solutions.

Resources

Whatever burnout prevention strategies are used, ombudsmen should always remember that help is available. Do not hesitate to contact any of the following for assistance:

- ★ Fleet and Family Support Center
- ★ Chaplains
- ★ Command support team
- ★ Fellow ombudsmen

To learn more about stress management, burnout and compassion fatigue, check out the following Web sites:

- ★ American Academy of Family Physicians http://www.aafp.org/fpm/20000400/39over.html
- ★ DOD Stress Awareness http://www.defenselink.mil/specials/stressawareness03
- ★ Military OneSource www.militaryonesource.com
- ★ Navy Knowledge Online https://www.nko.navy.mil

Professional Turnover

Ombudsmen should submit a resignation letter when:

- ★ There is a change in commanding officer.
- ★ They can no longer perform their assigned duties.
- ★ They are unable to work effectively within their chain of command.
- ★ Their spouse transfers to another command, retires or otherwise separates from the command.

As a courtesy, when a new CO reports, the current ombudsman should submit a letter of resignation. The new CO may ask the ombudsman to remain until a new ombudsman is trained and in place, or the existing ombudsman may be reappointed. There are many reasons an ombudsman may choose to resign. The first of the following sample resignation letters addresses a resignation when a new commanding officer comes aboard. The second letter covers more general circumstances.

SAMPLE OMBUDSMAN RESIGNATION LETTERS

Letter 1 (New Commanding Officer)

From: [Ombudsman]
To: [Commanding Officer]
Via: [Point of Contact]
Subject: RESIGNATION AS COMMAND FAMILY OMBUDSMAN
Ref: OPNAVINST 1750.1F

1. I tender my resignation as command family ombudsman when a new commanding officer reports, as directed by OPNAVINST 1750.1F.
2. I am available to continue as the command family ombudsman for approximately six months, at which time my spouse transfers to a new command. I am also willing to help recruit and train a new command ombudsman.
3. I appreciate the opportunity I have had to serve the command and the command family members.

Sincerely,

[Ombudsman Name]

Letter 2
(General Resignation)

From: [Ombudsman]
To: [Commanding Officer]
Via: [Point of Contact]
Subject: RESIGNATION AS COMMAND FAMILY OMBUDSMAN
Ref: OPNAVINST 1750.1F

1. Per reference (a), I tender my resignation as this command's family ombudsman, effective (date), due to:
   - ☐ Transfer of my spouse.
   - ☐ Retirement of my spouse.
   - ☐ Personal reasons.
2. I appreciate the opportunity I have had to serve the command and the command family members.

Sincerely,

[Ombudsman Name]

NOTES:

Commanding officers also may choose to remove an ombudsman by simply sending a letter thanking them for their service or for cause.

There are times when a volunteer commits an egregious act that must not be excused. Termination for cause may include:

- ★ Any violation of the Ombudsman Code of Ethics, including breach of confidentiality, failure to support the command's mission, failure to work within the chain of command and failure to maintain high standards of professionalism.
- ★ Theft of equipment or making false claims for reimbursement.
- ★ Sexual harassment.
- ★ Inability to work effectively as a member of the command support team.
- ★ Unavailability to command family members.
- ★ Failure to participate in required and available training, as directed.
- ★ Failure to report a mandated reportable issue.

The ombudsman's departure should be done in a professional manner, no matter the reason for the turnover. Ombudsmen should discuss with the commanding officer or POC the specifics of the turnover, including:

- ★ How to handle any contact logs or other written documentation regarding calls.
- ★ The newsletter production process.
- ★ Directions for use of the Careline.
- ★ Turnover of any command-owned equipment and supplies.
- ★ Procedures for alerting families to the change in ombudsman.
- ★ Any other topics that might affect families.

Standard and Advanced Training

OBT (Mandatory)

Basic training is required of all appointees. It provides information to properly execute the duties of a command ombudsman. OBT is 16.5 hours and includes nine training modules. The nine modules are:

- ★ Module 1: Ombudsman Program Overview—1.5 hours
- ★ Module 2: Managing Your Responsibilities—2.5 hours
- ★ Module 3: Code of Ethics—2 hours
- ★ Module 4: Command Relationships—1.5 hours
- ★ Module 5: Communication Skills—2.5 hours
- ★ Module 6: Information and Referral—2 hours

- ★ Module 7: Crisis Calls and Disasters — 2 hours
- ★ Module 8: Deployment and Mobilization — 1.5 hours
- ★ Module 9: Course Review and Summary

OBT is coordinated by local FFSC and Navy Reserve Forces Command. In locations where training is not available, commands may issue invitational travel orders. To obtain a list of CNIC-approved training sites, go to http://www.ffsp.navy.mil.

OBT Online Orientation Webinar

The Ombudsman Program Manager maintains an online orientation for ombudsmen who are unable to attend OBT within the first six weeks of appointment. The purpose of online orientation is to provide new ombudsmen with an overview of the program. It is not intended to be a substitute for certification or training. Ombudsmen are not considered trained until they complete OBT. OBT schedules are available at http://www.ffsp.navy.mil.

Advanced Training (Mandatory)

Initial training of ombudsmen ensures families receive a standardized level of services throughout the Navy. As ombudsmen grow and mature in their roles, ongoing training enables them to stay abreast of changes in programs and services, and to become familiar with new programs and services available to Sailors and their families.

Advanced training is considered to be any training received by an ombudsman after OBT. Advanced training topics are determined locally and generally include information or speakers on the following:

- ★ American Red Cross
- ★ Casualty Assistance Calls Program
- ★ Crisis response
- ★ Disaster preparedness
- ★ Deployment readiness
- ★ Domestic abuse
- ★ Legal
- ★ Navy-Marine Corps Relief Society
- ★ Media relations
- ★ Newsletters
- ★ Operations security
- ★ Personal Financial Management Program
- ★ Servicemembers Civil Relief Act
- ★ Sexual assault prevention
- ★ Suicide prevention

NOTES:

- ★ TRICARE

Standardized advanced trainings include:

- ★ Individual Augmentees (IAs)
- ★ Family Advocacy Program (FAP)
- ★ Sexual Assault Response Program (SAPR)
- ★ Navy Safe Harbor
- ★ Caring for the Caregiver

Online webinar classes are available at http://www.ffsp.navy.mil and include:

- ★ OBT Orientation
- ★ Reserve OBT — Information and Referral
- ★ Reserve OBT — Family Readiness
- ★ Ombudsman Registry

Certified Ombudsman Trainer (COT) Training

Ombudsmen who want to become certified to teach OBT should ask for a recommendation from their command. This is an excellent opportunity for ombudsmen who have a desire to give back to their ombudsman community.

Regional Train the Trainers (RTTs), whose purpose is to train and certify COT trainers to teach OBT, are nominated by the FFSP Regional Program Directors. The Ombudsman Program Manager certifies RTTs on an as-needed basis.

Only CNIC-certified trainers are authorized to instruct OBT. Trainers must:

- ★ Be an ombudsman (active duty or Reserve), Ombudsman Assembly chairperson, paid FFSC staff, the spouse of a command senior officer or enlisted, and others on a case-by-case basis.
- ★ Have completed OBT and have two years' experience. FFSC staff members that demonstrate in-depth knowledge of the Ombudsman Program and have training/facilitating experience may be approved with a shorter time requirement in their position.
- ★ Be recommended by their commanding officer if the candidate is non-FFSC staff. FFSC staff must be recommended by the FFSC director/site manager. Letters of recommendation should reflect personal knowledge of the applicant's suitability and eligibility for certification.
- ★ Have FFSC or command-authorized funding for travel and Per Diem (if applicable) for at least one year after certification.

Certified Ombudsman Trainer Transfer Policy

Certified Ombudsman Trainers (COTs) are a valuable resource to the Ombudsman Program and Commander, Navy Installations Command has developed a transfer policy for COTs. CNIC's Ombudsman Training Coordinator will be informed of all transferring COTs and will assist with the transfer process. Transferring COTs must meet the current eligibility requirements as listed on the COT application.

The outgoing FFSC Ombudsman Coordinator or Reserve Family Support Administrator will provide the following information for the transferring COT to the incoming FFSC Ombudsman Coordinator or Reserve Family Support Administrator:

- ★ COT training dates
- ★ Copy of COT certificate
- ★ Date last taught OBT
- ★ Letter of recommendation from Site Manager or Director, and Ombudsman Coordinator. Ombudsmen COTs should have a letter of recommendation from their Commanding Officer.

The receiving Site Manager or Director must inform CNIC's Ombudsman Training Coordinator of their approval for the prospective COT to teach within their region. Acceptance of a COT transfer includes acceptance of any funding needs that may occur for training purposes. This responsibility may be by the incoming FFSC or the Commanding Officer of the accepting command.

Decertification of Trainers

Decertification of a Certified Ombudsman Trainer may be necessary for:

- ★ The Certified Ombudsman Trainer who no longer meets the original requirements to be a trainer (resigns as a command ombudsman, military spouse retires from service, trainer resigns from Fleet and Family Support Center, etc).
- ★ Instructors who have not taught for 18 months or their skills have deteriorated to the point that they cannot instruct OBT effectively. Re-certification is required and will be approved only after instructors complete the Certified Ombudsman Trainer course again.
- ★ Instructors who knowingly reach outside the parameters of the standardized course or offer misinformation or poor guidance to the detriment of the students, and refuse to correct their behavior.

Reasonable effort should be made to correct an identified deficiency. When this is not possible, the sponsoring command should submit a de-certification letter to the CNIC (N911A14) Ombudsman Program Manager for final approval.

NOTES:

Training Record

The command is required to maintain a training record for each ombudsman. Ombudsmen should discuss with their POC how they want to manage this record. Ombudsmen also should keep their own copy of their training record, because the command is only required to have documentation of training related to the ombudsman position. Ombudsmen will attend a variety of training throughout their lifetime and should be encouraged to maintain a record of all types of training attended. This information can be useful in updating a resume and applying for jobs.

There is no standardized training form. Use the following sample log, or consider creating your own format to meet your specific needs.

TRAINING RECORD FOR _____

	Date	Sponsor Organization	Length of Training	Certificate of Completion

Form can be found on Page 45.

Summary

Many military spouses describe their volunteer experience as extremely satisfying and often opt to take on the role at their spouse's next command. Through their experience as an ombudsman, they have learned more about the Navy, how to help its command families and how to increase the overall quality of life for Sailors and their families.

Routine paperwork and reporting requirements are minimal for command ombudsmen. Remember to maintain a phone log and a monthly/quarterly worksheet near the telephone and document contacts as they are received. At the end of a month, tally the information, document the contacts and enter this information into the ombudsman monthly /quarterly worksheet for submission.

Finally, throughout the entire term as ombudsman, continually perform outreach and marketing strategies for your program. Command ombudsmen are a wonderful

resource. However, if family members are unaware of services, the ombudsmen's potential is minimized. Use a sampling of the strategies covered in this chapter to inform command families of the Navy Family Ombudsman Program.

If you have any questions about managing your responsibilities, you may always contact your Ombudsman Coordinator, talk with your Ombudsman Assembly chair, or use the Ombudsman Assembly for additional information and resources.

READY? SET? GO! OMBUDSMAN CHECKLIST

☐ No ☐ Yes I have an appointment letter.

☐ No ☐ Yes I know the name, telephone number and e-mail address of the command point of contact for the Ombudsman Program.

☐ No ☐ Yes I have completed a Volunteer Agreement Form (DD 2793).

☐ No ☐ Yes I have been registered by the command at the Ombudsman Registry.

☐ No ☐ Yes I know my commanding officer's priorities.

☐ No ☐ Yes I have discussed confidentiality requirements with my commanding officer.

☐ No ☐ Yes I have read OPNAVINST 1750.1F Navy Family Ombudsman Program.

☐ No ☐ Yes I can abide by the Ombudsman Code of Ethics.

☐ No ☐ Yes I know what types of information I am required to report and to whom.

☐ No ☐ Yes I know how to complete an expense form (SF 1164) and when and where to submit it.

☐ No ☐ Yes I have a current command roster and I know how often and from whom I will receive updates.

☐ No ☐ Yes I have an ombudsman pin.

☐ No ☐ Yes I have an ombudsman name tag (provided by the command).

☐ No ☐ Yes I have ombudsman business cards, either provided by the command or made by me.

☐ No ☐ Yes I have written an introductory letter to include in the ombudsman newsletter.

☐ No ☐ Yes I have the codes, know how to change the Careline message, and I have drafted my first message for recording.

☐ No ☐ Yes I know the telephone number of the ombudsman telephone line and I have recorded a professional message on it.

☐ No ☐ Yes I have access to a computer and the Internet.

☐ No ☐ Yes I have created, or been given, an appropriate ombudsman e-mail address.

☐ No ☐ Yes I have a resource list that includes telephone numbers and basic services provided by local military and community agencies.

☐ No ☐ Yes I know when and where my local or regional Ombudsman Assembly meets.

☐ No ☐ Yes Am I excited and maybe a bit nervous about taking on the important role of command ombudsman? I understand the importance of this position and I will do a wonderful job!

If you have a fair number of no's on your checklist, talk with your commanding officer, visit your ombudsman coordinator and continue to do your homework and preparation before you execute your command ombudsman duties.

OMBUDSMAN CONTACT LOG/MATRIX SHEET

DATE: From:_____To:_____

Name	Date	E-Mail	Type of Call	Follow-Up

OMBUDSMAN INDIVIDUAL CONTACT FORM

Date:

Caller's name: _____

Telephone/e-mail: _____

Situation

_____

_____

_____

_____

_____

_____

_____

Referrals provided

_____

_____

_____

_____

_____

_____

Follow-up

_____

_____

_____

_____

_____

_____

_____

OMBUDSMAN MONTHLY/QUARTERLY REPORT WORKSHEET

Command _____ UIC/RUIC: _____

Deployed: ☐ yes ☐ no (if no, the number of months since last deployment _____) or ☐ Shore Command (Non-Deploying)

Ombudsman name _____

Command type (air, surface, submarine, shore, other) _____

Total Contacts _____

Contacts By

☐ E-mail (sent/received)	☐ Spouse	☐ Command support team
☐ Phone	☐ Parent/Family member	☐ Senior leadership spouse
☐ In-person	☐ Legal Guardian	☐ Chaplain
☐ Regular Mail	☐ Service member	☐ FFSC Ombudsman Coordinator
☐ Fax	☐ Fiancée	☐ Other
☐ IA outreach calls	☐ Significant Other	

Types of Contacts	Total Contacts	Time Spent
Childbirth		
Child care		
Deployment (Include ship's arrival contacts here.)		
Education		
Emergency (ARC, NMCRS, accidents)		
Employment		
Family readiness group (FRG)		
Financial		
Housing		
Individual Augmentee (IA) Servicemember		
Information & Referral		
Legal Issues		
MWR		
Pets/Veterinarian		
PSD (ID cards)		
Relocation/Sponsor		
Reportables (abuse, suicide, homicide)		
Transportation issues		
TRICARE/DENTAL/DEERS		
Other		
Pay		
Newsletters		
Individual Augmentee (IA) family member		

Other

Number of meetings attended _____ Hours _____

Number of presentations given _____ Hours _____

Number of trainings attended _____ Hours _____

Number of administrative duties performed _____ Hours _____

CLAIM FOR REIMBURSEMENT FOR EXPENDITURES ON OFFICIAL BUSINESS

1. DEPARTMENT OR ESTABLISHMENT, BUREAU, DIVISION OR OFFICE

2. VOUCHER NUMBER

3. SCHEDULE NUMBER

Read the Privacy Act Statement on the back of this form.

4. CLAIMANT

a. NAME *(Last, first, middle initial)*

b. SOCIAL SECURITY NUMBER

c. MAILING ADDRESS *(Include ZIP Code)*

d. OFFICE TELEPHONE NUMBER

5. PAID BY

6. EXPENDITURES *(If fare claimed in col. (g) exceeds charge for one person, show in col. (h) the number of additional persons which accompanied the claimant.)*

Show appropriate code in col. (b):
A - Local travel
B - Telephone or telegraph, or
C - Other Expenses *(itemized)*

(Explain expenditures in specific detail.)

DATE 19 (a)	CODE (b)	(c) FROM	(d) TO	MILEAGE RATE ¢ / NO. OF MILES (e)	AMOUNT CLAIMED: MILEAGE (f)	FARE OR TOLL (g)	ADD. PERSONS (h)	TIPS AND MISCELLANEOUS (i)
If additional space is required continue on the back.			**SUBTOTALS CARRIED FORWARD FROM THE BACK**					
			TOTALS					

7. AMOUNT CLAIMED *(Total of cols (f), (g) and (i).)* ▶ $

8. This claim is approved. Long distance telephone calls, if shown, are certified as necessary in the interest of the Government. *(Note: If long distance calls are included, the approving official must have been authorized, in writing, by the head of the department or agency to so certify (31 U.S.C. 680a).)*

Sign Original Only

APPROVING OFFICIAL SIGN HERE ▶ DATE

9. This claim is certified correct and proper for payment.

Sign Original Only

AUTHORIZED CERTIFYING OFFICER SIGN HERE ▶ DATE

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

PAYMENT DESIRED *Sign Original Only*

☐ CHECK ☐ CASH

CLAIMANT SIGN HERE ▶ DATE

11. CASH PAYMENT RECEIPT

a. PAYEE *(Signature)*

b. DATE

c. AMOUNT $

12. PAYMENT MADE BY CHECK NO.

ACCOUNTING CLASSIFICATION

CLEAR

STANDARD FORM 1164 (REV. 11-77)
Prescribed by GSA, FPMR (CFR 41) 101-7

TRAINING RECORD FOR _____

	Date	Sponsor Organization	Length of Training	Certificate of Completion

VOLUNTEER AGREEMENT FOR

☐ **APPROPRIATED FUND ACTIVITIES** ☐ **NONAPPROPRIATED FUND INSTRUMENTALITIES**

PRIVACY ACT STATEMENT

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

PRINCIPAL PURPOSE(S): To document voluntary services provided by an individual, including the hours of service performed, and to obtain agreement from the volunteer on the conditions for accepting the performance of voluntary service.

ROUTINE USE(S): None.

DISCLOSURE: Voluntary; however failure to complete the form may result in an inability to accept voluntary services or an inability to document the type of voluntary services and hours performed.

PART I - GENERAL INFORMATION

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

PART II - VOLUNTEER IN APPROPRIATED FUND ACTIVITIES

10. CERTIFICATION

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

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

PART III - VOLUNTEER IN NONAPPROPRIATED FUND INSTRUMENTALITIES

12. CERTIFICATION

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

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

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

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

Exception to Standard Form 50 granted by Office of Personnel Management (OPM) waiver.

MODULE 3:
CODE OF ETHICS

Introduction

Ombudsmen are dedicated volunteers who successfully navigate the Navy lifestyle and assist others to do the same. This section of the manual introduces you to the Ombudsman Code of Ethics and will help you use the code as a guide for your behavior.

Ombudsman Code of Ethics Overview

The Code of Ethics is the essential foundation upon which an ombudsman's credibility is established and maintained. Ombudsmen must remain committed to strict adherence to the code. Ombudsmen will:

- ★ Maintain confidentiality.
- ★ Support the command's mission.
- ★ Work within the chain of command as directed.
- ★ Maintain the highest standards of professionalism.

Code of Ethics Cards - Definitions (Class Activity)

Confidentiality _____

_____

Command mission _____

_____

Chain of command _____

_____

Professionalism _____

_____

Confidentiality

Confidential information is sensitive information about a service member or family member. It is kept within the commanding officer's designated network and is for official use only. Command ombudsmen must adhere to the strictest code of confidentiality to protect

NOTES:

the privacy of individuals and to maintain the credibility of the Navy Family Ombudsman Program.

The commanding officer (CO) determines which individuals at their command have a "need to know." The executive officer (XO), command master chief (CMC) and chaplain are almost always designated. Depending on the situation, the command Sexual Assault Response Program (SAPR) Victim Advocate, Family Advocacy Representative (FAR) , Drug and Alcohol Program Advisor (DAPA), or command financial specialist (CFS) also may be informed.

A failure to maintain confidentiality results in a lack of confidence in the ombudsman by the CO and the affected Sailor or family member. It also can cause severe and irreparable harm to individuals. Types of confidential information ombudsmen may hear include:

- ★ Marital problems
- ★ Substance abuse issues
- ★ Financial difficulties
- ★ Parenting challenges
- ★ Work performance issues
- ★ Infidelity
- ★ Violations of law
- ★ Mental health disorders
- ★ Child neglect or abuse
- ★ Medical issues
- ★ Domestic abuse
- ★ Suicidal or homicidal behaviors

Family members may contact their ombudsman to ask for information, guidance and referrals, or they may just want to discuss their concerns with a caring person. An ombudsman should not share these private concerns with anyone—including their spouse, other members of the command support team or assistance agencies – without the approval of their commanding officer (CO) or the caller.

The following examples should help clarify the concept of confidentiality.

- ★ A newly married spouse calls and tells the ombudsman she thinks she and her husband need marriage counseling because they are arguing all the time about the upcoming deployment. The ombudsman assures the caller that it is normal for Navy couples to argue before a major deployment. Without providing names or specific detail, the ombudsman then calls the Fleet and Family Support Centers (FFSC) and the base chaplain to see if they have an available counseling appointment before the ship deploys. This is not a breach of confidentiality because no identifying information was revealed.

- ★ Mary Smith calls and tells the ombudsman that she thinks she and her husband need marriage counseling because they are arguing all the time about the upcoming deployment. The ombudsman assures the caller that it is normal for Navy couples to argue before a major deployment. The ombudsman then calls the FFSC and base chaplain, provides Mary's name and number, and asks if they will call her about a counseling appointment. This is a breach of confidentiality because the ombudsman did not ask Mary for permission to provide her name, telephone number and other information about her situation to the FFSC or chaplain.

Other ways to protect confidential information include:

- ★ Keeping the command roster in a secure location and protecting an electronic roster with a password.
- ★ Answering calls in a private area.
- ★ Discussing trends, rather than specific calls and e-mails received by ombudsmen.
- ★ Maintaining call logs in a secure area.

Ombudsmen should always ask themselves how they would want sensitive information to be managed if it were about them.

Non-confidential Information (Reportables)

Confidentiality is *not* withholding information from the CO or those in the chain of command who have a need to know. Families must understand that not all communication with an ombudsman is confidential, and some information is required to be disclosed to the proper authority. This information is called "reportable." Reportable information involves situations in which someone's safety and well-being are at stake.

All Department of the Navy personnel, including ombudsmen (with the exception of chaplains and attorneys who have privileged communication), are MANDATED reporters. This includes command leadership, child and youth services staff, security personnel, social workers, educators and health care professionals. Navy instruction requires ombudsmen to report:

- ★ All suspected or known child abuse/neglect.
- ★ Alleged domestic abuse.
- ★ Suspected or potential homicides, violence or life-endangering situations.
- ★ All suspected or potential suicidal risks.
- ★ Other issues identified by the CO as reportable.

Reports should be made to the commanding officer or their designee, and the Family Advocacy Representative (FAR) at the FFSC. It is the responsibility of the FAR to provide an assessment and follow-up services.. Be prepared to detail:

- ★ What you observed OR have been informed of, date/time.
- ★ Names of persons involved.

NOTES:

- ★ Address and phone of persons involved.
- ★ Service member's command.
- ★ Your contact information.

Whenever an individual contacts the ombudsman and discloses a reportable issue, the ombudsman should inform the caller that a report must be made and make every effort to connect them with appropriate resources.

In the event that neither the FAR or the command can be reached determine if the situation warrants immediate attention and if so contact your local emergency services.

Restricted and Unrestricted Reporting

Ombudsmen also should be aware of reporting options for victims of domestic abuse. As of August 2007, adult victims of domestic abuse incidents have two reporting options:

- ★ ***Restricted reporting:*** Allows a victim to seek medical attention, counseling or other human services by reporting *only* to a victim advocate, victim advocate's supervisor or health care professional without requiring that notice be provided to the alleged offender's commander or to the criminal investigative organization. Restricted reporting is intended to give adult victims additional time, while benefiting from receiving relevant information and support, to make more informed decisions about reporting the domestic abuse incident to the appropriate commander.
- ★ ***Unrestricted reporting:*** Victims of domestic abuse who want to pursue an official command or criminal investigation of an incident should use current reporting channels (chain of command, FAP or law enforcement). Victim advocacy services and FAP clinical services will be offered to the victim and, at the victim's request, any forensic medical examination deemed appropriate.

However, anytime a spouse tells an ombudsman about domestic abuse, an ombudsman is *required* by OPNAVINST 1750.1F to report it, because the restricted and unrestricted reporting options cannot be offered by an ombudsman. The ombudsman should try to keep family members informed of these options so the victim can use them *before* making the decision to talk to their ombudsman about the abuse.

Ombudsmen should routinely inform family members about the types of information that cannot be kept confidential. The ombudsman newsletter is often a good place to include such advisory information. For additional information or resources, ombudsmen may visit http://myduty.mil.

Mission Support

Another element in the Ombudsman Code of Ethics is to support the Navy and the command's mission. Ombudsmen demonstrate their support for both missions simply by volunteering to be a command ombudsman. There may be times when

an ombudsman does not feel supportive due to the demands the command places on the ombudsman's spouse, the possible lack of responsiveness to their needs as ombudsman, or personal issues with their family. However, they should not reveal any negative feelings to the families served.

Ombudsman command support is also demonstrated by:

- ★ Maintaining a positive tone on the Careline or in e-mail messages.
- ★ Focusing on positive events in the newsletter.
- ★ Making timely referrals. Respond to calls and messages in a timely manner and give the caller your full attention.
- ★ Explaining situations in a positive manner.
- ★ Controlling rumors.
- ★ Seeking the correct information.
- ★ Keeping disagreements with command leadership private.
- ★ Attending command functions.

Chain of Command

A chain of command is a reporting and leadership structure. Chains of command exist throughout the Navy and the civilian work force. Knowing the chain of command allows an ombudsman to use the systems in place to assist Navy families. Whether acting in an official capacity or not, ombudsmen must use the chain of command. When addressing an issue at the Navy Exchange, with TRICARE, about housing or within the command, there is never an issue that would require the ombudsman to start at the top of the chain of command. When an ombudsman has questions about the chain of command, they should ask their command POC for help.

It is also important for an ombudsman to keep the chain of command informed. Ombudsmen do this by:

- ★ Copying the XO and the CMC on correspondence to the CO.
- ★ Back-briefing the XO and the CMC about any decisions made during meetings with the CO.
- ★ Keeping the chain of command informed when the ombudsman is handling grievances.

Grievances are complaints about Navy services and facilities. Ombudsmen do not deal with problems between the service member and the service member's chain of command. There are established procedures within the chain of command for that purpose. Also, ombudsmen have no grievance procedure against the command for policies with which they disagree. Certainly, they should make their views known to the commanding officer, but if the grievance remains, then the ombudsman should choose to resign.

NOTES:

Individuals who contact the ombudsman about a grievance must first make every attempt to resolve the concern within existing channels. Once this is done:

- ★ Get the facts from the caller. Times, dates, statistics, etc. are necessary.
- ★ Consider the merit of the complaint. Is it legitimate? How would the caller like to see the problem resolved?
- ★ Clarify what steps the person already has taken. Has the caller used existing channels to try to resolve the problem? If not, suggest to the person that the proper channels for resolution now be followed. If proper channels have been followed, research the grievance or suggestion.
- ★ Examine the channels with which the individual was dissatisfied. Determine if this grievance can be handled with common sense and knowledge of the Navy organization.
- ★ Determine what constructive suggestions can be offered. To whom should the grievance or suggestions be addressed?

An ombudsman should consult with their command POC and keep them informed of the grievance and actions being taken.

Professionalism

The final element of the Ombudsman Code of Ethics is to maintain the highest standards of professionalism. A professional image is projected through:

- ★ Dress or appearance.
- ★ Courtesy.
- ★ Behavior.

Because an ombudsman is an official volunteer and represents the command and the commanding officer, their appearance should be neat and professional. Dressing appropriately helps to promote a positive image to the command and family members. The following are examples of suitable clothing items:

- ★ Jackets, vests.
- ★ Dress pants, slacks, khakis, dressy Capri pants.
- ★ Dress shirts, tailored sweaters.
- ★ Skirts.
- ★ Flats, dress heels, leather deck-type shoes, walking shoes, loafers or clogs.

Professional courtesy includes addressing all members of the command by their title (Captain Smith, Commander Orton, Master Chief Johnson). Use Mrs. or Mr. when referring to a spouse. It is permissible to call a spouse by their first name once they have given their permission. It is never permissible to refer to the commanding officer by their first name. Ombudsmen always refer to the CO, XO and CMC or chief of the boat (COB) by their titles.

In addition, professional courtesy includes:

- ★ Responding promptly to phone calls and e-mails.
- ★ Ensuring the command support team is kept informed.
- ★ Privately handling disagreements.
- ★ Paying attention to detail.
- ★ Offering solutions to problems.
- ★ Respecting the opinions and beliefs of others.

Ombudsmen are in a highly visible volunteer position. This means other spouses observe them, whether they are acting in an official capacity as a command ombudsman or as a private person. Outrageous or inappropriate behavior will affect the way an ombudsman is perceived and may have an influence upon effectiveness. Even simple behaviors are noticed, such as arriving at functions on time, being prepared for meetings, and smiling and chatting with others while standing on the pier or at the squadron.

Conflict of Interest

A conflict of interest can occur between an individual's personal interests and their public duty. This can exist whether or not money is involved and whether the conflict is actual or perceived. Most commands do not have ombudsmen sign a conflict-of-interest agreement; however, many military and civilian agencies do. Military and civilian personnel may not use their position within a government organization for personal gain. This includes ombudsmen. Ombudsmen may not use their position to solicit individuals they come into contact with as a result of their volunteer work. Examples of soliciting that are not allowed include:

- ★ Selling cosmetics, baskets, scrapbooking supplies, insurance, real estate, etc. to command personnel and family members.
- ★ Taking orders for products.
- ★ Distributing any business cards, with the exception of their ombudsman business card.
- ★ Providing information about a business during a presentation.
- ★ Hanging posters about a personal business at the command.
- ★ Advertising a personal business in a command-sponsored newsletter.

Avoiding a conflict of interest, or even the appearance of a conflict of interest, supports the Ombudsman Code of Ethics to maintain the highest standards of professionalism.

According to the Standards of Ethical Conduct for Employees of the Executive Branch http://ethics.od.nih.gov/policies.htm, military and civilian personnel may not use their position within a government organization for personal gain.

NOTES:

YOU BE THE JUDGE

For each one of the scenarios, answer if confidentiality has been violated and why or why not. Answers will be discussed in class.

SCENARIO 1

Tracy, the command ombudsman for USS SAILSALOT, received a call from Sarah, a close friend who happens to be a spouse at Tracy's command. Sarah said her husband, recently back from a deployment, was not getting along with their teenage son, John. She said her husband had been physically rough with John on a number of occasions. He had gotten so angry a few nights ago that he had punched John in the stomach, knocking him to the floor.

Tracy reported what Sarah told her to her CO and to the Family Advocacy Representative. Sarah was angry, because she felt that Tracy had betrayed their friendship. Tracy explained that although she was Sarah's friend, she was an ombudsman at all times and obligated to report any indication of child abuse.

Questions:

1. Has confidentiality been violated here?

_____

_____

_____

_____

2. How could the situation have been handled differently?

_____

_____

_____

_____

SCENARIO 2

Tonya is a command ombudsman. She receives a call from Sharon, a spouse at the command who said she had been in a minor car accident. Sharon expressed concern that she was going to be ripped off by the auto body shop that she was referred to for repairs. She was calling to find out whether Tonya, or anyone she knew, could recommend a reputable auto body shop in the area. Because the incident was minor and she was not injured, Sharon did not want her husband, currently deployed, to know about the accident. She shared with Tonya that she knew he would worry and that he had enough stress already.

At a spouse support group, Tonya mentioned the car accident and encouraged the other spouses to give Sharon a call or stop by to see if she needed anything. Word soon got back to Sharon's husband, who was furious that she hadn't told him about the accident.

Questions:

1. Has confidentiality been violated here?

_____

_____

_____

_____

2. How could the situation have been handled differently?

_____

_____

_____

_____

NOTES:

SCENARIO 3

Shawn, the command ombudsman, is annoyed that his CO asks for far too much information about the private lives of service members and their families. The CO wants himself and the CMC to be informed when any family is having trouble, especially when it is related to financial issues.

Shawn receives a call from an attorney who wants information about a service member. The attorney says she needs information to begin garnishing the member's wages and says she has a subpoena. Shawn refuses to give her the information. He hangs up and immediately tries to contact the service member to inform him of the situation.

Questions:

1. Has confidentiality been violated here?

_____

_____

_____

_____

2. How could the situation have been handled differently?

_____

_____

_____

_____

SCENARIO 4

Constance, a reserve spouse whose husband recently was activated and deployed, is feeling abandoned and depressed. Not sure where to turn, she e-mails her reserve ombudsman Brandi, saying she's not sure she can get through another day.

Reading the e-mail that evening, Brandi responds immediately. She calls Constance, who lives in a remote location far from any military installation. The phone rings, but there is no answer. Brandi calls 911 in the area where Constance lives and reports her concerns, asking for an officer to check on her as soon as possible.

Brandi then calls the supporting command's ombudsman, Suzie, as she is now "officially" Constance's ombudsman. Suzie calls her command POC and, working together, they use the resources at their disposal to help Constance, who has been found unconscious and is being airlifted to a nearby hospital.

Questions:

1. Has confidentiality been violated here?

_____

_____

_____

_____

2. How could the situation have been handled differently?

_____

_____

_____

_____

NOTES:

SCENARIO 5

Jackie, a command ombudsman, tells her friend and fellow ombudsman Hillary, in confidence, that her cancer is no longer in remission. Jackie's husband is deployed, and she doesn't want her family or friends to know. She just wants to tell someone about it.

Hillary is distressed by the information and wonders if she can do anything to help. As she knows that Jackie attends the base chapel, she calls Jackie's chaplain and asks for advice. Hillary is surprised to hear that the chaplain is unaware of Jackie's cancer but relieved to get her concerns off her chest with someone so trustworthy.

Questions:

1. Has confidentiality been violated here?

_____

_____

_____

_____

2. How could the situation have been handled differently?

_____

_____

_____

_____

Summary

Being an ombudsman is a serious responsibility. Agreeing to the Ombudsman Code of Ethics, using good judgment and common sense, and taking advantage of available training opportunities can make the experience of being a volunteer command ombudsman extremely valuable.

MODULE 4:
COMMAND RELATIONSHIPS

Ombudsmen work with others at the command to support Sailors and their families. This chapter focuses on working effectively with the command support team and Family Readiness Group (FRG). Topics covered include:

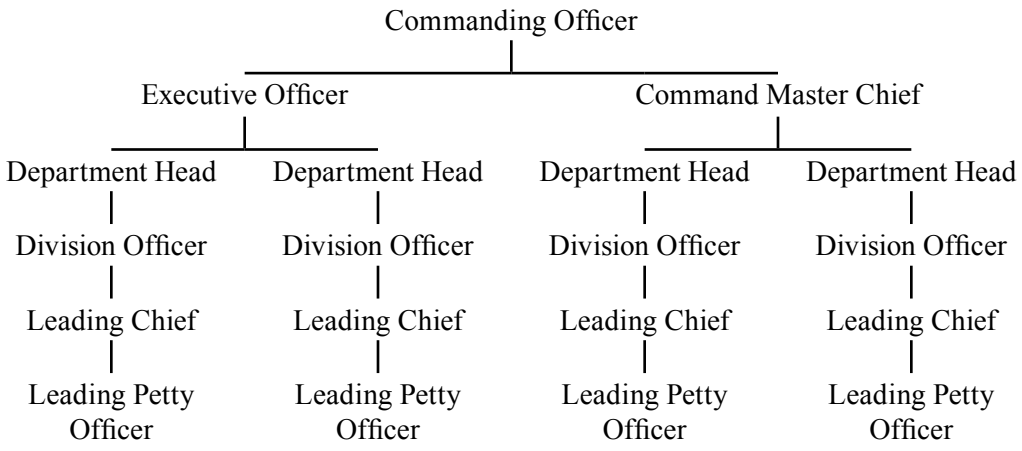
- ★ Chain of command
- ★ Command support team
- ★ Family Readiness Group

Command Relationships

Chain of Command

In every command there is a clear hierarchical structure, called the chain of command, which can also be viewed as a "hammock of support" in every command.

The knowledge of the chain of command is important so that ombudsman can educate families if needed.



Rate and Rank Recognition

In addition to being aware of the chain of command, it is beneficial for ombudsmen to have a basic familiarity with military rates and ranks. Military rank, or rank, is a system of identifying seniority within military organizations. The Navy uses the term "enlisted rating" for enlisted personnel. There are three general categories of rank/rate:

NOTES:

- ★ Enlisted personnel
- ★ Warrant officers/limited duty officers
- ★ Commissioned officers

Officers have a pay grade and a rank. The pay grade is designated by the letter O and a number. Rank is designated by a title: ensign, commander, captain, etc.

O-1	Ensign	ENS
O-2	Lieutenant Junior Grade	LTJG
O-3	Lieutenant	LT
O-4	Lieutenant Commander	LCDR
O-5	Commander	CDR
O-6	Captain	CAPT
O-7	Rear Admiral Lower Half	RDML
O-8	Rear Admiral	RADM
O-9	Vice Admiral	VADM
O-10	Admiral	ADM
O-11	Fleet Admiral	FADM

A Warrant Officer is ranked as an officer above the senior-most enlisted ranks, but below the officer grade of O-1.

W-1*	Warrant Officer	WO1
W-2	Chief Warrant Officer	CWO2
W-3	Chief Warrant Officer	CWO3
W-4	Chief Warrant Officer	CWO4
W-5	Chief Warrant Officer	CWO5

** The grade of Warrant Officer (W-1) is no longer in use*

Enlisted personnel use the term "rate" when referring to their pay grade.

E-1	Seaman Recruit	SR
E-2	Seaman Apprentice	SA
E-3	Seaman	SN
E-4	Petty Officer 3rd Class	PO3
E-5	Petty Officer 2nd Class	PO2
E-6	Petty Officer 1st Class	PO1
E-7	Chief Petty Officer	CPO
E-8	Senior Chief Petty Officer	SCPO
E-9	Master Chief Petty Officer	MCPO
E-9	Master Chief Petty Officer of the Navy	MCPON

Ombudsmen should use appropriate ranks while performing their command role as ombudsman. A service member's rank is always clearly identifiable on their sleeve, their shoulder or their collar device. Even if the commanding officer (CO), executive officer (XO) or command master chief (CMC) asks you to call them by their first name, use official titles out of respect.

Command Support Team

The command support team is designated by the commanding officer. Typically, it includes the CO, XO, CMC or chief of the boat (COB), chaplain, their spouses and command ombudsmen. The command support team helps to build and maintain the well-being and morale of the command and command families.

The Commanding Officer

The CO is responsible for the overall effectiveness of the command's Ombudsman Program, as well as every Navy program implemented at the command level. The CO is responsible for everything that happens at the command, including:

- ★ Personnel and equipment
- ★ Training
- ★ Safety
- ★ Mission readiness

The Ombudsman Point of Contact

The CO generally appoints the XO or CMC to serve as the point of contact (POC) for the command Ombudsman Program. The ombudsman should be directed to go to the POC for routine needs, such as:

- ★ Securing an official command roster.
- ★ Arranging for funding and distribution of the ombudsman newsletter.
- ★ Including information about the Ombudsman Program in the command's Plan of the Day, Plan of the Week, or Plan of the Month.
- ★ Being a speaker for command indoctrination, mobilization or pre-deployment briefs.
- ★ Reviewing and approving the ombudsman newsletter.
- ★ Including information about the Ombudsman Program in the command's welcome aboard information for new service members.

COs should provide clear instruction to their ombudsman on how to handle notification to the command regarding urgent or crisis situations such as sexual assault, domestic abuse or suicide. Do ombudsmen contact their POC, who then notifies the CO, do they go directly to the CO, or do they notify both? Make sure you are clear on your CO's preferences

NOTES:

The Command Chaplain

At larger commands where there may be a command chaplain, the chaplain can support the Ombudsman Program by being:

- ★ A referral source for personal and marital counseling, if trained to do so.
- ★ A source of advice for ombudsmen.
- ★ A source of information about referrals in the Navy system.
- ★ An advocate for the Navy's Ombudsman Program.
- ★ A source of support for the ombudsman to call upon when they are feeling stressed or overwhelmed.

Command Support Team Spouses

The roles of the command support team with the Ombudsman Program are well-defined. It also is important for the commanding officer to clearly define the roles of the spouses of the command support team. The involvement and support of the spouse of the commanding officer, executive officer and command master chief/chief of the boat can be an invaluable asset to the Ombudsman Program. The degree of involvement that any of these individuals will have may differ by command and by personal interest.

NOTE: Before the implementation of the Navy Family Ombudsman Program, spouses of the CO, XO and CMC/COB traditionally took on the roles of ombudsman and Family Readiness Group leadership.

OPNAVINST 1750.1F allows COs to select their spouse, the spouse of the XO or CMC/COB, or another member of the chain of command, to serve as an advocate to the command Ombudsman Program. To assist in their leadership role, training is available.

It is also recommended that leadership spouses attend Ombudsman Basic Training, preferably with their command ombudsmen. This training provides important guidelines and direction in assisting the ombudsmen, as well as the requirements of confidentiality.

If an ombudsman leaves suddenly, a trained member of the command support team can then fill in until another ombudsman is selected and trained.

The roles of CO, XO and CMC/COB spouses may include:

- ★ Being a sounding board for the ombudsman and Family Readiness Group leaders.
- ★ Attending Ombudsman Basic Training.
- ★ Attending local Ombudsman Assembly meetings.
- ★ Meeting regularly, especially when the command is deployed, to maintain good communication.

- ★ Being an advocate for the command ombudsmen.
- ★ Editing the ombudsman newsletter.
- ★ Attending command activities such as retirements, promotion ceremonies, social events, etc.
- ★ Ensuring family issues and concerns are a priority.
- ★ Sharing information about new programs, services and resources of benefit to military families.
- ★ Representing their spouse's views, if known.

More spouses of the command support team are dividing responsibilities to make it easier for everyone. The CO's spouse may coordinate wardroom spouse functions, the XO's spouse may meet with the ombudsman, and the CMC's spouse may serve as the adviser to the Family Readiness Group. The secret to positive command support team relationships is to establish clearly defined roles, maintain good communication and to reiterate these guidelines each time a new member joins the team.

If a customary spouse of the command support team is not available, the CO may choose to select another spouse of a senior command member to be responsible for the roles of that spouse. The CO should appoint all volunteer members of the command support team in writing to assist them in performing their roles when representing the command.

For more helpful information about the volunteer roles of CO, XO and CMC/COB spouses, Naval Services FamilyLine publishes guides including:

- ★ Guidelines for the Spouses of Commanding Officers and Executive Officers.
- ★ Guidelines for the Spouses of Command Master Chiefs and Chiefs of the Boat.
- ★ Guidelines for Launching Clubs and Command Family Associations.

Contact Naval Services FamilyLine at:

Naval Services FamilyLine
Washington Navy Yard, Bldg. #154
1043 Harwood Street, SE,
Washington, DC 20374
Toll Free: 1-877-673-7773
Fax: (202) 433-4622
E-mail: nsfamline@aol.com
Web site: http://www.cnic.navy.mil/familyline

Co-Ombudsmen

When two or more ombudsmen are appointed, it is vitally important to maintain clear lines of communication to prevent conflict detrimental to the individuals involved, the command support team and the Navy Family Ombudsman Program. Items to be clarified include:

NOTES:

- ★ How will communication flow to and from the CO, the command POC and the rest of the command support team?
- ★ How will responsibilities such as updating the Careline, editing a newsletter, responding to e-mail, etc. be divided? Will they rotate? If so, how often?
- ★ Which ombudsman will input the ombudsman monthly/quarterly worksheet as the ombudsman registry will allow only one worksheet per month/quarter per command.
- ★ What methods will command ombudsmen use to maintain open communication?
- ★ How will the ombudsman team handle conflict that naturally arises among each other?

Family Readiness Groups (FRGs)

A Family Readiness Group (FRG) is a command organization that may operate on a base installation. Members typically include spouses but may also include parents, children and fiancé(e)s as determined by the commanding officer.

Command FRGs were formerly comprised of women and were called wives' clubs. This began to change in the 1980s when more women began to make up the active-duty Navy. Command FRGs are called by a number of names:

- ★ Family Support Group
- ★ Family Support Club
- ★ Family Readiness Group
- ★ Friends and Family Support Group
- ★ Command Family Association
- ★ Spouse Group

The term Family Readiness Group has been adopted more and more because of the change in the Tempo of Operations (OPTEMPO). The days of a planned deployment, with a long period at home afterward, are history. Families and Sailors need to be ready at all times. They can no longer wait for the pre-deployment brief to remind them to get their ID cards renewed, make sure that their legal work is current, the car is registered, etc.

The purpose of an FRG is to plan and conduct social, informational, care-taking and morale-building activities that will increase family readiness and enable the total Navy family to meet the challenges of the mission and the military lifestyle. FRGs may offer programs or services that complement appropriated or non-appropriated fund activities on an installation, but they shall not compete with such programs.

Activities sponsored by a group may be informational, supportive and social. Groups assist COs in providing family members with the tools and experiences necessary to educate, enable and empower them to meet the challenges of a military lifestyle by creating a mutually supportive Navy family. Group goals may include:

- ★ Providing family support during deployments, mentoring new family members, and helping in times of crises.
- ★ Coordinating deployment farewells and homecomings.
- ★ Assisting with the command sponsor program.
- ★ Promoting family networking, communications and activities that enhance family readiness.
- ★ Planning and conducting social events and activities.

Activities may include:

- ★ Departure and homecoming preparation.
- ★ Informational and educational briefs.
- ★ Holiday and children's celebrations.
- ★ Communication activities such as Web sites, videos and other communications between family members that strengthen the relationship between command, personnel and family members.
- ★ Welcoming new families.
- ★ Facilitating family member attendance at orientation sessions.

The command FRG can be a resource to the command and the ombudsman. Spouses new to the command, or spouses who want to volunteer, can be referred to the FRG as a way to get involved with the command and to learn more about the Navy lifestyle.

Ombudsmen may assist with the formation of groups but should not be part of the official leadership (they may not hold a position as president, vice-president, treasurer or secretary). They should be active learners and understand that they are part of the FRG in the role of a spouse. According to OPNAVINST 1754.5 (Family Readiness Groups), ombudsman's duties are established by command and require specific training for the position. With regard to FRGs, ombudsmen:

- ★ May provide assistance in starting an FRG at the CO's request.
- ★ Provide information, resources and referrals.
- ★ Communicate command information.
- ★ Maintain confidentiality.
- ★ Provide encouragement to and inspire camaraderie among command families.

For more information on FRGs, please see OPNAVINST 1754.5, Family Readiness Groups or contact your local FFSC contact your FFSC Command Representative at the FFSC.

NOTES:

Command Families

Ombudsmen can help establish themselves with command families by:

- ★ Writing an introductory letter.
- ★ Composing an article about themselves for the command or ombudsman newsletter.
- ★ Providing a brief introduction on the Careline.
- ★ Introducing themselves at FRG meetings and command sponsored events.
- ★ Talking with Sailors and family members at the command.
- ★ Being professional when called.
- ★ Being a trustworthy ally.

Command Priorities

All members of the command support team need to have a clear understanding of the CO's priorities and expectations for the Ombudsman Program. During the first or second meeting with the CO, ombudsmen should get these questions answered:

1. What are the primary duties of the command ombudsman? Is there a written job description?
2. Who is the primary point of contact for the ombudsman?
3. In addition to mandatory reporting of allegations of domestic abuse, child abuse, and homicidal or suicidal threats, are there other types of situations the CO wants reported? How do they want reporting to take place?
4. What are the procedures to ensure accurate official command roster updates?
5. What roles do the CO's spouse, the XO's spouse, and the CMC/COB's spouse have in the Ombudsman Program?
6. What is the command policy for communication with significant others of service members such as boyfriends or girlfriends, fiancé/fiancée and parents of service members?
7. How will communication take place during deployment and/or mobilization?
8. What is the ombudsman's role in the command's disaster preparedness plan?
9. Under what circumstances is the official phone or e-mail tree activated?
10. How often does a newsletter go out? Is it a command newsletter or an ombudsman newsletter? Who reviews it for accuracy and compliance with Navy standards?
11. What are the expectations and procedures for reimbursement?

Establishing Credibility

There are a number of ways that ombudsmen can do to establish their credibility at a command. Based on the class activity, some examples include:

Becoming a Trustworthy Ally	
Characteristic	Behavior

Summary

Everyone benefits when a command support team works together effectively. By having clearly defined roles and expectations, most conflict is eliminated and command family members have the benefit of being supported by a strong leadership team.

MODULE 5:
COMMUNICATION SKILLS

Introduction

Communication is the exchange of thoughts, messages or information by speech, signals, writing or other behavior. Ombudsmen primarily communicate in three ways:

- ★ By telephone
- ★ In person
- ★ Through writing

This module provides suggestions for communicating with family members using each method. It also includes information about:

- ★ Protecting confidential information
- ★ Barriers to communication
- ★ Active listening skills
- ★ Public speaking
- ★ Carelines
- ★ Phone and e-mail trees

Operational Security (OPSEC)

OPSEC

Operational Security (OPSEC) is based on the idea that the accumulation of many sensitive or unclassified pieces of information could compromise security by revealing classified information. Thus, OPSEC is an analytic process used to deny adversaries the pieces of the information puzzle that, while unclassified, are valuable.

Even though information may not be secret, it can be considered critical information. Critical information deals with facts about military intentions, capabilities, operations or activities. Applying OPSEC counters the efforts of an organization's adversaries. Effective OPSEC minimizes the risk that critical information might be inadvertently given away. The following are some ways to practice OPSEC:

- ★ Shred excess paper involving information about operations.
- ★ Do not discuss classified or sensitive information in open areas like the Navy Exchange, commissary, restrooms, libraries and other public places.
- ★ Be aware of established routines that could allow an adversary to predict future actions.

NOTES:

- ★ Eliminate or reduce the amount of operational information posted on unclassified Web sites.
- ★ Never try to talk around classified information – it is extremely difficult to outsmart experienced intelligence analysts.
- ★ When using cell phones, fax machines or pagers, always assume they are being monitored. Equipment to illegally monitor these devices can be readily obtained on the open market.

OPSEC and Internet

It is especially important not to post sensitive information on the Internet. Web logging ("blogging") and video logging ("vlogging") are types of online journals used by some Navy personnel and their family members to document a deployment. Command ombudsmen or Family Readiness Group (FRG) newsletters published on the Internet, as well as unofficial Navy-related Web sites, could be used as a source of unclassified, yet sensitive, information.

These Internet sources make it possible for an adversary to compile sensitive information about unit morale, location, organization, personnel and family members. Blogs, Web sites, forums, and electronic newsletters are permitted as long as they do not violate OPSEC.

OPSEC and E-mail

The following are some e-mail-specific ways to practice OPSEC:

- ★ Never try to talk around classified information. For example, do not say "10 piggies minus a toe!" or "My Sailor will be home 3 days before my birthday." It is extremely difficult to outsmart experienced intelligence analysts who will find it easy to collect the missing piece of the puzzle with this kind of "code".
- ★ Avoid discussing ship movements, port calls, Temporary Additional Duty (TAD) locations and installation activities.
- ★ Be aware that e-mail sent over non-secure systems can be intercepted.
- ★ Never attach classified or sensitive documents to unclassified e-mail.

OPSEC and Social Networking

In today's high-tech world, social networking sites like Facebook, MySpace and Twitter are ways to keep in touch. Remember to practice safe information sharing:

- ★ Keep personal information to yourself. Do not post your full name, Social Security number, address, phone number or financial information.
- ★ Limit who can view your profile or postings.
- ★ Consider not posting your photo online.
- ★ Update your status messages with caution.
- ★ Do not use countdown tickers.

Note: *For additional information on OPSEC and Internet safety, you can view the Army's "Killing with Keyboards" at* http://www.dami.army.pentagon.mil/site/sso/.../killer%20keyboard.pps.

Communication Basics

The Communication Process

Communication is a two-way process that includes:

- ★ A sender – the person who initiates communication.
- ★ A message – the information being transmitted.
- ★ A receiver – the person who is trying to understand the message.

Communicating, like other skills, is mastered through training and practice.

Barriers to Communication

There are a number of factors that can impede good communication:

- ★ Environmental factors – outside noise.
- ★ Expectations or perceptions.
- ★ Self-concept or lack of confidence.
- ★ Emotions.
- ★ Status.
- ★ Inadequate listening skills.

Active Listening

Listening and actually hearing a person's words and their meaning requires your full attention. These skills can be practiced and improved by using active listening techniques.

Active listening:

- ★ Helps build trust and positive relationships.
- ★ Encourages a person to share, or continue to share, information.
- ★ Allows the receiver to check their understanding of complex or significant information.

ACTIVE LISTENING SELF-ASSESSMENT

To help you start to be more aware of your listening habits, complete the following self-evaluation. Answer each question thoughtfully. After you have answered all of the questions, score yourself using the chart on the next page.

Rate how often you:	Almost Never	Occasionally	Frequently	Almost All The Time	Total
1. Listen to the other person's viewpoint, even if it differs from yours?					
2. Listen to the whole message, what the speaker is saying both verbally and nonverbally?					
3. Look at the person who is talking?					
4. Concentrate on what is being said even if you are not really interested?					
5. Repeat in your own words what the speaker has just said?					
6. Learn something from each person you meet, even if it is ever so slight?					
7. Practice regularly to increase your listening efficiency?					
8. Restate instructions and messages to be sure you understand correctly?					
9. Think about how the other person might react to what you say?					
10. Take notes when necessary to help you to remember?					

To score your assessment, total the number of checks in each column using the following scoring key:

Almost Never	Occasionally	Frequently	Almost All The Time	Total
1 Point	2 Points	3 Points	4 Points	=

SCORING:

36-40	Superior	_____
30-35	Above Average	_____
29-34	Average	_____
25-28	Fair	_____

ACTION PLAN FOR LISTENING

Action Plan: Re-examine your responses. What questions do you think you want to modify and/or improve upon? Pick two to start working on. To get you started on modifying your behavior, complete the following statements:

In listening, what I want to accomplish is:

_____

_____

_____

_____

As an ombudsman, what I want to accomplish through listening is:

_____

_____

_____

_____

NOTES:

Open-ended Questions

Open-ended questions begin with words such as "what" and "how." Examples are, "What did you do then?" and "How did that make you feel?" Statements also can be open-ended. An example of an open-ended statement is, "Tell me more." Use open-ended questions and statements to get the big picture of the message the caller is sending.

Encouragers and Door-openers

Encouragers are words and sounds such as:

- ★ Uh-huh
- ★ I see
- ★ Yes
- ★ Oh

These short words or syllables let the sender know the receiver is listening. Since encouragers are short, they do not interrupt the sender's thoughts.

There may be times when a caller will need additional encouragement to talk about their feelings, problems or concerns. Door openers are similar to encouragers in that they are statements or questions that leave the door open for the person to continue to discuss the issue or concern. Examples are:

- ★ Would you like to talk about it?
- ★ I am interested in your thoughts on that.
- ★ Do you want to say anything more about that?
- ★ I am wondering how you feel about that.

Silence

Unlike a casual conversation, in which silence can be awkward, silence can be valuable when listening in a helping conversation. It allows the sender time to compose their thoughts. It also allows the receiver and the sender an opportunity to hear and understand the message.

Paraphrasing

Paraphrasing is similar to reflective listening, except instead of repeating back exactly what the caller says, the receiver summarizes what was said.

Listener: It has been over a month since the squadron left and you thought that by now you would have a job, be more involved with the Family Readiness Group and would not be so lonely.

Speaker: Yes, exactly. And I'm worried that maybe I need to see a counselor or something.

Responses to Verbal Communication

Ombudsmen also should know that specific words greatly affect the way information is received. Although the sender understands the message to have one meaning, it does not mean that those same words will have the same meaning to the receiver.

WHEN I	I SAY	YOU FEEL	THINGS YOU COULD SAY INSTEAD
Argue	***"Yes, but …"***	***Defensive, ignored or discounted***	***"What would happen if …?"***
Give Orders	*"You have to …"*		
Warn	*"You had better …"*		
Advise	*"What I would do …"*		

Sending Messages

"I" Messages

Rather than using the word "you," use the word "I" when communicating with callers. This method provides a nonjudgmental description of the situation or of the other person's behavior.

Listener: I feel concerned that you are feeling so lonely. If you would like to talk with a counselor, I can refer you to a professional or we could talk about some ways to help you overcome loneliness.

Clarify

Even with active listening, not all messages are understood the first time they are communicated. It is a good idea to clarify messages not understood. It makes the caller feel that their thoughts and feelings are valuable when the ombudsman wants to be sure they understand the message.

Listener: Could we go back to something you said earlier? I'm not sure I completely understood.

Refocus

Sometimes it is necessary to refocus a caller. They may go off on a tangent conversation or may talk about something that cannot happen.

NOTES:

Caller: I just wish my husband could come home. Every time I think of him, I feel so sad. Maybe they will come home early.

Listener: We all wish they could come home early, but that is probably not going to happen. What can we do to help make this deployment easier for you?

Contracting

Contracting with a caller is getting them to agree to do something and then following through with them to ensure they do.

Listener: I'm concerned about you. Would you agree to call the Fleet and Family Support Center and ask to speak with a counselor about your loneliness? If you'd like, I can call ahead and let them know you'll be calling. Would that help?

Caller: I guess.

Listener: Let's hang up. I'll call right now and then call you right back so you know they're expecting your call.

Caller: OK. Thanks.

In-person Communication

In-person communication is often the easiest, because verbal and nonverbal cues are available. There are two styles of in-person communication:

- ★ Informal contacts
- ★ Briefings

Informal Contacts

Ombudsmen represent the command in informal situations, such as:

- ★ Meetings with the CO
- ★ Homecoming events
- ★ Command picnics and parties
- ★ Commissary, Navy Exchange, or while visiting other locations on base

Some people are naturally warm and outgoing; others are more reserved. This is true for ombudsmen as well. In informal situations, ombudsmen should:

- ★ Smile.
- ★ Approach individuals and introduce themselves.
- ★ Make small talk. Ask how long someone has been a part of the command, where they grew up, where they live, etc.

- ★ Carry business cards with their name, ombudsman phone number and e-mail address on them.

Briefings

Command ombudsmen have the opportunity to do some public speaking. This is a wonderful way to get the word out about services. Ombudsmen may be asked to:

- ★ Introduce themselves at command functions.
- ★ Brief new Sailors at command indoctrination sessions.
- ★ Make announcements at FRG meetings.
- ★ Provide remarks at pre-deployment briefings.

Whether presenting to an audience of more than 1,000 or facilitating a group of five, practice these basic steps to effective presentations:

- ★ Know the room and be familiar with the environment.
- ★ Visualize yourself giving the speech.
- ★ Practice, practice, practice!
- ★ Body language is important.
- ★ Speak to your audience.

Telephone Communication

Most service provided by ombudsmen is over the phone. Because there is no face-to-face contact, communicating over the phone presents special challenges. Tone of voice and word choice become more important to communicate caring.

It is critical that your tone be pleasant, concerned, patient, informed and caring. It also helps to deepen one's telephone voice. Lower voices are perceived as being more mature, confident and in control.

There are several ways to assess one's voice tone. One way would be to get feedback from a co-ombudsman, friend or neighbor. It must be someone who will be honest yet offer feedback caringly. Ombudsmen also can record themselves speaking; this is an excellent way to learn how others hear you.

Caller Types and Success Strategies

People call for a variety of reasons, and responses are different for each type of call.

Information Requests

Most calls are to request routine information. Callers may request a telephone number, want to know when the ship is returning to port, or ask when and where the next FRG meeting is being held. Adept ombudsmen can gently train families to read the ombudsman newsletter and call the Careline before contacting them for routine information.

NOTES:

Provide the requested information and gently say:

So you know for the future, I publish routine telephone numbers on the back page of the ombudsman newsletter each month.

Or: Currently the ship is scheduled to pull into port at 1600 this afternoon at Pier 5, but always call the Careline for the most current arrival times. Do you have that number?

Crisis Calls

A crisis occurs when a person no longer believes they can cope effectively. These calls are more difficult, since they sometimes require sensitive handling and provision of immediate help. Module 7 in this manual is devoted to handling crisis calls.

Service Demand Calls

Service demand calls are from individuals who are unaware of the scope of ombudsman responsibilities. This caller may ask the ombudsman to provide transportation, lend money or provide child care. These individuals have genuine needs but must learn how to meet those needs themselves. In response to service demand calls, provide information about the needed service such as public transportation, Navy child care programs and ways to meet financial needs. Ombudsmen should not fall into the trap of providing the requested service for several reasons:

- ★ It is not fair to others in the command to provide child care or lend money to some and not to all.
- ★ An unreasonable precedent is established for future ombudsmen.
- ★ Callers will never learn how to handle their needs on their own.
- ★ Ombudsmen may put themselves and their family at risk for liability.

To reduce service demand calls, use preventive methods such as providing information in the ombudsman newsletter or putting reminders on the Careline about Navy family ombudsman roles and responsibilities.

Chronic Callers

People who call frequently without a specific request are referred to as chronic callers. They may view the command ombudsman as a friend they call to chat with when bored or lonely. It is fine for an ombudsman to spend time chatting with command family members, if they have time to dedicate to the caller. If an ombudsman does not have the time to spend with a chronic caller:

- ★ Ensure there is not a specific reason for the call.
- ★ Inform the caller of the amount of time available for the call. For example, say: I can only talk for five minutes.

- ★ After the allotted time, politely but firmly tell the caller it is time to hang up. Simply say: I cannot talk any longer. It was good talking with you. Good-bye.

An ombudsman should not sacrifice their needs or the needs of their family by spending time with chronic callers. If callers are lonely or bored, refer them to organizations where they can meet new people, perhaps get a job or do volunteer work.

Command Emergency Call

A command emergency call is a cross between an information request and a crisis call. It occurs when a person hears a news report on the radio, sees a story on the news or hears a rumor involving their active-duty service member's command. Family members who have become accustomed to interacting with the command ombudsman will contact them to verify the extent of any command emergency, real or rumored.

Ombudsmen should not assume that because the command has not contacted them that the news is incorrect. Many times the news media airs partial information before an official military source can contact an ombudsman with verified information. Ombudsmen should tell callers they will research the question and return their call. For example: I just saw that on the news, too. I'm going to try to contact the command or squadron and will activate the phone tree if this news report is accurate.

Telephone Protocol

A protocol is a guideline for doing something effectively and consistently. Protocol for handling ombudsman calls includes:

- ★ Greeting
- ★ Identification
- ★ Business
- ★ Record
- ★ Close

Greeting

When answering the telephone, ombudsmen should identify themselves:

"Hello, this is Alicia."
Or answer anonymously: "Hello."

Ombudsmen should delete cute messages, the voices of young children and other noises on their voice mail. An ombudsman's voice or voice mail must instill confidence in the caller by sounding professional.

NOTES:

Identification

The caller usually will ask to speak to the ombudsman. At that point, the ombudsman should give their full name and identification.

"This is Alicia Smith, ombudsman for USS BESTSHIPEVER."

If the caller does not immediately identify himself or herself, ask for their name and any additional identifying data. This is especially important if the command only limits those who can be served to individuals identified on the command roster.

Business

To determine the reason for the call, ask:

"How may I help you today?"

If the call is an emergency, get the caller's telephone number immediately in case the call is disconnected. It may be necessary to calm the caller to get information.

If the call is not an emergency but a request for information, provide the information. If the caller is not clear about their request, use the Problem, Access, Choose, Try (PACT) model discussed in Module 6: Information and Referral.

If the caller simply wants to chat, the ombudsman should determine how much time, if any, is available to chat and inform the caller.

Record

Calls must be documented. Use the telephone log or monthly report format (See Module 2: Managing Your Responsibilities.) Some command ombudsmen choose to gather this information first in case the call ends abruptly. However, many find they interrupt a caller's train of thought by asking for the information before the caller has an opportunity to discuss the reason for the call.

Close

Close the call with a summary of the discussion. Indicate actions to be taken by whom and when. Reassure the caller they can call again if necessary. If the call was complex, re-contact the caller in a day or two to ask whether they got the help they needed.

Voice Mail Message

If you are unable to answer your phone or focus all of your attention on the caller's needs, record a detailed message on your voice mail with a number for emergency services. A good example might sound like this:

"Hello, you have reached Heather Smith, ombudsman for the USS EVERSAIL. My hours of operation are 9 a.m. to 9 p.m. If you have reached this message during my normal hours, I may be on the other line. Please leave a message and I will return your call as soon as I can. If this is an emergency, please call base security at XXX-XXXX or dial 911. Thank you and have a good day!"

Remember to check your voice mail messages regularly and follow up with a return phone call within 24 hours.

Careline

A Careline is a telephone line dedicated to a specific command. It may be a single recorded message updated by the command ombudsman or there may be options for the caller to listen to messages from the commanding officer, the chaplain, the FRG, etc. Most commands house the equipment in a Navy facility and the message is remotely updated. Many small commands and shore installations rely on phone trees, newsletters and installation publications to keep family members informed and do not have a dedicated phone line.

Carelines are excellent opportunities for informing, educating and supporting command families. Careline messages should be updated at least weekly, ideally on the same day of the week, so family members get used to calling for the updated message. Carelines can be the single most effective tool to educate and inform family members about a wide variety of topics.

An updated message from the commanding officer (CO), executive officer (XO) or command master chief (CMC) when the command is deployed is warmly received by families who eagerly await news about their loved ones.

My Careline message:

_____

_____

_____

_____

_____

_____

Phone Trees

Phone trees are often used by small commands to pass information to family members. They are also extremely useful to facilitate communication during or after a crisis such as a hurricane or a command accident. However, for large commands they may be impractical.

NOTES:

Establishing a phone tree requires the permission of those listed on the official command roster. Volunteers are identified to call 10 to 12 other family members. The volunteers are provided with a list of individuals to call and a written message to be relayed. The phone tree should be used only as directed by the command.

The phone tree can be used as a means of:

- ★ Official command information.
- ★ Announcing command events.
- ★ Emergency communications.
- ★ Checking on the well-being of families, especially during or after a crisis.

To set up a phone tree:

- ★ Get guidelines from the CO on how it will be used and how closely it will be controlled.
- ★ Determine the number of primary callers needed.
- ★ Develop the list of names and numbers for each caller.
- ★ Train the callers via handout, over the phone or in person.
- ★ Provide written instructions for each primary caller to keep by their phone.

The phone tree can be set up based on:

- ★ Geography.
- ★ Departments.
- ★ Alphabetically.
- ★ Wardroom, chief petty officer (CPO) spouses, petty officer first class spouses, etc.

Once phone tree callers have been identified and trained, they should be instructed to:

- ★ Make calls in a timely manner.
- ★ Read information exactly as it is provided.
- ★ Not attempt to expound upon the message.
- ★ Keep calls brief.
- ★ Report to the ombudsman if any special conditions, extreme reactions, etc. are discovered.

Be sure to have a procedure in place to replace phone tree callers when they leave the phone tree.

Written Communication

Five of the most common modes of written communication used by ombudsmen include:

- ★ Official correspondence
- ★ Informal notes and cards
- ★ Business cards
- ★ E-mail
- ★ Newsletters

Official Correspondence

Ombudsmen may draft the content of official correspondence and ask the command's administrative personnel to format the letter and put it on command letterhead for signature. Be sure to thoroughly research content and ensure correct spelling and grammar are used. The command administrative officer can advise on the preparation of official correspondence and who should sign it. Situations where ombudsmen might use official correspondence include:

- ★ Responding to official correspondence.
- ★ Sending a letter of appreciation.

Informal Correspondence

Ombudsmen are likely to draft many informal notes or letters. They may write:

- ★ Follow-up notes to people who call.
- ★ Notes of encouragement.
- ★ Explanatory notes included with resource materials.

These types of correspondence are not mandatory. Although not formal correspondence, these types of correspondence reflect upon the command. Please be sure to use:

- ★ Appropriate stationery or note cards.
- ★ Proper spelling and grammar.
- ★ Legible handwriting.

Business Cards

Ask the command to provide or help design ombudsman business cards. For economy, it is best to print these at home or at the command a few at a time. For a large command with several ombudsmen, a large number of cards can be printed with the command or ombudsman logo, Careline and e-mail or Web site addresses, and blank lines for the individual ombudsman to stamp or write in their name and phone number.

NOTES:

E-mail

E-mail is an efficient way to communicate with command leadership and command families within the guidelines of OPSEC. To communicate effectively:

- ★ Use the appropriate "To" field when sending e-mail.
  - ♦ Use the "To" field when sending an e-mail to an individual e-mail address.
  - ♦ Use the carbon copy (CC) field to send copies of your e-mail to additional recipients. Ombudsmen might send an e-mail to the CO and carbon copy the XO and CMC.
  - ♦ Use the blind carbon copy (BCC) field to send e-mail to all recipients in a distribution list without revealing any recipients' e-mail addresses. Whenever ombudsmen send e-mails to their distribution list, it is best that they use the BCC field to protect the privacy of those on the distribution list.
- ★ Write a meaningful subject line.
- ★ Keep e-mails short and to the point.
- ★ Include a proper signature.
- ★ Use care when using acronyms and emoticons (smileys).
- ★ Follow all OPSEC rules.

What's Wrong with This Picture

To: militaryspouse@yahoo.com
Cc: the whole country
Subject: [no subject]
Good Morning from beautiful Capodichino:

Sorry it's taken me so long to respond to your emails, I've saved them from the last month and will include the ansers in this email. Isn't the weather been beautiful, don't forget Wednesday is market day down at the Piatza so don't miss those bargains. I'll be driving down so if you'd like to carpool we can certainly hook up. **But don't forget to be aware-** NSA Security reports that there is a robbery scam at the autostrada tollbooths in the Naples/Caserta area. As a driver approaches the ticket machine, a person holding an autostrada ticket (presumably outside the tollbooth) will ask 4 money. As the driver opens a wallet, the thief grabs the money and makes a getaway. The latest victim lost 750 Euro and was scratched by the perpetrators reaching into the car. Police have confirmed several incidents, including both foreign and Italian victims.

Speaking of bargains, with the holidays approaching don't forget that there are budgeting classes available at Fleet and Family Support Center. There have been several families in our command that have had to visit Navy Marine Corps Relief Society due to money problems. They have children and have recently reported into the command; coming overseas is difficult if you come with money problems to start. If anyone needs help in this area, let me know as I have "connections" with PSD, NFCU, NMCRS and CCCS.

I thought it might be helpful because I've heard around the caommand that there is a need for tsome sort of Womens support group. The Chaplain has an ongoing group that meets at 1030 at the NSA. For more information call Chaplain Bruce Carlton at 081-589-3530 I've attached the Ombudsman Roster to this email which contains area Ombudsman information to include email addresses, phone numbers, and addresses if you should need to contact them. It's in Word Perfect format. I've also attached the duty roster for the guard gate so you can have a copy of when your spouse has duty with the holdiys coming up.

I guess that's it for now, LOL. If you have any more questions, please let me kjnow and I'll get back to you when I can. TY!

TTFN,
Marta Allover

NOTES:

Newsletters

Newsletters are an excellent way to provide information and educate readers. Unlike a Careline, through which only brief pieces of information can be provided, a newsletter allows more in-depth communication.

Newsletters have many purposes. They:

- ★ Transmit information from the command to family members.
- ★ Inform family members about community and Navy services available to them.
- ★ Keep family members informed about news of common interest (activities, special events, announcements).
- ★ Express the command's interest in improving the morale and welfare of its family members.
- ★ Encourage, inspire and uplift.

The benefits of a newsletter to the command ombudsman:

- ★ Reduces the number of phone calls received.
- ★ Reduces rumors by providing all families with firsthand, accurate information.
- ★ Allows the ombudsman to reach the greatest number of people at one time.
- ★ Establishes ombudsmen as a source of credible information.

The steps to writing an ombudsman newsletter include:

1. Before you produce the newsletter, determine its purpose.
2. Brainstorm a list of ideas.
3. Select the content.
4. Get creative!
5. Write the articles.
6. Format your newsletter.
7. Proof your newsletter.
8. Submit the newsletter to the command for approval.
9. Distribute your newsletter to command families.

Determine Its Purpose

Ombudsmen should discuss their ideas for the newsletter with their commanding officer. Ask about established guidelines, requirements, restrictions (on length, content, frequency, command administrative support, etc.), potential contributors, and the need for review and approval before publication. Ask about needed supplies, computer access, mailing deadlines and procedures.

Ask the CO about maintaining the newsletter mailing list and providing updated copies of the list to the Navy Regional Mail Center. Ask whether extended family (parents, grandparents or significant others) may be added to the list, if requested.

Newsletters may be used to communicate official information related to mission and readiness. Official information includes general command information, educational information, items that strengthen morale and unit cohesion, and dates of events such as FRG meetings. Unofficial information includes non-mission-related items such as fundraisers, commercial ventures, advertisements, birthdays, etc.

Brainstorm Ideas

Establish a file for each of the subjects listed below. Begin collecting story ideas, news articles, clippings, photos, news source names, addresses, phone numbers and artwork that relate to each subject:

- ★ Seasonal features: Father's Day, vacation ideas, winter safety tips.
- ★ Command activities: pre-deployment briefings, picnics, holiday parties, charitable activities, new CPO events, FRG calendar.
- ★ Morale boosters: family events, videotaping for deployed commands, homecoming activities.
- ★ Informational needs: change in clinic policy or hours, child care resources, agency news such as Fleet and Family Support Center (FFSC), Red Cross, Navy-Marine Corps Relief Society, etc.
- ★ Command messages: messages from the CO, XO, CMC, chief of the boat (COB) or chaplain.
- ★ Military monthly themes: April is Month of the Military Child. November is Military Family Month.

Select the Content

Newsletter content varies depending on:

- ★ Available information.
- ★ Season of the year.
- ★ Content and space restrictions.
- ★ Command's status: in port, deployed, shipyard, changing homeport, shore-based.
- ★ Types of information requested by readers.

Gather newsletter information from the:

- ★ CO, XO, CMC/COB and their spouses, the chaplain, command financial specialist or command career counselor.
- ★ Ombudsmen assembly handouts, announcements, speaker's comments, etc.
- ★ FFSC newsletters, fliers, staff members.

NOTES:

- ★ Ombudsman Registry E-Blasts
- ★ Housing welcome center.
- ★ Morale, Welfare and Recreation (MWR).
- ★ Child development centers (CDC).
- ★ Exchange and commissary.
- ★ Naval hospital/clinics.
- ★ Local and military newspapers.
- ★ Local library.

Get into the habit of talking with members of the command support team to share information and ideas.

Most newsletter editors plan the content of their newsletters several months in advance. When planning, consider the needs and interests of families and any requirements, limitations and restrictions. Seasonal items of interest or predictable pieces that will be appropriate based on the command's status are the easiest starting point. News and current events are added later.

All newsletters should include a personal message from the command ombudsman reminding the reader of the ombudsman's purpose, clarifying their role (as needed), and communicating a supportive and uplifting message. Name, phone number, designated phone hours for routine calls and an expression of interest in communicating with family members should be included.

Like any responsible professional editor, an ombudsman must exercise good judgment about what types of material to include in the newsletter. All content must be conservative and carefully screened. Consult with the command or installation Public Affairs officers for guidance on appropriate newsletter content. Commanding officers have the ultimate authority to determine official content of newsletters and whether they meet the criteria for mailing with appropriated funds. The following types of information *should not* be included in the ombudsman newsletter:

- ★ Classified information
- ★ Political or religious opinion
- ★ Services that require the payment of a fee
- ★ Advertisements

Get Creative!

NEWS ITEM	CATCHY TITLE
Pre-deployment Briefing	
April is Month of the Military Child	
Fleet and Family Service Center	
Financial Educators Will Do Your Budget	

Write the Articles

Effective Headlines

Choose short, concise words for headlines. Express one thought only – the most important story idea. Capture the key words of the story in the headline. Do not be so brief that readers miss the idea or are misled. Write line for line, remembering the width of the typed story and where the headline will break. Is it understandable? Avoid standard, repeating headlines; artwork could say Monthly Medical Tip but a separate subheading is still needed to attract new interest. Be impartial. It is easy to express opinions when choosing verbs. Do not be cute; leave out puns and rhymes.

Writing Content

Analyze the reader to determine needs. Ask the following questions:

1. Who?

   Who is my reader?

2. What?

   What does my reader need to know about this subject?
   What will interest my reader most?
   What will help my reader to understand this subject?
   What do I want my reader to do?

3. Where?

   Where can I get the information my reader wants and needs?

4. When?

   When does my reader need this information?
   When will these events take place?

NOTES:

5. Why?

   Why is this subject important to my reader (and to me)?
   Why does my reader need this information?
   Why is my reader interested in this subject?
   Why is my reader not interested in this subject?

6. How?

   How much information does my reader need?
   How can I help my reader do what I ask?
   How does my reader feel about this subject?

Copyrighted Materials

Copyright means only the author has the right to copy or allow someone else to copy their material. Copyright is a monopoly, granted by the government, and covers the expression of an idea, not the idea itself. (Facts may be freely copied; the expression belongs to the author.)

Look for the symbol ©, which should appear within the phrase © (date) (name of owner). For a newsletter or magazine, the phrase would normally appear as part of the masthead; for a book, on the back of its title page; and for artwork, as part of the caption. In these cases, the phrase protects all material within the publication. A copyright owned by a person lasts 50 years after the owner's death. Copyrights owned by companies or organizations are good for 75 years following the publication of the material. Different rules apply to material copyrighted before 1978.

To use copyrighted materials, an editor has to ask for permission or publish under the fair use provisions. Publishers usually handle copyright requests for authors. Thus, a letter can be addressed to the publisher, even though an individual author is legally the copyright holder. When requesting to use copyrighted materials:

- ★ Describe the content to be used.
- ★ Attach a photocopy of the exact material.
- ★ Describe the newsletter – its purpose, frequency and readers.
- ★ Indicate that the newsletter is associated with a nonprofit activity.
- ★ Use whatever credit line the copyright owner wishes.

Copyright law says a small portion of copyrighted materials may be published without permission under specific circumstances. The most common circumstances are when content is quoted for the purpose of commenting or teaching about the material. Material may also be quoted when describing the material as news. There are no rules about how long the quotations may be or how many quotes may be used. Two or three excerpts of 50 words each should normally be no problem; neither should the reproduction of one photograph or drawing.

Public domain is free access to material whose copyright has expired or never was secured. All government-produced materials are in the public domain and may be used. However, the source should be cited. FFSC newsletters are an example of public domain material.

For additional copyright information, visit http://www.copyright.gov.

Writing Tips

The following writing tips may help prevent writer's block:

- ★ Grab readers' attention. Start with the most important information in the first paragraph and then add supporting information.
- ★ Use simple, action-oriented verbs.
- ★ Use familiar words.
- ★ Keep it short and simple. Paragraphs of four to six sentences and stories of five or fewer paragraphs are ideal.
- ★ Use active voice: subject first, then verb.
- ★ Use present tense even though many events occurred in the past. To show the future, use infinitives such as "to award" or "to eliminate."
- ★ Speak directly to readers using a normal personal speaking pattern (except for slang, shorthand speech or incorrect language).
- ★ Ask: If I had no knowledge of this topic, would I understand the message of this article? Did I answer the six basic questions of reporting: who, what, when, where, why and how?
- ★ Writing is a learned skill. Write, rewrite and then rewrite again.
- ★ Welcome edits. Ask others to read articles to ensure they make sense.

Common Writing Errors

Try to avoid common writing errors:

- ★ Expressing more than one point or idea per paragraph.
- ★ Changing the verb tense in the same sentence.
- ★ Capitalizing words that are not proper nouns.
- ★ Connecting two sentences with a comma and creating a run-on sentence.
- ★ Choosing a design, style or format and failing to hold to it.
- ★ Failing to put statements in a positive form.
- ★ Including needless words.
- ★ Using vocabulary or jargon that readers will not understand.
- ★ Using an abbreviation or acronym without telling the reader what it means the first time it appears in the article.

NOTES:

- ★ Avoid spelling errors by using spell check and having someone proofread your newsletter.

Format Your Newsletter

Over the years, ombudsmen have successfully produced newsletters in a variety of formats. The most common styles include:

- ★ Letter
- ★ Newspaper
- ★ Combination

Ombudsmen should choose the format they are most comfortable using. All three styles are effective means of communication. The choice of newsletter format reflects the ombudsman's own personal approach to communication.

Letter

Letter style is the quickest and easiest to produce. Command letterhead stationery is usually used. Short paragraphs and the occasional use of emphasis type (boldface, italics) helps readers remain interested. The length is usually one to two pages.

Newspaper

Newspaper style is the most time-consuming style to produce. This style most closely resembles a professional publication. It contains larger, bolder headlines, artwork, calendars, news stories and special columns, and has a specially prepared banner. It is visually appealing and is capable of holding the reader's attention for longer periods. Most importantly, it is easy to scan for items of interest. The length is usually four to eight pages.

Combination Style

Combination style is just that – a combination of the letter style and newspaper style. It may be printed on letterhead stationery or on paper with a special newsletter banner. It is usually typed in six-inch paragraph widths with bold headlines separating stories to catch the reader's attention. Occasional pieces of artwork may be added to emphasize a special theme or to give a seasonal flair. The length is usually two to four pages.

Tips for Effective Design

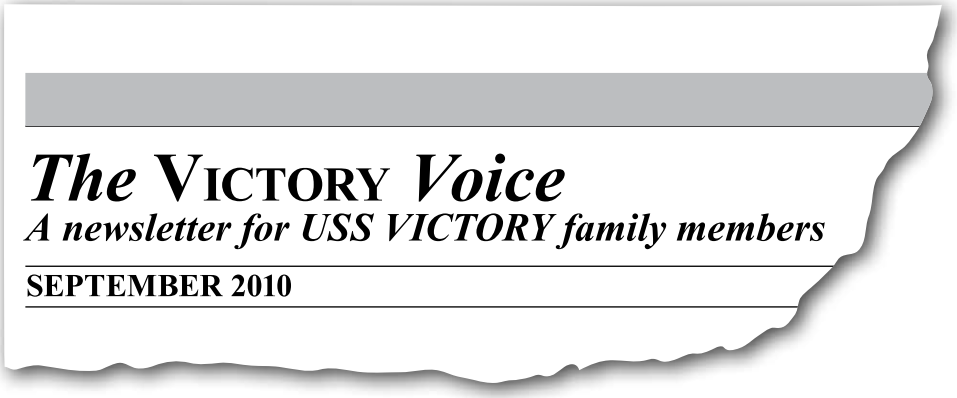
The following design tips keep your newsletter looking professional and inviting:

- ★ Keep pages uncomplicated and the overall design clean. Put short items in groups. Use graphics only when they have a purpose. Keep headlines and sub headlines consistent in style and size.

- ★ Create unity on each page or two-page spread. All layout elements seen at one time should visually relate to one another. Art style and type should be harmonious. Put large layout elements toward the middle of the layout and smaller elements toward the edges. Try to make the eye flow easily from the top to the bottom of the page.
- ★ Stimulate the reader by delivering layout contrast. Vary the size of artwork, photos and headlines. Create boxes and screens around important items. Pay attention to proportion. Pages look more interesting when they are not repetitious in design. Rectangles are more interesting than squares. Odd numbers of photos or artwork are more inviting than even numbers. Photographs and artwork should look into the page rather than appear to gaze off the layout.
- ★ Layout design is a creative activity. The paper is the canvas. The layout elements (blocks of text, artwork, photos and headlines) are materials. To ensure good design, use common sense and intuition. Consider balance, size, visual weight, intensity, drama and white space. White space is not what is left over, it is an active participant in design.

Creating a Banner

The newspaper style format requires a banner. Typically, the banner includes the newsletter's title and a subtitle identifying the publisher or intended audience. The banner can also include publication information, such as the issue date, volume and number. An example follows.



Consider the following when designing a banner:

- ★ Choose a descriptive title and subtitle.
- ★ Isolate or emphasize important words.
- ★ Choose appropriate typography.
- ★ Use secondary words to add graphic contrast.
- ★ Carefully select banner size and position.

Banners provide issue-to-issue unity. Its size, shape, position and color remain constant, even though the text and visuals on the front page change with each issue.

NOTES:

Columns

If space in the newsletter is at a premium, consider using two- or three-column formats. Most word processing programs will automatically format columns. A one-column format works well with the letter-style newsletter. Use a six-inch column for ease of reading. It is difficult for the eye to travel from the end of one line to the beginning of the next when wider columns are used.

A two-column format allows more text per page than a one-column format. Multi-column layouts offer more flexibility for design. The text is easier to read, since the eye only travels a short distance from the end of one line to the beginning of the next. If using a multi-column layout, use a one-column article to emphasize the importance of its content. The headline of an article that spans more than one column should also span those columns.

Type Styles

Serif typefaces are highly readable. Serif's hooks, feet, brackets, and the differential between the thick and thin parts contribute to its legibility. In general, this results in a more readable typeface. Serif fonts include:

- ★ Times Roman
- ★ Garamond
- ★ Bookman
- ★ Book Antigua

Sans-serif typefaces are perceived as modern, cosmopolitan, scientific and up-to-date. While people read sans-serif type faster, they also tend to read it less accurately.

Because readers scan quickly and headlines tend to be short, use a recognizable font to ensure the text is quick and easy to read. Sans-serif fonts include:

- ★ Eras
- ★ Arial
- ★ Verdana
- ★ Century Gothic

Variety within the same typeface family is fine (italics, bold, other point sizes). Variety among typefaces (mixing different families) creates a hodgepodge effect.

Remember, a single typeface may come in:

- ★ Standard
- ★ **Bold**
- ★ *Italic*
- ★ Small Caps

Typefaces or fonts are available in different sizes, measured in points (72 points equals one inch). Good choices for headlines are 18 or 24 point and for subheads 12 or 14 point, depending on the style and layout of your newsletter. Choose simple type styles such as Arial, Times Roman or fonts similar to those found in books, magazines and newspapers.

Using all caps for body text is more difficult to read than using uppercase and lowercase characters. Both of the following samples are the same font size and style.

★ Text in all caps takes up to one-third more line space than lowercase letters.

★ TEXT IN ALL CAPS TAKES UP TO ONE-THIRD MORE LINE SPACE THAN LOWERCASE LETTERS.

Proofread Your Newsletter

Proofreading is difficult. Often, the person who created the material misses errors in spelling or context because they are too familiar with the product. Always ask someone else to proofread the newsletter. A proofreader should read material one element at a time. Read the body copy, then the headlines, then the extra material, such as page numbers. Many commands appoint a member of the command support team to review newsletters before distribution. This person should be familiar with the guidelines outlined in this module as well as any legal issues that may apply.

Check for spelling. Just because headlines are big, do not assume they are spelled correctly. Check for consistency. Decide on rules of capitalization, grammar and punctuation and be consistent with them throughout. After everything else is done, read for content. Look especially for ideas that seem left out, signaling a sentence or paragraph that was overlooked.

Check for trouble spots when proofreading:

★ Commas

★ Periods

★ Capitalization

★ Quotation marks

★ Apostrophes

★ Numbers

★ Headings

NOTES:

Submit for Approval

Once your newsletter has been proofread, send it to the command through your point of contact (POC) for final approval before it is distributed to command families.

Distribute Your Newsletter to the Command

Production Schedule

With the CO or command POC, decide whether the ombudsman will produce a newsletter or contribute to a newsletter produced by the command. An ombudsman has more control over the production schedule and content if they edit the newsletter. Also, determine the distribution frequency and try to stick with that schedule, as families will come to rely on the newsletter. Many ombudsmen create monthly newsletters, especially when the command is deployed. Shore commands may opt to do bi-monthly or quarterly newsletters. There are deadlines to consider when planning a newsletter.

Be sure everyone involved with any part of the production process is aware of the entire deadline schedule. Make contingency plans for when others fail to keep their commitments.

Base your deadlines on the goal of readers receiving their newsletter on time. The time allowances are in parenthesis. Generally, it takes approximately two to three weeks to create and get a newsletter into the hands of readers.

Deadline	Task	Time Frame
Information	Meetings, events, publications, dates, people	(Ongoing)
Writing	Articles, input from command, FRG, etc., submitted. (Set an established date. For example, all input to you by the 15th of the month for a newsletter that is distributed on the first of each month.)	2-5 days
Layout and design	Newsletter compiled and proofread.	1-2 days
Approval	Newsletter submitted for approval.	1-3 days
At Printer	Newsletter delivered to the Navy Mail Center or to the command for printing.	5-10 days
Readers receive their newsletters!		3-5 days

Navy Mail Center

The Navy Mail Center for each region has the ability to produce and mail newsletters, delivering a professionally produced newsletter at a greatly reduced cost.

Procedures to use the Navy Mail Center include:

- ★ Review the Customer Reference Guide at the Document Automation and Production Services (DAPS) Web site, http://www.daps.dla.mil.
- ★ Ensure that a command account has been established.
- ★ Produce newsletters using Microsoft Word.
- ★ Go to the DAPS Web site to find a local facility.
- ★ Attach an updated mailing list using Microsoft Excel. The list is forwarded to the Navy Mail Center for the mailing process. ZIP codes should be five digits for civilian addresses and nine digits for military addresses.
- ★ Typically, each newsletter may be a maximum size of four 8½-by-11 pages, front and back. They are produced in black ink on white 20 lb. paper.
- ★ The newsletter's cover page must include the command name or the command logo in the publication title, or be printed on official command stationery. The newsletter must be typed and each issue must be dated. The return address must be that of the command, not the ombudsman.
- ★ Provide written directions for printing the newsletter. Include:
  - ♦ Quantity needed
  - ♦ Preferred delivery date
  - ♦ Page order

The automated system will mail the ombudsman newsletter. However, if mailed by the command or ombudsman, newsletters must carry the command's return address and not the ombudsman's. Labels must be typed in all capital letters.

OPNAVINST 5218.7B (Navy Official Mail Management) provides guidance on the use of official mail. The command's administrative officer is a good source of information when there are questions about newsletter development and distribution.

Summary

Ombudsmen are caring communicators. They may have a preferred style of in-person, telephone or written communication but will have the opportunity and need to use all three methods. It is important to determine which method or combination of methods is most effective to the receiver. Fortunately, learning to be a good communicator is a skill that can be mastered through study and practice.

MODULE 6:
INFORMATION AND REFERRAL

1. Introduction

Information and referral (I&R) service is the backbone of the Ombudsman Program. Customer service, a knowledge of resources and the ability to problem solve are skills needed to perform this function. Topics covered in this chapter include:

- ★ Making appropriate referrals.
- ★ Managing resource information.
- ★ Referral sources.

2. Customer Service and Ombudsmen

PACT Model

Information and referral involves determining the caller's needs and finding ways to meet those needs. An easy-to-remember formula for structuring an information and referral call is the PACT model. PACT stands for:

- ★ P – Problem
- ★ A – Assess
- ★ C – Choose
- ★ T - Try

Problem Identification

To determine a caller's needs or problem, listen carefully to what the caller is saying. Determine what the caller wants to accomplish. Ask:

- ★ How can I help you today?
- ★ What have you already done to try to resolve this situation?

Clarify the following:

- ★ Is this urgent? Does the caller have enough money for food and other necessities? Is the caller being evicted or are their utilities being cut off?
- ★ What has the caller already done to try to solve the problem?

NOTES:

- ★ What resources does the caller have?

Realize that the real reason for the call may not be the presenting problem. The presenting problem may only be a symptom of a bigger issue that the caller may or may not be willing to address. Active listening and asking the right questions will help you separate the symptoms from the problems.

Assess Options

A person often gets stuck in their ability to see potential solutions to a problem. Ombudsmen can help an individual think of other possible options and solutions to the situation.

- ★ Realistically explore available options and solutions. Ask the caller to brainstorm solutions to their problem without evaluating them at first. The ombudsman may have to provide a few suggestions. Ask open-ended questions and encourage the individual not to immediately dismiss suggestions.
- ★ Focus on the exceptions to the problem. What is going on when the caller is not experiencing the problem? This provides hope and builds confidence that a solution can be found.
- ★ Determine the caller's thoughts and feelings about each option. What are the benefits and risks of implementing each option?
- ★ Resolving the problem may require an interruption or a substitution of a behavior pattern. Help change the caller's interpretation of the situation and their behavior or response may change.

There are some problems that cannot be solved, such as death, serious illness or divorce. Ombudsmen can still help an individual by being supportive, empathetic and by providing resources for additional support.

Choose Option

After thoroughly evaluating a caller's needs and determining that a referral is the most appropriate response, take the following steps to make a successful referral:

- ★ Explain why a referral is necessary. For example: Ombudsmen do not maintain food pantries, but there are many organizations that do provide emergency food assistance, such as the Navy-Marine Corps Relief Society, community food pantries and local churches.
- ★ Suggest organizations capable of meeting the caller's needs. Provide enough information about the organizations so that the caller can make an informed choice. Do not provide so much information or the names of so many organizations that the information is overwhelming.
- ★ Link the caller to the service. Let them know what to expect, how the agency works, etc. Also, let the caller know there are other resources and that they can call back for more names if necessary.
- ★ Give the caller specific name(s) and number(s) to call. Ensure that the caller writes down the information.

- ★ In certain instances, and with the caller's permission, it may be necessary to make the contact for them. If it appears that the caller does not have the capacity to follow through to resolve a problem but wants help, it may be in their best interest for the ombudsman to make the contact. If the ombudsman has conference calling, they can offer to make the call with the caller and do a "warm handoff" to the agency respondent after identifying the reason for the call.
- ★ If someone calls but is unwilling to accept assistance, explore the reasons. What is the real reason for the call? The initial question may be a presenting problem while the actual problem has not been addressed. Is the need for food assistance due to a substance abuse problem? A lack of knowledge or skill in budgeting? Due to a pay problem?
- ★ Understand services provided by frequently used resources within the community. Knowledge of the services allows an ombudsman to accurately match family members' needs with the appropriate organizations.
- ★ Contact the Fleet and Family Support Center (FFSC) or assist the caller to contact Military OneSource for information or referral if appropriate referral sources are not known.

Try Referral

A plan may be a simple phone call or multifaceted. If a plan has many steps, it helps to prioritize. Perhaps the caller can do Steps 1 and 2 and then get back to the ombudsman to discuss additional steps. Be careful not to overload a caller with too much information. Callers who are in crisis or overly stressed may only be able to handle one piece of information at a time. Rarely should more than three resources be provided. It is too easy for a caller to get confused or overwhelmed and then do nothing.

Follow-up can help a caller implement their plan, because the ombudsman acts as a reminder and a clarifier. A follow-up contact helps to ensure families receive the needed services and helps to update the ombudsman's referral list if there are changes. Ask:

- ★ Were you able to contact _____?
- ★ Were they able to help?
- ★ What assistance was given?

Remember, never do anything for callers that they can do for themselves. The primary goal of information and referral is to help the caller resolve their problem, but a strong secondary goal is always to help them help themselves by empowering them with information and encouragement but not *doing* it for them.

Customer Service

Ombudsmen are in the business of providing information and referral services to command families—their customers. Everyone likes to be the recipient of good customer service, and ombudsmen should provide the best possible service to their customers. Customer service is defined as the ability of a person or organization to constantly and consistently meet and exceed the customer's expectations.

NOTES:

To ensure good customer service, whether in person, over the phone or via e-mail:

- ★ ***Do not make promises unless you will keep them.*** Reliability is key to good customer service. If you say you will attend the Family Readiness Group (FRG) meeting on the 16th of the month, be there (and show up at least 15 minutes early!).
- ★ ***Listen to your customers.*** Is there anything more exasperating than telling someone what you want or what your problem is and then discovering that person has not been paying attention? Take the time to identify customer needs by asking questions and concentrating on what the customer is really saying. Listen to their words, their tone of voice, body language and, most importantly, how they feel.
- ★ ***Deal with complaints.*** No one likes hearing complaints, but complaints are a second chance for you to make it right.
- ★ ***Get regular feedback.*** Encourage and welcome suggestions about how you could improve.

Customer Service Tips

Some say customer service is a lost art. To ensure that family members do not say that about command ombudsmen, use proven customer-service techniques:

- ★ Treat everyone you come in contact with as a potential customer. This goes for members of your family, the chain of command and DOD staff.
- ★ Regardless of your job title, position in an organization or experience, your first task will always be to attract, satisfy and preserve customers. And everyone has customers.
- ★ Pay attention to the details. Smiling when answering the phone or providing the most up-to-date information will make a positive impact.
- ★ "Walk the talk." If you say you are going to do something, then keep your word.
- ★ Listen to your families and command members through many "ears." Provide an ombudsman comment box or e-mail address, or talk with family members and ask how you are doing or how you could improve your services.

It reflects positively upon the command and the command ombudsman when good customer service is provided. It is also in keeping with the Ombudsman Code of Ethics requirement to be professional.

3. Information and Referral Principles

A few reminders about providing information and referral:

- ★ Limit the number of referrals given at one time.
- ★ Be sure the person has the correct information and understands the steps to be taken.

- ★ If you are unsure of a referral, offer to take the time to research a caller's question and get back to them.
- ★ For mental health counseling, refer callers to the FFSC, TRICARE or Military OneSource.
- ★ Develop and implement a follow-up procedure.
- ★ After developing an action plan with the caller, summarize the plan before terminating the call.
- ★ Never make specific promises about the agency or the services being offered.

National Resources

211 http://www.211.org

211 is an easy-to-remember telephone number that connects callers to information about critical health and human services available in their community. It reaches approximately 234 million people (more than 78 percent of the total U.S. population) in 47 states and the District of Columbia.

211 provides free and confidential information and referral. 211 can provide information for help with:

- ★ ***Basic human needs resources.*** Food banks, clothing, shelters, rent assistance, utility assistance.
- ★ ***Physical and mental health resources.*** Medical information lines, crisis intervention services, support groups, counseling, drug and alcohol intervention, rehabilitation, health insurance programs, Medicaid and Medicare, maternal health, children's health insurance programs.
- ★ ***Employment support.*** Unemployment benefits, financial assistance, job training, transportation assistance, education programs.
- ★ ***Support for older Americans and persons with disabilities***. Home health care, adult day care, congregate meals, Meals on Wheels, respite care, transportation, homemaker services.
- ★ ***Support for children, youth and families.*** Quality childcare, Success by 6, after-school programs, Head Start, family resource centers, summer camps and recreation programs, mentoring, tutoring, protective services.
- ★ ***Volunteer opportunities and donations.***

American Red Cross http://www.redcross.org

The American Red Cross serves civilians and military personnel. It sends communications on behalf of family members who are facing emergencies, or other important events, to members of the U.S. armed forces serving all over the world. These communications are delivered around the clock, seven days a week, 365 days a year. A Red Cross message is not required for emergency leave, but many commands may request it to verify the need for leave.

NOTES:

Red Cross offices are often located in military communities and sometimes on military installations. Red Cross workers brief deploying service members and their families about available support services and explain how the Red Cross may assist them during the deployment.

Through offices worldwide, the Red Cross, in partnership with Navy-Marine Corps Relief Society, provides emergency financial assistance to those eligible when traveling and not near a military installation, after hours or on days when NMCRS is not available.

Confidential counseling services may be available to military personnel and their families, including active duty, National Guard and Reserves. Counseling, guidance, information, referrals and other social services are available. Red Cross chapters are listed in local telephone books and at http://www.redcross.org/where/where.html.

Chaplain

Navy chaplains help to promote the spiritual, religious, moral and personal well-being of service members and their families. Chaplains also provide moral support for young people away from home for the first time, counsel individuals facing personal or emotional difficulties, and provide spiritual assistance to people from all walks of life. Chaplains can be an excellent resource when working with victims of crisis and those in need of extra moral support or counseling.

All Navy chaplains have the professional obligation to keep private all confidential communication disclosed to them. The unconstrained ability to discuss personal matters in complete privacy encourages full and complete disclosure by personnel and family members seeking chaplain assistance. Such disclosure establishes a sacred trust, facilitates increased morale and mission readiness, and benefits both the individual and the institution.

Child and Youth Programs (CYP)

Navy Child and Youth Programs (CYP) provide developmental child care and youth recreational programs and services for eligible children and youth ages 4 weeks to 18 years old. Programs and services are specifically designed and operated to meet the needs of the military mission and service members and their families.

Programs include:

- ★ ***Child Development Centers (CDC)*** provide full- and part-day child care for ages 6 weeks to 5 years.
- ★ ***Child Development Homes (CDH)*** provide full and part day and night and weekend child care for ages 4 weeks to 12 years.
- ★ ***School-Age Care (SAC)*** provides before- and after-school care and day camps for ages 6 to 12.
- ★ ***Youth and Teen Programs*** provide sports programs, leisure classes, youth Internet labs and teen programs for ages 6 to 18.

- ★ ***Child and Youth Education Services*** helps "level the playing field" for transitioning students, prepares schools and installations to respond confidently to the complexities of transition and deployment. It provides assurance to families that their children's academic well-being is a Navy priority by providing:
  - School transition services.
  - Deployment support.
  - Installation, school, community communications.
  - Partnerships in education.
  - Home-school linkage, support.
  - Postsecondary preparation opportunities.

Consumer Credit Counseling Services (CCCS) http://www.nfcc.org

Consumer Credit Counseling Services (CCCS) is a nonprofit organization. Under the auspices of the National Foundation for Credit Counseling, it is part of a nonprofit network of more than 1,400 agencies designed to assist people trying to cope with credit-related issues. Services include certified consumer credit counselors, online member agencies and a national toll-fee number. In most communities, CCCS will work closely with FFSC and Command Financial Specialists (CFSs) to provide services.

Individuals and families who have severe debt may be eligible to enroll in a debt management plan coordinated by a local or state consumer credit counseling agency. A debt management plan is a systematic way to pay down outstanding debt through monthly deposits to the agency, which will then distribute these funds to creditors. Benefits of participating in a debt management program include reduced or waived finance charges and fewer collection calls. Once debt is repaid, the agency can assist those in the program to re-establish their credit.

Defense Finance and Accounting Service (DFAS) http://www.dod.mil/dfas

Family members often contact their command ombudsman because their service member's pay is wrong, they do not understand something on the service member's Leave and Earning Statement (LES), or because of changes in pay due to promotion, demotion, Permanent Change of Station (PCS) or travel. The Defense Finance and Accounting Service (DFAS) is the military's financial accountant, and it ensures service members are paid.

The MyPay feature of the DFAS Web site allows service members to get real-time information and to print an LES. They must log in with a service member created password. The Web site also has information about:

- ★ Split pay
- ★ Travel pay
- ★ Garnishment
- ★ Retired and annuitant pay
- ★ Taxes

NOTES:

MyPay is a good place for service members and their families to start when they have questions about their pay.

Exceptional Family Member Program (EFMP)

The Navy's Exceptional Family Member Program (EFMP) is designed to assist Sailors by addressing the special needs of their family members during the assignment process. Special needs include any special medical, dental, mental health, developmental or educational requirement, wheelchair accessibility, adaptive equipment or assistive technology devices and services.

EFMP is open to any authorized family member who meets the following criteria:

- ★ Physical, emotional or other developmental disability or
- ★ Long-term chronic illness or long-term special education needs or
- ★ Participating in Defense Enrollment Eligibility Reporting System (DEERS) and residing with a sponsor (exceptions include geographical bachelors and family members who are receiving inpatient care or care in a residential setting.)

There are six Navy EFMP enrollment categories:

- ★ Category I: For monitoring purposes only
- ★ Category II: Pinpoint to specific geographic locations
- ★ Category III: No overseas assignments
- ★ Category IV: Major medical areas in continental United States
- ★ Category V: Homesteading
- ★ Category VI: Temporary enrollment, update required in six to 12 months

Refer the service and family member to the Medical Treatment Facility EFMP coordinator who assists with completing *DD Form 2792-1 (Exceptional Family Member Special Education/Early Intervention Summary)* and *DD Form 2792 (Exceptional Family Member Medical and Educational Summary)*.

Federal Credit Unions

Most federal credit unions, such as Navy Federal Credit Union, offer members free and confidential personal financial counseling. Financial counseling can help individuals reach financial goals, avoid monetary pitfalls or deal with a financial crisis.

There is no charge for this service, and assistance ranges from answering specific questions to developing a detailed money management plan to the establishment of a debt management program. Counseling can be done via the telephone, online or in person.

Fleet and Family Support Center (FFSC) http://www.ffsp.navy.mil

Ombudsmen frequently refer customers to their local FFSC. The FFSC provides a wealth of information and services that fall into three categories:

1. Information and referral
2. Education and training
3. Counseling

Types of questions FFSC can help with include:

- ★ Where can I get help to find a job?
- ★ How can I help my child deal with my spouse's deployment?
- ★ Where can I get information about budgeting, car buying, or saving and investing?
- ★ How do we prepare for my spouse's upcoming retirement?
- ★ Where can I get information about relocating to our new duty station?
- ★ My spouse and I are having marital problems; where can we get counseling?
- ★ My spouse is physically abusing me; where can I get help?
- ★ I need help managing stress; where can I go?
- ★ Where can we get a speaker for the next Family Readiness Group meeting?

All Fleet and Family Support Centers provide information, training and counseling, or coaching in each of the following areas:

Command support: Provides programs such as ombudsman training, workshops for leadership spouses and training in areas such as family violence intervention, sexual assault prevention, suicide prevention, financial GMTs, pre-deployment, return and reunion, homecoming briefs, etc.

Counseling: Short term and solution focused. Active-duty service members may have priority since they cannot use TRICARE for counseling services. Consultation with a counselor may provide referral to support groups or other community counseling agencies.

Deployment and Mobilization: Provides educational briefings and print materials to prepare Sailors and their families for deployment. Programs and materials are available to support family members during the deployment and to prepare Sailors and loved ones to reunite after the deployment. A commander's deployment toolkit is available at the local FFSC to help leadership prepare families for deployment.

Family Advocacy Program: Provides educational briefings to help identify and prevent domestic abuse. Once abuse has occurred, a variety of intervention services are available, including individual and group counseling, education, and tracking of families who have recently experienced abuse or neglect.

NOTES:

Family Employment Readiness Program: Available to anyone with an ID card, including spouses, teenagers, retirees and active-duty Reserve personnel. Workshops and individual assistance in creating a resume, conducting a job search, preparing for an interview, working in the federal employment system, starting your own business and more is available.

Life Skills: Provides extra support and training when it comes to couples communication, stress and anger management, suicide awareness, time management, and marriage and parenting classes.

New Parent Support Home Visitation Program (NPSHVP): Offers voluntary prenatal and postpartum education and support services. The Navy's NPS program is an early intervention home visiting program designed to promote healthy family functioning, child development and positive parent-child interactions, as well as to provide advocacy and referral to other services.

Ombudsman Program: A command-operated program intended to improve communication between the command and a Sailor's family members. The Ombudsman Coordinator is an FFSC staff member who works with the program to provide information and resources to service members and their families.

Personal Financial Management: Provided through the command financial specialist (CFS). The specialist is a service member at each command who receives training through FFSC. Information about financial planning, consumer awareness, checkbook management, using credit wisely and more are available through the command CFS and through the FFSC financial educator.

Relocation Assistance Program: Readies service members for a Permanent Change of Station (PCS) move with individual consultations, written materials, Internet and audio-visual resources, and workshops such as Smooth Move and Overseas Transfer. For Sailors, upon arrival to the new duty station and departure from the current duty station, many FFSCs have Lending Lockers with basic household goods such as futons, tables, chairs, cribs, pots, pans, ironing board and irons, etc., available for use at no charge or for a nominal cleaning fee.

Sexual Assault Prevention and Response (SAPR) Program: Provides a comprehensive, standardized, victim-sensitive system to prevent and respond to sexual assault Navy-wide through awareness and prevention education, victim advocacy and data collection.

Transition Assistance Program (TAP): Available through a multi-day class co-sponsored by the Department of Labor, the Department of Defense and the Department of Veterans Affairs. Information about Veterans Affairs, medical, retirement pay and other benefits and services are provided. Information about searching for a second career also is provided. Spouses are encouraged to attend the TAP for separating and retiring service members. Volunteer Services Program allows individuals to develop skills, maintain skills and give back to the military community by volunteering at the FFSC or getting a referral for a volunteer opportunity on base or in the local community.

Ombudsmen are encouraged to schedule an orientation tour of the FFSC to meet the staff and familiarize themselves with the local FFSC's programs and services.

MilitaryHOMEFRONT http://www.militaryhomefront.dod.mil

MilitaryHOMEFRONT is the DOD Web site for official Military Community and Family Policy program information, policy and guidance designed to help troops and their families, leaders and service providers. MilitaryHOMEFRONT provides links to:

- ★ ***Military Installations:*** Allows a user to locate a military installation and services. View articles, photos, major unit listings and contacts for programs and services worldwide.
- ★ ***Plan My Move:*** Helps service members and their families take control of their PCS by providing information on benefits and allowances, a relocation budget planner, installation overview and even a customizable calendar tool that contains to-do lists, checklists and phone lists.
- ★ ***eNewsletters:*** Contains articles on the latest news and events occurring in the military world, on everything from new parent support, to injured military, to finances.

Military OneSource http://www.militaryonesource.com

Military OneSource is a support service sponsored by the DOD and provides phone consultation, counseling referrals and online access at no cost to military members and families. The Web site provides information and resources about personal and professional topics. Users must register with the site to access some of the features. The caller or online contact is asked for service affiliation, and the information or resources are customized for the Navy as applicable.

There are articles and links to topics including:

- ★ Financial
- ★ Disability
- ★ Midlife and retirement
- ★ Addictions and recovery
- ★ Work
- ★ Health
- ★ Parenting and child care
- ★ Relocation
- ★ Personal and family readiness

Military OneSource has several useful features:

- ★ The Web site is available anytime.
- ★ Telephone numbers are available 24 hours a day for individuals to call and talk with a consultant.
- ★ The staff will research a topic and send results.

NOTES:

- ★ Referrals for private counseling sessions and legal consultations are available.
- ★ There are separate numbers for TTY/TDD service and to reach Spanish-speaking consultants. Simultaneous translation in more than 150 languages is available.

To talk to a Military OneSource consultant:

Stateside: call 1-800-342-9647
Collect from Overseas: 800-3429-6477 (use applicable access codes, 122-001-010 for Japan, S-KT, Singapore and Thailand, 001 for Korea, S-Darcom and 00 for all others.)
Collect from Overseas: 1-484-530-5908
For Spanish (En español llame al): 1-877-888-0727
TTY/TDD: 1-800-346-9188
VoIP: 1-800-342-9647

Navy Legal Services http://www.jag.navy.mil

The Department of the Navy legal assistance program provides free attorney assistance to uniformed service members, their family members and dependents, and other eligible clients for some types of personal legal matters.

All legal assistance services are provided subject to the availability of staff legal resources. Legal assistance is provided at all Naval Legal Service Offices (NLSO), regional legal service providers and at their detachments and branch offices. Attorneys counsel clients on numerous topics but not on any that involve military justice or actions against the United States government. Some of the types of information provided include:

- ★ Adoption.
- ★ Advance medical directives.
- ★ Domestic relations.
- ★ Immigration and naturalization.
- ★ Consumer issues.
- ★ Landlord-tenant issues.
- ★ Servicemembers Civil Relief Act.
- ★ Notary service.
- ★ Powers of Attorney.
- ★ Wills.

NLSO offers no-cost consultation and services. Various legal issues have a financial component, including divorce and nonsupport, leases and contracts. NLSO provides counseling and assistance with personal legal problems, claims services, etc.

Navy-Marine Corps Relief Society (NMCRS) http://www.nmcrs.org/services.html

The Navy-Marine Corps Relief Society (NMCRS) is a private, nonprofit organization staffed primarily by volunteers. It provides educational and emergency financial assistance. There are no fees for services. Those eligible for services include:

- ★ Active-duty and retired Navy and Marine Corps personnel.
- ★ Family members of active-duty and retired personnel.
- ★ Family members of Navy and Marine Corps personnel who died on active duty or in a retired status.
- ★ Reservists on extended active duty (more than 30 days).
- ★ Indigent mothers (65 years or older) of deceased service members who have limited resources and no family to provide for their welfare.
- ★ Ex-spouses "20-20-20" (un-remarried former spouses whose marriage to a service member lasted for at least 20 years while the service member was on active duty).
- ★ Uniformed members of the National Oceanic and Atmospheric Administration (NOAA).

Services provided include:

1. Interest-free loans or grants to deal with emergency needs, such as:
   - ♦ Emergency transportation.
   - ♦ Funeral expenses.
   - ♦ Medical/dental bills (patient's share).
   - ♦ Food, rent and utilities, including deposits.
   - ♦ Disaster relief assistance.
   - ♦ Pay problem or delay.
   - ♦ Essential vehicle repairs.
   - ♦ Unforeseen family emergencies.
2. When the service member can afford to repay, financial assistance is provided as an interest-free loan. It is normally repaid by allotment. If repayment would cause a hardship, assistance may be provided as a grant, or a combination of grant and interest-free loan. NMCRS does not, however, assist with the purchase of non-essentials, nor does it supplement the income of persons who live beyond their means.
3. Education loans and grants are provided solely on the basis of the applicant's financial need, in accordance with policies established by the society's Board of Directors. All applicants must have at least a 2.0 grade-point average (on a 4.0 scale).
4. Lifetime benefits information assistance is available to the surviving spouse (or child, if there is no spouse) of a service member who dies on active duty after Jan. 1, 2004. The benefit is provided on behalf of NMCRS by the Armed Forces Service Corporation (AFSC) and entitles the surviving spouse or guardian to a lifetime of no-cost benefits

information support. No charges ever accrue to the survivor. The survivor receives an immediate analysis of the benefits available, tailored to the specific situation. Help is also available with claim processing and to answer questions about survivor benefits and family assistance needs. Each year for the rest of the surviving spouse's life, AFSC sends updated entitlement information and notifies the spouse whenever changes occur.

5. Money management services, such as developing a budget, and classes on budgeting and ways to save are offered.
6. Emergency food may be available via food lockers or vouchers to the commissary or local grocery store.
7. Layettes with more than $100 worth of baby items are available. Check with the local NMCRS to see if there are income requirements or if recipients are asked to participate in a Budget for Baby workshop.
8. Thrift shops are available at many installations. They re-sell usable clothing, furniture, household goods and uniforms at nominal cost. NMCRS volunteers manage these thrift shops.
9. Visiting nurse services are available by request at some local offices to check on a newborn, change bandages or provide other medical advice and assistance to the homebound.

Naval Services FamilyLine http://www.cnic.navy.mil/familyline

Naval Services FamilyLine is a volunteer, nonprofit organization dedicated to empowering sea service families to meet the challenges of military lifestyle through information and resource assistance. Established in 1965 by and for Navy families, FamilyLine also supports Marine Corps and Coast Guard families.

Naval Services FamilyLine distributes the following publications:

- ★ *Social Customs and Traditions of the Sea Services* acquaints the spouse with some of the social customs, traditions and organizations that are part of the sea services community.
- ★ *Guidelines for the Spouses of Commanding and Executive Officers* contains information and helpful suggestions to assist the spouse of new COs or XOs.
- ★ *Guidelines for the Spouses of Master Chiefs or Chiefs of the Boat* offers helpful hints and information for spouses of new CMCs and COBs.
- ★ *Guidelines for the Spouses of Chief Petty Officers* was developed by senior enlisted spouses. It offers helpful hints and information for spouses of new CPOs.
- ★ *Launching Clubs and Family Readiness Groups* gives suggestions on how to start a new club or readiness group, as well as ideas for activities and projects for those already established.
- ★ *Military Families: Money and Mobility* is provided by the National Military Family Association and addresses the unique financial concerns of military personnel and their families.

- ★ *IA Family Handbook* provides information on what to expect when your Sailor does an Individual Augmentee assignment.
- ★ *Are You Ready? Guidelines for Navy Family Emergency Preparedness* provides an explanation of entitlements, allowances and benefits and explains the mobilization process. A variety of resources are offered, including checklists to assist you in making sure all your important documents are in order.
- ★ The Naval Services FamilyLine Portfolio for new spouses includes the following booklets and brochures: *Welcome Aboard, Sea Legs, Money and Mobility, Social Customs and Traditions of the Sea Services, Navy Wives' Clubs of America, Helping Hand, TRICARE-at-a-Glance, Be Money Wise*, COMPASS information sheet and Federal Voting Assistance Program.

COMPASS, an orientation program in which spouses mentor spouses on the Navy lifestyle, is sponsored by FamilyLine. Volunteers answer telephone calls and e-mail to provide information and referral services to sea service families.

Contact FamilyLine at:

Naval Services FamilyLine
Washington Navy Yard, Bldg. #154
1043 Harwood Street, SE,
Washington, DC 20374

Toll Free: 1-877-673-7773
Fax: (202) 433-4622
E-mail: nsfamline@aol.com
Web site: http://www.cnic.navy.mil/familyline

Naval Criminal Investigative Service (NCIS) http://www.ncis.navy.mil

Naval Criminal Investigative Service is the Navy's primary law enforcement and counterintelligence arm. It works closely with local, state, federal and foreign agencies to counter and investigate the most serious crimes, including:

- ★ Terrorism
- ★ Espionage
- ★ Homicide
- ★ Sexual assault
- ★ Certain instances of domestic abuse
- ★ Child abuse
- ★ Arson
- ★ Procurement fraud

NCIS is always involved when any of these crimes happen on an installation. When these crimes occur outside the gates, NCIS works closely with local civilian authorities. NCIS maintains a worldwide presence with agents even stationed aboard large Navy ships. Special

NOTES:

agents operate from 14 field offices, including one operational unit dedicated to counterespionage and more than 140 individual locations around the globe.

Personnel Support Detachment (PSD)

Ombudsmen frequently receive questions about the Defense Eligibility Enrollment System (DEERS) and identification cards. The Navy's Personnel Support Activity (PSA) is the agency that provides administrative, personnel, pay and transportation support, including:

- ★ DEERS support.
- ★ Family and service member identification cards.
- ★ Transportation services.
- ★ Travel claim processing.
- ★ Transition processing.
- ★ Medical accession.

Each installation has a local Personnel Support Detachment to provide assistance to service members and their families.

School Liaison Program http://militaryk12partners.dodea.edu/reference_navySLs.html

School Liaison Officers (SLO) can help parents connect to new schools when making a PCS move. SLOs work with local school districts to ensure school personnel are aware of the stress military families may face due to frequent moves and extended deployments. Parents, school personnel and community members with questions on school-age military child education are encouraged to contact their local SLO.

SLOs prepare students, parents, schools and Navy leaders to respond to PCS and deployment issues that affect school-age children. They help Navy families be the best advocates for their child's education. They also will connect Navy Child and Youth Education Services' Youth Sponsorship program to school districts serving Navy families.

SLOs will provide six core services:

- ★ School transition services: Focus is on PCS moves and "leveling the playing field" for transitioning military children and youth.
- ★ Deployment support: SLOs will serve as a conduit, connecting educators to the Navy deployment support system to provide information about the cycles of deployment and tools that are available to assist them when working with Navy children.
- ★ Command, School, Community Communications: The SLO will provide support as the subject-matter expert for commanders on K-12 issues to connect command, schools and community resources.

- ★ Home school linkage and support: SLOs will assist Navy families by gathering and sharing information on home-schooling issues, policies and legislation from local school districts. In addition, they will use Navy Child and Youth Programs resources to support these families.
- ★ Partnerships in Education (PIE): PIE creates a volunteer network of resources to support all installation and community members who have a stake in the success of all youth.
- ★ Postsecondary preparation: SLOs will leverage installation and school resources to provide graduating military students access to post-secondary information and opportunities.

TRICARE http://www.tricare.mil

TRICARE is the health care program for active-duty military, active-duty service families, retirees and their families, survivors and other beneficiaries. Reservists and National Guardsmen are eligible for TRICARE coverage when they are on active duty, and pre- and post-mobilization. It is a fully integrated system that brings together the health care resources of the Army, Navy, Air Force and Coast Guard. TRICARE supplements these services with civilian health care professionals to provide better access and high-quality service, while maintaining the ability to support military operations.

The four most common TRICARE programs:

- ★ TRICARE Prime
- ★ TRICARE Extra
- ★ TRICARE Standard (formerly called CHAMPUS)
- ★ TRICARE Reserve Select

TRICARE provides a dental benefit, a pharmacy program and TRICARE for Life for most Medicare-eligible uniformed service retirees. There is also a Program for Persons with Disabilities (PFPWD) that can help with some of the costs associated with specialized medical equipment and services. In addition, mental health services are available. Each TRICARE program has its own eligibility and enrollment requirements. Individuals must be registered in DEERS to be eligible for any TRICARE benefits. Enrollment for TRICARE coverage is subject to location, eligibility category and the specific program requirements.

Costs and enrollment fees differ by program.

A working spouse may be eligible for TRICARE coverage even if they have other health insurance. However, they should inform their health care provider so that benefits can be coordinated.

Health benefits advisers are available at the local TRICARE Service Center or military treatment facility to help families with questions about services.

NOTES:

Local Resources

Some local resources in my area:

_____

_____

_____

_____

_____

_____

Recommending the Right Resource (I&R Resource Cards)

Scenario 1

A Sailor and her family are traveling cross-country for a PCS move to your command. They are in a car accident in Kansas. Everyone is OK, but their car needs emergency repairs that they cannot afford.

Answer:_____

Scenario 2

A new Navy spouse has questions about her Sailor's pay, but the command is deployed. Where might she be able to get answers?

Answer:_____

Scenario 3

All of Janie Jones' children are now in school and she would like to get a job. Where can she go for help?

Answer:_____

Scenario 4

A mother of a 2-year-old thinks her child might be displaying signs of autism. Where do you refer her?

Answer:_____

Scenario 5

A young couple relocates to your command. The wait for military housing is long and they cannot afford the deposits for an apartment even though they could afford the monthly rent and utilities. What suggestions do you have for them? (Offer at least two.)

Answer:_____

Scenario 6

A spouse calls and tells you she is not getting her court-ordered child support payments from her former husband, who is a chief at the command. What do you recommend?

Answer:_____

Scenario 7

You receive a call from an activated Reservist's spouse assigned to your command asking where to get more information about the Servicemembers Civil Relief Act. Where do you direct the caller?

Answer:_____

Scenario 8

Susie Smith's son turned 10 and is eager to get an ID card. Where do you direct them?

Answer:_____

Scenario 9

Jim and Betsy are having marital problems and would like to get counseling. Where do you refer them?

Answer:_____

Scenario 10

An anonymous caller contacts you and tells you he thinks his neighbor, a Sailor at your command, may be involved in child pornography. Whom do you suggest he contact?

Answer:_____

Scenario 11

A new Navy spouse calls you with questions about a bill received for medical care. Where do you refer the caller?

Answer:_____

NOTES:

Scenario 12

The CO asks you to assist in forming a command Family Readiness Group. Where can you go for help?

Answer:_____

Scenario 13

It is 1 p.m. on a weekday and Marsha James is frantic. She is the wife of ET3 James and mother of 2-month-old Charlotte. She is calling to ask what to do, because her electricity is going to be turned off at 5 p.m. and Charlotte has health issues that require the use of electricity. Where should she turn?

Answer:_____

Resource Management

Ombudsmen need to be familiar with commonly used resources within their community.

This allows them to provide basic information and referrals quickly and efficiently.

Learn about resources:

- ★ Through fellow ombudsmen.
- ★ By reading local publications.
- ★ Searching the Internet.
- ★ Contacting the local Chamber of Commerce or United Way.
- ★ Through the Fleet and Family Support Center.
- ★ Public service announcements on television and radio.
- ★ Networking.
- ★ Attending the local Ombudsman Assembly and other relevant meetings.
- ★ Reviewing the local telephone book.
- ★ Contacting Military OneSource.
- ★ Taking advanced training.

When gathering information about an organization, ask:

- ★ What services are offered?
- ★ Is the agency a nonprofit organization?
- ★ How much do the services cost?
- ★ Are services confidential?

- ★ Are the staff members professional, licensed or certified?
- ★ Are appointments available in a timely manner?
- ★ Does the agency have experience working with military personnel and their families?
- ★ Are they known to have a good record with the Better Business Bureau?

Although it may seem daunting at first, becoming familiar with resources is relatively easy. In fact, there will be many resources referred to so often that ombudsmen will have the telephone number or Web address memorized!

Keep resources current by reviewing them at least every six months. Anytime an ombudsman makes a referral, they should ask the caller to contact them if any of the information provided is no longer current. In addition, ombudsmen should make follow-up calls to ensure callers got the information they needed. Follow-up provides ombudsmen with the opportunity to ensure resource accuracy, demonstrates they care about the caller and offers an opportunity to provide additional information, if needed.

Resource Organization

To dispense information, ombudsmen must "have it or know where to get it."

Most ombudsmen maintain some type of resource file. Some choose to organize resources alphabetically, and others group them into categories, such as:

- ★ Child care.
- ★ Resources for the disabled.
- ★ Housing.
- ★ Medical.
- ★ Employment.
- ★ Domestic abuse.
- ★ Recreation.
- ★ Food.
- ★ Money.

Everyone has their own system. Some use:

- ★ A loose-leaf notebook.
- ★ File folders.
- ★ Computer listings.
- ★ Rolodex.
- ★ Stacks of similar resources.
- ★ Business cards.
- ★ Bulletin boards.

NOTES:

Whatever system, it is important to keep it up-to-date. In some areas, there are so many resources it would be impossible to stay abreast of all of them. Stay current with the most-referred-to organizations and have the name and number of FFSC and Military OneSource handy. Callers can be referred directly to these resources or the ombudsman can contact the FFSC and get back to the caller. Personally visit agencies or attend a briefing about frequently referred agencies.

4. Summary

A wealth of resources is available to assist service members and their families. Providing information about these resources can be the most valuable service ombudsmen provide to those in need.

MODULE 7:
CRISIS CALLS AND DISASTERS

Introduction

Although most of the calls ombudsmen handle will be routine, they need to be prepared to handle individual crises. This chapter prepares ombudsmen to deal with families experiencing:

- ★ Domestic abuse.
- ★ Child abuse.
- ★ Sexual assault.
- ★ Suicide.
- ★ The death of a loved one.

It also looks at disasters, including:

- ★ Disaster preparedness.
- ★ Possible ombudsman disaster assistance roles.
- ★ Disaster assistance organizations.
- ★ Dealing with the media.

Crisis

Since ombudsmen may deal with these types of calls infrequently, they may feel anxious or unsure about how to handle them. Ombudsmen should remember the importance of their information and referral (I&R) role.

An ombudsman's role during a crisis is to:

- ★ Recognize the crisis.
- ★ Refer for assistance.
- ★ Report crisis incidents as required by law, military directives and/or their commanding officer.

NOTES:

Domestic Abuse

Domestic abuse is:

- ★ Domestic violence or
- ★ A pattern of behavior resulting in emotional/psychological abuse, economic control and/or interference with personal liberty when such violence or abuse is directed toward a person of the opposite sex who is:
  - ♦ A current or former spouse;
  - ♦ A person with whom the abuser shares a child in common; or
  - ♦ A current or former intimate partner with whom the abuser shares or has shared a common domicile.

Domestic violence is:

- ★ An offense under the United States Code or the Uniform Code of Military Justice that involves the use, attempted use or threatened use of force or violence against a person of the opposite sex, or
- ★ A violation of a lawful order issued for the protection of a person of the opposite sex, who is:
  - ♦ A current or former spouse;
  - ♦ A person with whom the abuser shares a child in common; or
  - ♦ A current or former intimate partner with whom the abuser shares or has shared a common domicile.

Recognizing Domestic Abuse

According to DoD Instruction 6400.06, the DOD recognizes that domestic abuse can fall into three categories.

- ★ Physical
  - ♦ Hitting
  - ♦ Kicking
  - ♦ Slapping
  - ♦ Biting
  - ♦ Burning
  - ♦ Throwing objects
  - ♦ Sexual assault
- ★ Emotional or psychological
  - ♦ Yelling
  - ♦ Name-calling
  - ♦ Threats

- Isolation
- Blaming
- Shaming
- Intimidation
- Obsessive behavior (extreme jealousy, dominance, rage)

★ Economic

- Stealing
- Withholding basic necessities (food, clothes, medications, shelter)
- Withholding money or credit cards
- Making someone account for every penny spent
- Sabotaging someone's job (making them miss work, calling constantly)

Individuals who abuse their spouse or partner choose to be abusive or use violence. The following are some risk factors:

★ Cultural tolerance for violence against women.

★ Rigid beliefs about gender roles.

★ Childhood experiences of witnessing family violence.

★ Poor communication and anger management skills.

★ Financial problems.

★ Deployments and reunions (can heighten the risk if other risk factors exist).

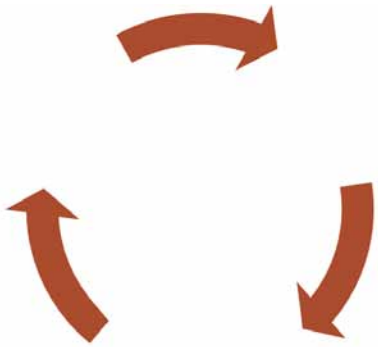
★ Marital conflict and instability.

★ Desire for power and control in relationships.

★ Exhibits anger and hostility toward partner.

Spouse/partner abuse often occurs in conjunction with alcohol or drug abuse, but violence is not caused by substance use. Eliminating substance abuse does not eliminate the abuse.

Cycle of Violence



The cycle of violence explains the dynamics of how domestic abuse often, but not in all cases, becomes a pattern. It encompasses the following three stages:

1. Tension building:
   - Stress builds.
   - Victim senses danger.
   - Minor conflicts may occur.
   - Victim hopes that things will get better.

NOTES:

2. Violent episode:
   - Abuser blames victim for the abuse.
   - Victim may escape and return after the abuse ends.
   - Serious injury or death may occur.
3. Honeymoon phase:
   - May last days, months or years.
   - Family in shock.
   - Batterer feels remorseful, ashamed and guilty.
   - Batterer seeks forgiveness and may be kind and loving.
   - Victim denies and minimizes the abuse to cope.

Reporting Domestic Abuse

Physical and sexual assaults that occur within the family merit the same concern and level of intervention as any assault between unrelated persons. All allegations of domestic abuse should be reported to the FFSC Family Advocacy Program Family Advocacy Program (FAP) counselor. The ombudsman must inform the family member of the importance or reporting cases of domestic abuse. Ombudsmen should consider domestic abuse to have been alleged if the spouse discloses to the ombudsman an incident of abuse, a third party (e.g., a child) discloses to the ombudsman that they witnessed domestic abuse, or the ombudsman has first-hand knowledge of an incident of domestic abuse. Trained professionals should determine the validity of any allegations, not the ombudsman or the command.

An ombudsman who suspects domestic abuse should advise the individual that support is available and provide information on available FFSC FAP or community services.. If the ombudsman feels that the life, health or safety of an individual is in imminent danger, contact 911 or the local emergency services. The ombudsman is required to report the situation immediately to FAP and the appropriate command. Safety is the ultimate concern for anyone involved in an abusive situation. If there is no FFSC located near your command, report the domestic abuse to the command and provide local resource information.

Ombudsmen should know the reporting options for victims of domestic abuse. As of August 2007, adult victims of domestic abuse have two reporting options:

★ ***Restricted reporting:*** allows a victim to seek medical attention, counseling or other human services by reporting *only* to a victim advocate, victim advocate's supervisor or health care professional without requiring that notice be provided to the alleged offender's commander or to a criminal investigative organization. Restricted reporting is intended to give adult victims additional time, while benefiting from receiving relevant information and support, to make more informed decisions about reporting the domestic abuse incident to the appropriate commander.

- ★ ***Unrestricted reporting:*** Victims of domestic abuse who want to pursue an official command or criminal investigation of an incident should use current reporting channels, such as chain of command, FAP or law enforcement. Victim advocacy services and FAP clinical services will be offered to the victim and, at the victim's request, any forensic medical examination deemed appropriate.

Anytime a spouse tells an ombudsman about domestic abuse, the ombudsman is *required* under OPNAVINST 1750.1F to report it, because an ombudsman cannot offer the restricted/unrestricted reporting options. However, the ombudsman should try to keep family members informed of these options so the victim can use them *before* making the decision to talk about the abuse with their ombudsman.

Is it Abuse? (Class activity)

After a Family Readiness Group (FRG) meeting, one of the spouses in your command asks to speak with you in private. You find a quiet adjoining room. She seems uncomfortable and is having difficulty getting started. You try to put her at ease. After a few minutes, she discloses that she is having some marital problems and would like to know where she can go to get help. Before you can interject, she goes on to say that she and her husband had an argument over the weekend that got loud and out of hand.

a. Is this a reportable situation? If so, why? If not, why not?

_____

_____

b. What do you do now?

_____

_____

c. What information can you provide about available help?

_____

_____

Continuing on, the spouse adds that her oldest child, who was home at the time, became distraught when her husband grabbed her and threatened to hit her if she did not stop nagging him.

While relating this, she demonstrates by pulling back her closed fist.

a. Is this a reportable situation? If so, why? If not, why not?

_____

_____

NOTES:

b. What do you do now?

_____

_____

c. What should you tell the spouse?

_____

_____

Child Abuse

Child abuse definitions vary by state. Child abuse is defined as the physical or mental injury, sexual abuse or exploitation, or negligent treatment of a child. It does not include discipline administered by a parent or legal guardian to their child, provided it is reasonable in manner and moderate in degree and otherwise does not constitute cruelty.

Recognizing Child Abuse

The earlier child abuse is caught, the better the chance of recovery and appropriate treatment for the child. Child abuse is not always obvious. By learning some of the common warning signs of child abuse and neglect, you can catch the problem as early as possible and get both the child and the abuser the help they need.

Warning signs may include, but are not limited to:

- ★ Excessive withdrawal, fearfulness or anxiety about doing something wrong.
- ★ Showing extremes in behavior (extremely compliant or extremely demanding; extremely passive or extremely aggressive).
- ★ Frequent injuries or unexplained bruises, welts or cuts.
- ★ Wearing inappropriate clothing to conceal injuries, such as long-sleeved shirts on hot days.
- ★ Untreated illnesses and physical injuries.
- ★ Making strong efforts to avoid a specific person, without an obvious reason.
- ★ Displaying knowledge or interest in sexual acts inappropriate to his or her age, or even seductive behavior.

Reporting Child Abuse/Neglect

When allegations of child abuse or neglect come to the attention of an ombudsman, FFSC FAP and the commanding officer or POC shall be notified. FAP will also inform the member's command, and law enforcement officials, if necessary.

A child's safety and well-being are protected by law. All states and U.S. territories have mandatory child abuse/neglect reporting statutes. All Department of Navy personnel, as well as ombudsmen, must report any incident or suspected incident of child abuse occurring on a military installation or involving persons eligible for FAP services to a counselor for the local FAP.

The threshold for reporting is low in that even the suspicion of child abuse/neglect must be reported. Suspected child abuse incidents that do not involve individuals eligible for FAP services should be reported to the nearest local law enforcement authorities and state child protective services agency. Ombudsmen must inform the family member of the requirement to report domestic abuse.

When making a report, the following information is needed:

- ★ Names of those involved.
- ★ Type of abuse.
- ★ Information about the situation—What happened? Were weapons used? Is there a history of violence? Were threats to harm or kill made?
- ★ Some way for FAP to contact the family, such as name, address, Social Security number or command.

Sexual Assault

Sexual assault is defined as intentional sexual contact characterized by use of force, physical threat, abuse of authority or when the victim does not or cannot consent. Sexual assault includes:

- ★ Rape.
- ★ Nonconsensual sodomy.
- ★ Indecent assault.
- ★ Attempts to commit such acts.

NOTES:

SEXUAL ASSAULT MYTHS AND FACTS

Read each statement and circle "T" if you believe the statement is true or "F" if you believe the statement is a false.

T F 1. A rapist is sexually driven.

T F 2. Most victims are assaulted by strangers.

T F 3. Most victims of sexual assault do not report it.

T F 4. People who are sexually assaulted ask for it because of the way they dress, excessive drinking, being out late, and being alone.

T F 5. It is impossible to sexually assault someone against their will. If they did not want to be assaulted they could have fought or run away. If there are no bruises or injuries, there was no assault.

In a sexual assault, the majority of the crime scene is the victim's body. Therefore, if the victim chooses to report the crime and seek justice, they must make some decisions while they most likely are still in shock. Most often the victim of a sexual assault is acquainted with their attacker. The attacker may be a friend, neighbor, co-worker or even their spouse (marital rape). This type of rape is called acquaintance rape. Other types of rape include stranger rape and gang rape. There are many misperceptions about sexual assault. It is not the ombudsman's job to determine whether an assault occurred but to be supportive and provide whatever assistance is necessary.

Assisting Victims of Sexual Assault

When an ombudsman receives a call from a sexual assault victim, they can follow the PACT model as discussed in Chapter 6: Information and Referral. Some additional steps also need to be taken. Unlike professional victim advocates who must first establish a relationship when working with a victim, ombudsmen are a step ahead in the initial contact in that the caller contacted them. Therefore, the caller already sees the ombudsman as someone who can help.

It will be important to the caller to link them with a sexual assault victim advocate as soon as possible. Victim advocates are Fleet and Family Support Center (FFSC) staff, rape crisis center staff, volunteers and active-duty personnel who have been trained to assist a sexual assault victim though the initial trauma, investigative, medical and legal procedures associated with the crime.

Problem

If the caller identifies himself or herself as a recent victim of a sexual assault, ask:

- ★ What is your name (if unknown)?
- ★ Where are you now?
- ★ Are you safe?
- ★ If currently in danger: Can you get to a safe place? If the caller is in danger, get their location and call 911 or the police.
- ★ Do you need medical attention?

It is important to get as much identifying information as possible in case the telephone connection is interrupted or the police need to be contacted.

Assess

Ask open-ended questions to get information about:

- ★ What happened?
- ★ When did it happen?

This is important because the assault may have just occurred or it may have occurred several weeks ago. Knowing what the current situation is allows one to proceed appropriately.

Inform the caller that sexual assault is a crime. As a crime victim, one has rights:

- ★ They can report the crime and make a statement, or not.
- ★ They can have a professional advocate, chaplain or friend with them during the police interview.
- ★ They can seek medical treatment, or not.
- ★ They can allow physical evidence to be recovered from their body, or not.
- ★ They can have a professional advocate, friend or family member with them during the medical exam.

Ombudsmen should ask if the caller wants them to contact the police. If the assault victim does not want to prosecute the offender, encourage them to seek medical treatment. Even if they do not believe they are injured, they are at risk for sexually transmitted diseases and pregnancy, and they need medical evidence should they later choose to proceed with legal options.

NOTES:

If the victim wants to proceed with legal action, they should be instructed to preserve potential evidence. This means the victim should be instructed not to:

- ★ Bathe or shower.
- ★ Brush their teeth.
- ★ Change clothes.
- ★ Drink or eat.
- ★ Smoke a cigarette.
- ★ Use the bathroom.

Choose

Explore options by asking questions. Help an assault victim restore their power by encouraging them to make decisions. Strongly encourage them to at least accept a referral to a professional advocate. The Sexual Assault Prevention and Response (SAPR) Coordinators are available through FFSC or avodvocates are available at a local rape crisis center (whose number is listed in the local phone book).

Ask:

- ★ Do you have a friend or neighbor who can be with you?
- ★ Is there a family member you would like me to notify?
- ★ Do you need a ride to the emergency room for medical treatment?
- ★ Do you want me to call the police, or do you have anyone there who can call?
- ★ Do you have children? If so, where are they now? Who can take them for a while?

Try

Ombudsmen should close a call by agreeing to the actions to be taken by the caller and by the ombudsman. At minimum, the ombudsman should get the caller to agree to either contact a victim advocate or allow the ombudsman to contact a victim advocate. The caller is most likely in shock and will need assistance once the reality of the assault is realized. Offer to contact the caller later in the day or the following day to demonstrate concern and to ensure contact with the advocate was made.

Suicide

Ombudsmen may get a call from a person who is so overwhelmed by their current situation they are considering suicide and have called the ombudsman for help.

Recognizing Suicide Warning Signs

Suicidal warning signs may include:

- ★ Talking about death or a preoccupation with death.
- ★ No hope for the future.
- ★ Self-loathing or self-hatred.
- ★ Seeking out lethal means.
- ★ Getting affairs in order (composing a will, giving things away, saying goodbye) .

Conditions associated with increased risk of suicide include:

- ★ Death or terminal illness of relative or friend.
- ★ Divorce, separation, broken relationship.
- ★ Loss of health.
- ★ Loss of job, home, money, status, self-esteem, personal security.
- ★ History of alcohol or drug abuse.

Depression that seems to quickly disappear for no apparent reason is cause for concern. The early stages of recovery from depression can be a high-risk period for suicide.

Difficult times include holidays, anniversaries and the first week after discharge from a hospital; just before and after diagnosis of a major illness; just before and during disciplinary proceedings.

Emotional changes associated with risk for suicide include:

- ★ Overwhelming pain that threatens to exceed the person's ability to cope with it.
- ★ Hopelessness or the feeling that the pain will continue or get worse; things will never get better.
- ★ Powerlessness – the feeling that one's resources for reducing pain are exhausted.
- ★ Feelings of worthlessness, shame, guilt, self-hatred, that no one cares.
- ★ Person becomes sad, withdrawn, tired, apathetic, anxious, irritable or prone to angry outbursts.

Behavioral changes associated with risk for suicide include:

- ★ Giving away possessions or making a will.
- ★ High-risk behaviors that may include speeding and reckless driving.
- ★ Explicit statements of suicidal ideation or feelings.
- ★ Self-inflicted injuries such as cuts, burns or head banging.
- ★ Inappropriately saying goodbye.
- ★ Declining performance in school, work or other activities.
- ★ Social isolation or association with a group that has different moral standards than those of the family.

NOTES:

- ★ Declining interest in sex, friends or activities previously enjoyed.
- ★ Neglect of personal welfare, deteriorating physical appearance.
- ★ Alterations in either direction in sleeping or eating habits.

How to Assist Individuals at Risk for Suicide

Ombudsmen should not worry about using the right words if they get a call from a potentially suicidal person. A concerned tone of voice and knowledge of resources to help the caller is what is most important.

Listen

Let the person unload despair and ventilate anger. If given an opportunity to do this, they may feel better by the end of the call. No matter how negative the call seems, the fact that it exists is a positive sign – a cry for help. Be sympathetic, nonjudgmental, patient, calm and accepting. The caller has done the right thing by getting in touch with another person. The 1-800-273-TALK (8255) Suicide Prevention Lifeline is staffed by trained professionals 24 hours a day to help in an immediate crisis

Provide as a resource with other resources available.

Ask: Are you having thoughts of suicide?

Asking the question does not put the idea in someone's head. This demonstrates to the caller that they are being taken seriously, that it is OK to talk about their pain and that help is available. Avoid arguments, problem solving, advice giving, quick referrals, belittling or making the caller feel that they have to justify suicidal feelings.

Many times the caller will simply say they are not thinking about harming themselves.

- ★ If the caller says they are contemplating suicide, ask:
- ★ Have you thought about how you would do it? (PLAN)
- ★ Do you have what you need? (MEANS)
- ★ Have you thought about when you would do it? (TIME FRAME)

Ninety-five percent of all suicidal callers will answer "no" at some point in this series of questions or indicate that the time is set for some date in the future. Simply talking about their problems for a length of time helps a suicidal person by giving relief from loneliness and pent-up feelings, increasing awareness that another person cares and allowing feeling of being understood. They also get tired – their body chemistry changes. Talking about their emotional pain takes the edge off their agitated state.

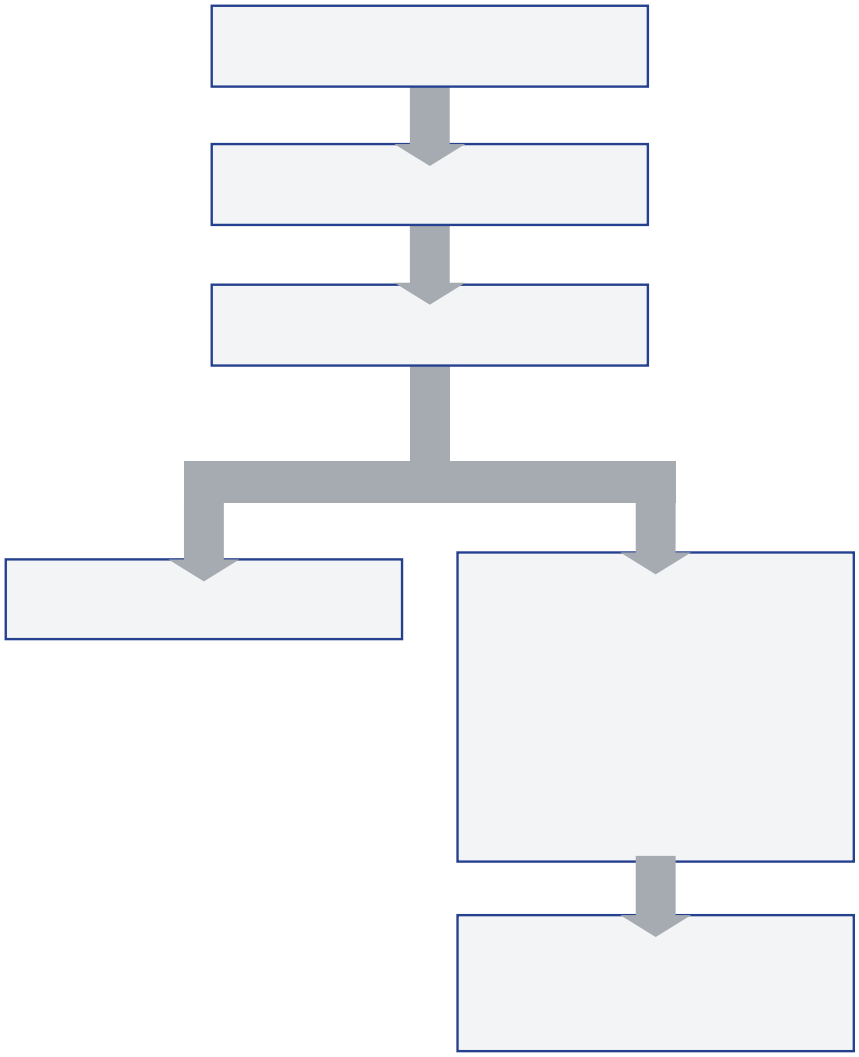
If drugs have been ingested

Get the details (what, how much, alcohol, other medications, last meal, general health) and call 911. Keep the person on the phone and use another phone line (if available) to call.

Notify the command

Ombudsmen should keep the situation confidential within Navy regulations and the law but notify the command as directed by the commanding officer.

POSSIBLE SUICIDAL CALLER



NOTES:

Death of a Loved One

The Five Stages of Grief

An ombudsman may be contacted to help a family member deal with the death of a loved one. The death of a parent, child, spouse or even pet can be devastating. Many Sailors and their families are young and have not experienced the death of a loved one before. According to Elisabeth Kübler-Ross, a psychiatrist who wrote extensively about death and dying, there are five stages associated with grieving:

- ★ Denial
- ★ Anger
- ★ Bargaining
- ★ Depression
- ★ Acceptance

Not everyone goes through all of them or in a prescribed order. These stages are often experienced in sequence, but individuals can cycle through these feelings in a different order and can return to previous phases as grief is processed.

1. *Denial*

   Upon hearing bad news, the most common reaction is shock and disbelief:

   - "That is not possible."
   - "There must be some mistake."
   - "You must have the wrong person."

   Time seems to briefly suspend itself, at least until the reality of the truth sets in.

2. *Anger*

   Anger may quickly set in. It may be directed at the messenger who delivers the news, the doctor, the person who caused the pain, even at God. There is a need to know why this happened and whether the loss could have been prevented—who is at fault? Some may turn their anger inward and blame themselves for what happened.

3. *Bargaining*

   People in crisis will make attempts to negotiate, either with another person involved or with God:

   - "Please give me one more chance and I promise things will be better."
   - "I will change."
   - "If you will reverse this, then I will ___ in return."

   No matter what is said or done, things will not go back to the way they were before. And that is when the next phase hits.

4. *Depression*

   Although Dr. Kübler-Ross called this phase depression, it is more accurate to describe it as a combination of loss and loneliness. The crisis survivor may experience remorse, regret or guilt that they are still able to enjoy life while their loved one no longer can. This intense sadness can leave an individual with sparse energy for work, chores, child care or outside activities.

5. *Acceptance*

   In time, and with support, individuals come to terms with the reality of the situation, recognize it as a fact of their new life, and gradually let go of the intense grief and move beyond suffering. Even with their new circumstances, they can find peace.

   There is no timetable for bereavement. Each person's experience is unique. For some, a few weeks' or months' time brings a sense of peace and renewed hope; others experience wave after wave of grief for years, with varying frequency and intensity.

Military-Related Deaths

Those whose loved ones die as a result of combat, a training exercise or other military-related cause may also:

- ★ Be preoccupied with how their loved one died: Did they feel pain, were they conscious, how long did the pain last?
- ★ Be angry at others who survived and find it difficult to talk to their significant others. They may wish that other people had died, not their loved one, and these wishes make them feel guilty.
- ★ Encounter practical problems in body identification, death notification procedures, funeral arrangements, body transportation and reclaiming the deceased's property. In some disasters, it is impossible to reclaim a body and they may only reclaim body parts, or have nothing to bury or to cremate.
- ★ Feel guilt about something they did or did not do when they last saw or talked with their loved one before they died. For example, they may have had an argument or marital problems.
- ★ Blame the victim for their own death, particularly if there was a warning before the event or the service member volunteered for duty.

Casualty Assistance Calls Officer (CACO)

A command CACO is responsible for making personal notification to the next of kin that their active-duty service member is dead, unaccounted for or reported missing. The CACO's role also extends to assisting with funeral arrangements as well as helping the survivors file the proper paperwork for receipt of their survivor benefits.

It is never appropriate for an ombudsman to accompany a CACO on the official notification visit or to contact the family about the casualty before CACO notification. An ombudsman may choose to offer support to a family after the CACO notifies the family through information and referrals, or just by being a listening ear for the grieving family.

NOTES:

Crisis Intervention

Crisis intervention can be described as emotional first aid. The goals of crisis intervention are to:

- ★ Restore individuals to their pre-crisis level of functioning.
- ★ Cushion the effect of the stressful event by offering practical and emotional support.
- ★ Identify and mobilize resources to cope with the crisis event.
- ★ Understand events leading to the crisis.

Remember, not every problem may be an actual crisis by definition, but the individual may experience it as a crisis. Perception is the key! Do not alienate the individual by placing one's own definition of crisis on the caller. Crises are different for each person. The ombudsman's role is to assist, not to judge.

The National Organization for Victim Assistance http://www.trynova.org suggests that helpers prepare to experience distress when working with a crisis victim. Ombudsmen should:

- ★ Be mentally available to a victim by putting their own thoughts and concerns aside.
- ★ Be prepared physically by eating properly, getting enough sleep and exercise.
- ★ Be aware of how they generally deal with stress.
- ★ Make sure they have dealt with their own issues.
- ★ Diversify activities. Make time for fun.
- ★ Know resources.
- ★ Educate themselves about reactions to crisis.
- ★ Establish and nourish a meaningful belief system.
- ★ Cultivate a support system.

In a crisis, it is tempting to try to take the problem away from the individual. However, it is important for the person experiencing the crisis to be able to deal with the trauma as it unfolds. Otherwise the trauma may never be adequately incorporated into the individual's overall life experiences. It can also damage the individual's self-esteem and increase feelings of helplessness and powerlessness.

A command ombudsman may take a more directive role if one or more of the following conditions exist:

- ★ The individual is in danger (i.e. if the attacker is still present).
- ★ The individual is so overwhelmed they have limited or no capability to care for themselves.
- ★ The individual is injured.

If these conditions do not exist, it is more appropriate to take a facilitative role. Ombudsmen can provide additional information to empower a crisis victim, give referrals to professional services and follow up to see whether the chosen option is working. By empowering an individual in crisis, the individual grows. They gain valuable coping and problem-solving skills, the ability to tolerate frustrating and painful situations, knowledge of resources and a sense of accomplishment.

Crisis Intervention Do's and Don'ts

Do:

- ★ Make sure the individual is safe.
- ★ Listen attentively, but do not force them to talk.
- ★ Get the caller's name and phone number without becoming intrusive.
- ★ De-escalate distressed clients by talking in a soft, calm voice and encouraging them to focus on what they are requesting.
- ★ Show concern, support, acceptance, hope and a positive attitude. This is wonderful medicine and has a more powerful impact than most people realize.
- ★ Be tolerant of intense emotions. Be sensitive to the fact that a crisis brings a flood of emotions. Be careful not to take things personally.
- ★ Be nonjudgmental. The individual has to take the path that is best for them.
- ★ Maintain confidentiality. Inform the individual of situations that may have to be reported.
- ★ Listen. It seems so simple, yet so many of us are not good at it! Sometimes a listening, concerned, understanding ear is all that is needed.
- ★ Use caring words and phrases such as:
  - ♦ "I'm sorry that this has happened."
  - ♦ "I cannot imagine how difficult this must be for you. I'd like to be with you for a while if you wish."
  - ♦ "Would you like me to help you with …"
  - ♦ "It's not your fault."
  - ♦ "What you're feeling is normal."
  - ♦ "I do not know how you feel, but I would like for you to please share your feelings with me."

Don't:

- ★ Give unofficial information about injuries or casualties.
- ★ Make physical contact unless permission is asked or they initiate it.
- ★ Focus the conversation on one's self.
- ★ Give advice or opinions unless asked.

NOTES:

- ★ Offer false hope. No one has a magic wand to make everything better for an individual.
- ★ Become a hero, or rescuer, or get in over one's head. Helpers should not bring people home, offer to take care of their children or promise punishment for wrongdoers.
- ★ Fail to get assistance when needed. It is not a sign of weakness or ignorance to ask for help.
- ★ Use phrases such as:
  - ♦ "I know how you feel."
  - ♦ "It's God's will."
  - ♦ "You are so strong. I know you can handle this."
  - ♦ "Tell me what I can do."
  - ♦ "It was a blessing that …"
  - ♦ "You'll get over this."
  - ♦ "Just be thankful that …"

Disasters

In addition to assisting family members to cope with individual crises, ombudsmen may be called upon to assist in a larger-scale crisis involving a command emergency or a community, state or national disaster.

DISASTER CHECKLIST

SELF CARE

- ☐ Alert your family and your spouse's family about the incident.
- ☐ Arrange your child care. If your children are older, leave money in case they need to order out for food later in the day. Leave phone numbers of neighbors and close friends.
- ☐ Contact your support system and ask them to assist you, if needed.

CRISIS RESPONSE

- ☐ Begin a notebook or log to note all information gathered and disseminated.
- ☐ Establish a point of contact (POC) at squadron, group, or Immediate Superior in Command (ISIC). Identify expectations such as who calls whom, how often, the type of information to be shared, etc.
- ☐ Contact CO, XO and CMC spouses and establish plans for communication.
- ☐ Activate emergency call tree.
- ☐ Update Careline.
- ☐ Contact public affairs officer (PAO), if needed.
- ☐ Get command roster and any emergency data forms you might have.
- ☐ Keep your cell phone charger nearby.
- ☐ Work with squadron or group regarding informational meeting for families. Contact: PAO, Fleet and Family Support Center (FFSC), chaplain or others as appropriate.
- ☐ Identify a command spouse or other ombudsman to act as volunteer coordinator. Work with the volunteer coordinator to determine the needs of families and identify resources.

AFTER CARE

- ☐ Contact squadron/group and Casualty Assistance Calls Officer (CACO) regarding visitations/needs of casualty families.
- ☐ Possibly visit families in conjunction with CO, XO or CMC spouses.
- ☐ Attend memorial service.
- ☐ Contact FFSC to coordinate a critical incident stress debriefing, if needed.
- ☐ Follow up with casualty families.
- ☐ Follow up with volunteer coordinator.
- ☐ Follow up with squadron/group.

NOTES:

Disaster Preparedness

Disasters can strike quickly and without warning. They can force families to evacuate from their neighborhoods or be confined to their homes. Local officials and relief workers will be on the scene after a disaster, but they cannot reach everyone right away.

During a major crisis such as Hurricane Katrina, the Sept. 11 attack or the USS Cole terrorist attack, Ombudsmen have:

- ★ Served as the point of contact (POC) for evacuated families to get information about the crisis and for Sailors to get information about the status of their families.
- ★ Staffed family assistance or community support centers — facilities set up by the Navy to provide information and support services to those affected by a major crisis.
- ★ Coordinated food and clothing drives.
- ★ Answered toll-free telephone lines established by the Navy for families from out of the area to get information.

Ombudsmen can help command families prepare for a disaster by:

- ★ Publishing short articles about the need for disaster preparation in the ombudsman newsletter and periodically listing Web sites that provide tips for family disaster readiness.
- ★ Using the Careline to provide notice of impending crises and command or installation guidance. Include command instructions/reporting phone number if evacuation is advised. Provide out-of-state or cell phone number for ombudsmen.
- ★ Distributing print materials about disaster preparedness at FRG meetings and at the command.
- ★ Drafting periodic notices to remind Sailors to prepare their homes and families for disaster, and asking the executive officer (XO) to include them in Plan of the Day, Plan of the Week or Plan of the Month (POD/POW/POM).

Many Web sites have information about disaster preparedness that include checklists or booklets that can be downloaded and personalized for families. Three excellent sites include:

1. Department of Homeland Security http://www.ready.gov.
2. Federal Emergency Management Agency http://www.fema.gov/areyouready.
3. The American Red Cross http://www.redcross.org.

Additional ombudsmen efforts to prepare families for potential disasters may include:

- ★ Helping families who are new to the area become familiar with the types of disasters most likely to occur and how to best prepare for them.

- ★ Suggesting families develop an emergency communication plan.
- ★ Providing lists of items to include in a disaster supply kit.
- ★ Publicizing evacuation routes, emergency public shelters, caring for animals and information specific to people with disabilities before disasters occur and when a disaster is imminent.

Types of Disasters

Command Emergencies

Command emergencies are incidents that affect the command. Command crises may include:

- ★ Death of Sailor(s) in a vehicle accident
- ★ Helicopter or plane crash
- ★ Accident at sea
- ★ Terrorist attack
- ★ Training incident

Ombudsmen are often called upon to provide information to command families during a command crisis. Ombudsmen may also have specific roles in command disaster preparedness drills. They should check with their POC to discuss their role during a command crisis. Regardless of the kind and extent of the command emergency, the ombudsman is never to act independently or without explicit guidance from the command. The ombudsman should be thoroughly aware of the commanding officer's policies and expectations in a crisis or natural disaster occurring where the command families live. Roles ombudsmen have taken on during a command crisis include:

- ★ Initiating the phone tree to inform family members of an incident.
- ★ Coordinating meal delivery for a grieving family.
- ★ Representing command families with local and national media.
- ★ Arranging a group meeting of family members to provide information and support.
- ★ Arranging transportation and accommodations for out-of-town guests.
- ★ Sending flowers to a funeral on behalf of the command.
- ★ Arranging emergency child care.
- ★ Posting up-to-the minute information on the Careline.

Natural Disasters

Installation, community, state or national crises have a broader impact. They may include natural disasters such as:

- ★ Hurricanes
- ★ Wildfires

NOTES:

- ★ Earthquakes
- ★ Tornadoes
- ★ Extreme winter storms
- ★ Volcanic eruptions
- ★ Floods
- ★ Pandemics such as avian flu (bird flu) or H1N1 flu (swine flu)

Man-made Disasters

Man-made disasters include:

Terrorists attacks

Civil unrest

Nuclear meltdowns

Operation Prepare

To help families prepare and cope with a disaster, CNIC's *Operation Prepare* program suggests three simple steps:

1. **Be informed:**
   - ♦ Know what emergencies are most likely to affect you and your family.
   - ♦ Learn your local emergency warning system.
   - ♦ Educate yourself and your family on the different ways to prepare for a disaster.
2. **Have a plan:**
   - ♦ Prepare multiple emergency plans for the various types of disaster (e.g., what to do, where to go, whom to call).
   - ♦ Communicate your emergency plan with everyone in your family.
   - ♦ Practice your emergency plan and update it every six months.
3. **Make a kit:**
   - ♦ Assemble an emergency kit with essential supplies for survival plus medicine and items for special needs and pets.
   - ♦ Store valuable documents in a portable and waterproof container.

Navy Family Accountability and Assessment System (NFAAS)

There are two things Navy families should do immediately following a declared disaster: muster with their command and complete a needs assessment with the Navy Family Accountability and Assessment System (NFAAS).

NFAAS is a survey tool to assess disaster-related needs. The system allows families to assess 19 categories, including: medical, missing family locator, transportation, housing and personal property, financial, employment, child care, education, legal services, counseling, and mortuary and funeral assistance.

NFAAS allows personnel to do the following:

- ★ Report accounting status
- ★ Update contact/location information
- ★ Complete needs assessment
- ★ View reference information

Ombudsmen Readiness

Ombudsman duties during a disaster may include:

- ★ Setting up a meeting with command families to share information or answer questions regarding an incident.
- ★ Sending out messages to a deployed command that families are safe after an incident.
- ★ Using the command roster and phone tree to update families with news from the commanding officer (CO).
- ★ Calling command families with information about the situation, such as evacuation routes and the locations for temporary shelters.
- ★ Coordinating assistance efforts with a sister command or squadron.
- ★ Updating the Careline.
- ★ Quelling rumors.

When helping during a disaster, all actions must be authorized by and coordinated through the command.

Contact the following resources if assistance is needed:

- ★ Local FFSC
- ★ Ombudsman Assembly chair
- ★ Command POC

Disaster Assistance

Family Disaster Assistance

Before the need arises, it is helpful for ombudsmen to be familiar with the following organizations/programs that provide assistance during crises:

- ★ Local military installation
- ★ State emergency management

NOTES:

- ★ The Federal Emergency Management Agency
- ★ The American Red Cross
- ★ Casualty Assistance Calls Officers (CACOs)
- ★ Navy-Marine Corps Relief Society
- ★ United Services Organization (USO)

Local Military Installation

Each Navy installation has a disaster response plan. The plan takes effect when a crisis occurs that involves a number of Sailors, Marines and/or their families. A Family Assistance Center (FAC) may be opened on the installation to provide:

- ★ A place for those affected by the crisis to gather or seek safe haven.
- ★ Information as it becomes available.
- ★ Notification of the status of loved ones involved in the disaster.
- ★ Services such as food, shelter and financial assistance.

Ombudsmen not affected by the crisis may be asked to help at an FAC by:

- ★ Answering phones.
- ★ Operating a check-in desk.
- ★ Helping family members.
- ★ Staffing a child care area.
- ★ Assisting with food/comfort services.
- ★ Documenting donations.

State Emergency Management

Each state has an emergency management agency responsible for coordinating the state's response to a major disaster. This includes supporting local governments as needed or requested and coordinating assistance with the Federal Emergency Management Agency (FEMA). During an emergency, the agency is likely to report directly to the governor of the state.

Most state agencies:

- ★ Research, write, implement and review emergency plans and procedures.
- ★ Hold drills with agencies and departments statewide such as police, rescue and fire departments.
- ★ Maintain a comprehensive telecommunications network among an emergency operations center, local and federal governments, weather services, etc.
- ★ Coordinate public information and awareness efforts.

- ★ Coordinate efforts with FEMA when the governor declares a state of emergency to request a presidential disaster declaration. This allows the flow of money and services to begin.

Federal Emergency Management Agency (FEMA)

FEMA is part of the Department of Homeland Security and is in charge of helping people before and after a disaster. FEMA is called in to help when the president declares a disaster. Disasters are declared after hurricanes, tornadoes, floods, earthquakes or other similar events strike a community.

Before FEMA can respond, the governor of the state must ask for help from the president.

FEMA workers help disaster victims find a place to stay if their homes are damaged or destroyed. FEMA also helps provide resources to repair homes and works with city officials to fix public buildings that have been damaged. The agency teaches people how to prepare for a disaster and how to make their homes as safe as possible. FEMA works with communities to help them construct safer buildings that are less likely to be damaged. It also trains firefighters and emergency workers, and runs a flood insurance program.

American Red Cross

The American Red Cross responds to about 70,000 disasters each year. Most of these responses are to house or apartment fires. They also respond to large-scale disasters such as hurricanes, floods, earthquakes, tornadoes, hazardous materials spills, transportation accidents, explosions and other natural and man-made disasters.

The Red Cross disaster relief focuses on meeting people's immediate emergency, disaster-caused needs. When a disaster threatens or strikes, the Red Cross provides shelter, food, and health and mental health services to address basic human needs. In addition to these services, the core of Red Cross disaster relief is the assistance given to individuals and families affected by a disaster, enabling them to independently resume their normal daily activities.

The Red Cross also feeds emergency workers, handles inquiries from concerned family members outside the disaster area, provides blood and blood products to disaster victims and helps disaster victims get access to other available resources.

Casualty Assistance Calls Program

The mission of the Navy Casualty Assistance Division is to provide timely, compassionate and caring assistance for families in times of need. The Navy Casualty Assistance Division consists of:

- ★ Primary Response
- ★ Survivor Benefits and Entitlements
- ★ Casualty Case Settlement
- ★ Prisoner of War/Missing in Action

NOTES:

Navy Casualty Assistance personnel are available via a toll-free phone number: 1-800-368-3202. In the event of a mass casualty situation, an emergency coordination center is staffed by active duty and personnel from Navy Personnel Command at Millington, Tenn., and provides assistance by:

- ★ Answering telephone inquiries.
- ★ Providing family members in the casualty assistance area with information and referral.
- ★ Acting as a clearinghouse for information in mass casualty scenarios.

The Casualty Assistance Calls Program trains Navy personnel to make death and injury notification visits. This program is managed regionally by Casualty Assistance Calls/Funeral Honors Support (CAC/FHS) program coordinators. Casualty Assistance Calls Officers (CACOs) not only make notifications but also work with the family to:

- ★ Provide immediate financial death benefits.
- ★ Make funeral arrangements.
- ★ Coordinate military honors.
- ★ Process insurance and other financial claims.
- ★ Ensure personal effects are returned.

The CACO may work with the family as long as necessary. For information, go to http://www.npc.navy.mil/CommandSupport/CasualtyAssistance.

Navy-Marine Corps Relief Society (NMCRS)

The Navy-Marine Corps Relief Society (NMCRS) assists service members and their eligible family members promptly and with compassion. The society provides:

- ★ Assistance with gas, food and lodging to support a pre-disaster evacuation that has been ordered by the base commander or other local authorities.
- ★ Assistance with immediate basic living expenses of families whose homes are uninhabitable or who have lost their food supply due to loss of electricity.

United Services Organization (USO)

The USO is chartered by Congress and is a nonprofit, charitable corporation. The USO relies on donations from individuals, organizations and corporations to support its programs. The mission of the USO is to provide support to military service members and their families. During disasters, USO centers in the United States and throughout the world provide a variety of services. They:

- ★ Accept donations from individuals, organizations and corporations who want to assist military families.
- ★ Expand hours and services provided at the centers to accommodate the needs of those affected by a disaster.

- ★ Provide food and a place to relax to service members and their families.
- ★ Assist families to locate temporary housing, clothing and food.
- ★ Offer emotional support and encouragement.

Media Relations

During a military crisis and anytime the media makes a request of the Navy to talk with military family members, an ombudsman may be the "go to" person to represent Navy families. If approached to do an interview, the ombudsman should let the command POC know of the request and receive their approval before talking to the media. Using the media is a good way to:

- ★ Get accurate information to Navy families.
- ★ Provide reassurance.

During a crisis, print, radio and television media may want to talk with family members affected by the crisis. Ombudsmen should always work with their public affairs officer (PAO) when talking with the media. When in front of the media, ombudsmen are not simply representing themselves; they are representing other Navy families and the Navy as a whole. Ombudsmen should review key points with the PAO. Ask for a practice session. Get feedback and tips for improvement.

Many polished media personalities treat interviews like short briefings or presentations. The media presentation consists of:

- ★ Introductions.
- ★ Content.
- ★ Contact information.

When talking with the media have a clear message. Ombudsmen should have no more than three points they want to communicate. One of the three points should be a telephone number for individuals to contact for more information. Print media is usually the least intimidating. The PAO may even be able to get an agreement to review the story before it goes to press.

Television Tips

Ombudsmen should prepare for a television appearance so that the audience is focused on their message and not the ombudsman's physical appearance. The PAO should be able to help. Consider the following tips:

- ★ Know the color of the set's background. If not, take two different color jackets For example, if the set background is royal blue and the ombudsman wears royal blue clothing, their body will fade into the background. They will look like a talking head!
- ★ Remove large, gaudy, noisy and shiny jewelry; it is distracting to the audience.
- ★ Keep answers short. Have two or three main points and talk in sound bites, not lengthy sentences.

NOTES:

- ★ Remove eyeglasses unless the lenses are nonreflective.
- ★ Look at the interviewer. Do not let your eyes wander around the set or shift back and forth to the camera.
- ★ Powder nose, cheeks and forehead. Even males need a matte finish so they do not look like they are sweating.
- ★ Use gestures if this is normal behavior, but keep them more contained.
- ★ Manage facial expressions all the time so as not to be caught off guard when the camera starts rolling. Smile when appropriate and assume the microphone is on unless told otherwise. Smiling makes a speaker seem more approachable and believable, and helps the interviewee feel confident and in control.
- ★ Ask the interviewer to post contact information on the screen during the interview.

Radio Tips

Unlike television, appearance is relatively unimportant on the radio. A radio interview is often done via the telephone. The interviewer will typically ask the interviewee their name and the command they represent. The interviewer will ask a series of questions and will ask for contact information at the end of the interview.

Since the ombudsman knows their name and contact information, they simply need to focus on their message. Again, the three-point rule applies. What is the message that needs to be conveyed? Also:

- ★ Remember to talk slowly and clearly.
- ★ Try to delete the annoying filler words such as "um" and "you know."
- ★ Have water handy to prevent dry mouth.
- ★ Talk in short sentences.
- ★ Sound confident and calm.

Summary

Command family members may look to their command ombudsman in a crisis. Dealing with a crisis may seem overwhelming. It is important to:

- ★ Remain calm.
- ★ Listen carefully.
- ★ Take notes as needed.
- ★ Provide information.
- ★ Report as required.

It is imperative that ombudsman provide adequate crisis intervention, or emotional first aid, to appropriately intervene and assist family members in getting needed assistance. Should ombudsmen have any questions or concerns about their role during a disaster, they should address them with their command for clarification.

MODULE 8: DEPLOYMENT AND MOBILIZATION

1. Introduction

The business of the Navy is to go to sea. Throughout history, Sailors were single, young men. That remained true until the last quarter of a century when the face of the Navy began to change. Today, the Navy still has young, single men, but there are also young women, single parents and, for the first time, more married Sailors than single Sailors. Few other occupations require extended periods away from home of six months or more, duty nights, sudden and unplanned deployments, and war. This module provides an overview of:

- ★ The spiral of deployment.
- ★ Navy communities.
- ★ Readiness and deployment success strategies.

2. The Spiral of Deployment

The spiral of deployment is a good tool for understanding the emotional ups and downs that service members and their families may experience during the entire continuum of deployment. It is used as a way to describe Navy spouses' reactions to deployment.

Families' descriptions of the issues they faced pre-deployment, during deployment, post-deployment, and then gearing up again indicate a spiral. When entering the second or third deployment of their spouse's sea tour, families carry unresolved anxieties and expectations from previous deployments along with the skills they have gained. Families never come back to the same place they started.

SPIRAL OF DEPLOYMENT

	Time	Emotions:	Behavior	Ombudsman roles
STAGE 1 Anticipation of Loss		★ Tension ★ Fear ★ Anger ★ Sadness	★ Denial ★ Arguing ★ Honey do list	Normalize Provide information
STAGE 2 Detachment and Withdrawal	Final days before deploying	★ Focused ★ Sadness ★ Anger ★ Numb	★ Stop sharing thoughts/ feelings ★ Withdrawal ★ Packing	Encourage preparation completion Provide checklist and resources
STAGE 3 Emotional Disorganization	"D" day to 6 weeks after departure	★ ★ ★ ★ ★	★ Discouraged ★ Cry ★ Ignore routine ★ Get busy ★ Move "back home"	Suggest involvement
STAGE 4 Recovery and Stabilization	2 to 8 weeks into the deployment	★ Pride ★ Confident ★ Lonely ★ Sad	★ ★ ★	Encourage goal setting
STAGE 5 Anticipation of Homecoming		★ Excitement, joy ★ Apprehension ★ Anxious	★ Goal accomplishment ★ Shopping ★ Cleaning ★ Fantasizing	Normalize/encourage realistic expectations
STAGE 6 Return Adjustment and Renegotiation	Few days after arrival	★ Awkward ★ Happy ★ Excitement, joy	★ Negotiating ★ Honeymooning ★ Face-to-face communication	
STAGE 7 Reintegration and Stabilization	2 to 6 weeks after deployment (can go up to six months)	★	★ Routines re-established	Recognize success, lessons learned, coping strategies

Stage 1: Anticipation of Departure

Time frame: This stage occurs four to six weeks before a planned deployment. It is a time of tension and confusing emotions.

Emotions/behaviors:

- ★ Couples: Partners may alternately feel denial and anticipation of loss. They also may be angry and resentful about the increased hours the service member spends preparing for the deployment. As reality sinks in, tempers may flare as couples attempt to take care of all the items on a family pre-deployment checklist while striving to make time for each other. Service members feel guilty about leaving their families. Arguments and bickering are common. Although irritating, it can be a useful way for a couple to distance themselves emotionally in preparation for the separation.
- ★ Children: Parents must be sure to tell their child about the upcoming deployment and reassure children that they will be cared for in the deployer's absence.
- ★ Single Sailors: Single Sailors may eagerly anticipate the opportunity to put their training into action. They may also be concerned about the unknown aspects of the deployment.

Ombudsman roles: Ombudsmen can help command family members understand the spiral of deployment by providing information on deployment and helping them to understand that what they are feeling is normal. Ombudsmen should be aware of their own personal feelings regarding an up-coming deployment as well as those of their command family members.

Stage 2: Detachment and Withdrawal

Time frame: Occurring in the final days before deployment, in many ways this can be the most difficult stage.

Emotions/behavior:

- ★ Couples: Service members become 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. Both partners stop sharing their thoughts and feelings with each other. This is a natural response, as separation is imminent. Although physically together, they have separated emotionally. This can be especially difficult if it is seen as a rejection rather than as a reaction to trying circumstances. Often the non-deploying spouses think, "If you have to go, go." And Sailors think, "Let's get on with it!"
- ★ Children: Children may be confused and upset with the deploying parent. Younger children may feel their behavior caused their parent to leave.
- ★ Single Sailors: Single Sailors are often working extremely hard and trying to get their affairs in order before deploying.

Ombudsman roles: Ombudsmen can help families by encouraging the completion of preparations. Provide deployment checklists and referral to resources that assist with pre-deployment procedures such as the Fleet and Family Support Center (FFSC) and Navy Legal Services.

NOTES:

Stage 3: Emotional Disorganization

Time frame: This stage varies in length from the actual time of deployment and up to six weeks after departure.

Emotions/Behavior:

- ★ Couples: The non-deploying partner may feel an initial sense of relief followed by guilt. Many feel disorganized, depressed, or restless. Old routines have been disrupted and new ones not yet established. They often feel overwhelmed as they face total responsibility for family affairs. A few are stuck in this stage, which can cause problems throughout the remainder of the deployment and beyond.
- ★ Children: Children may show signs of emotional upset. Schoolwork may suffer. Behavior may regress.
- ★ Single Sailors: Both service members in a relationship and single service members are usually excited at first. Then they may become lonely or angry at the command for having to be separated from their families and homeport.

Ombudsman roles: Ombudsmen can suggest that family members at home become involved with various activities, such as joining the Family Readiness Group (FRG), community support groups, volunteer organizations, sports activities or enrolling in college classes.

Stage 4: Recovery and Stabilization

Time frame: At some point during the deployment and after Stage 3, new routines are established for much of the deployment.

Emotions/behavior:

- ★ Couples: Those at home have begun to feel more comfortable with the reorganization of roles and responsibilities. New sources of support and a new sense of independence and freedom are developed. They may also develop increased confidence and a positive outlook.
- ★ Children: With time, settle into more comfortable and adaptive behavior.
- ★ Single Sailors: Service members may be at a point where the newness and adventure of the deployment has worn off and monotony sets in.

Ombudsman roles: Ombudsmen can suggest that family members set personal goals to accomplish during deployment. Encourage family members throughout the remainder of deployment to reach those goals.

Stage 5: Anticipation of Homecoming

Time frame: Homecoming preparation begins at different times for those at home and those on deployment. Typically, it is about four to six weeks before the command is due to return home.

Emotions/behavior:

- ★ Couples: Spouses and partners who remained at home realize that they have not finished everything they wanted to do during the separation. There is a feeling of joy and excitement in anticipation of being together again. Feelings of apprehension surface as well at the prospect that the service member may not like some of the changes and decisions made during their absence. Service members in relationships are excited and anxious, too, wondering whether they will be accepted or needed by their families and if their children will remember them.
- ★ Children: Younger children take their cues from their caretaker. Older children may have similar feelings as their parents. They will be excited, joyous and may feel anxious if they believe they did not live up to their deployed parent's expectations.
- ★ Single Sailors: Many service members indicate their anticipation of homecoming does not begin until they are sure they are actually returning to homeport. They are eager for some time away from the command and concerned that friendships developed with their married colleagues may change upon homecoming.

Ombudsman roles: Ombudsmen can help normalize what family members are feeling by providing information on return and reunions or homecoming. Encourage realistic expectations of what will happen on the return of their loved one.

Stage 6: Return Adjustment and Renegotiation

Time frame: Renegotiation of relationships occurs at homecoming and a few days after arrival.

Emotions/behavior:

- ★ Couples: It takes time together, with shared feelings and experiences, to really become a couple again. Many spouses feel a loss of freedom and independence and resent the partner making decisions that should be made together. Service members often feel like strangers in their own homes. During this stage, the couple has to make major adjustments in roles and responsibilities; the marriage cannot and will not be exactly as it was before the deployment. Each partner has had varied experiences and has grown in different ways, and these changes must be accommodated. Being aware of each other's needs is crucial at this point. There is, however, an opportunity offered to few civilian couples; the chance to evaluate what changes have occurred within themselves, to determine what direction they want their growth to take, and to meld all this into a renewed relationship.

NOTES:

- ★ Children: Just as parents need time to re-establish relationships, so do children. It is best for the returning parent initially not to make drastic changes to the children's routine, rules, and responsibilities. Children will likely go to the parent who has remained at home with them for the first few days upon their deployed parent's return for permission, questions, and assistance.
- ★ Single Sailors: Single Sailors may need to renegotiate relationships with roommates, friends, and family. They may choose to develop new relationships.

Ombudsman roles: Ombudsmen may be receiving an influx of concerned or upset phone calls during this time. Refer these callers to a counselor or chaplain, if necessary.

Stage 7: Reintegration and Stabilization

Time frame: Can take up to six months as the couple and family stabilize their relationships anew.

Emotions/behavior:

- ★ Couples: Spouses feel more relaxed and comfortable with each other. There is a renewed sense of being a couple and a family. They are back on the same track emotionally and can enjoy the warmth and closeness of being a couple again.
- ★ Children: Young children may worry that their parent will leave again. Duty nights can be challenging. Older children are usually delighted that their family is reunited even though they may, at times, resent the discipline enforced by having two parents at home.
- ★ Single Sailors: Single Sailors are pursuing interests away from work such as athletics, college, hobbies, and developing relationships.

Ombudsman roles: Ombudsmen can help families recognize their success in surviving a deployment, highlight lessons that they learned and emphasize any coping strategies that they may have developed that could be used for their next separation.

Deployment Preparation

Before a planned extended deployment, most commands host events to prepare Sailors and their families. A lawyer is usually brought to the command to prepare wills and powers of attorney. Families are invited to attend pre-deployment briefs hosted by the command. Small commands typically host one pre-deployment brief on a weekday evening for married Sailors and ensure all are able to attend; and host two briefs for single Sailors during the workday so that all can attend.

Deployment Readiness Checklist

The following checklist covers the practical financial and personal preparation needed to be deployment ready.

DEPLOYMENT CHECKLIST

LEGAL CONSIDERATIONS

_____ Do you have a will?

_____ Is your Record of Emergency Data (Page 2) current?

_____ Do you need to leave powers of attorney with anyone?

_____ Do you need to leave a medical authorization with the person who is caring for your dependent children?

_____ Are all ID cards/DEERS enrollments current?

FINANCIAL PLANNING

_____ Do you have a written monthly spending plan?

_____ Does your spending plan include amounts for:

- ★ Port visits?
- ★ Phone calls?
- ★ Gift/souvenir purchases?
- ★ Utility bills?
- ★ Savings?

_____ Does your spending plan include amounts for:

- ★ Sea pay?
- ★ Family Separation Allowance?
- ★ Possible promotion during deployment?
- ★ Re-enlistment bonuses or other special payments?

_____ Do you/your spouse have access to MyPay?

_____ Are you enrolled in the Thrift Savings Plan?

_____ If married, do you both understand and agree to how finances will be handled during the deployment?

TAXES

_____ If you plan to do your taxes while deployed, do you have all the records you will need?

_____ Do you have a specific power of attorney if someone else will be doing your taxes?

BANKING DECISIONS

_____ Is your pay set up the way you want? (DDS to correct account(s)? Split pay? Any allotments or automatic check drafts?

_____ If married, have you considered establishing separate checking accounts?

_____ Have you considered joining a credit union?

BILLS

_____ How will you be making payments to your creditors? Do they all have your correct address?

_____ How will you be paying your rent/mortgage/utilities?

_____ Are there any annual expenses due while you are deployed? If so, how will they be paid?

_____ If married, have you decided who will be using which credit cards during the deployment?

_____ Is your renter's/homeowner's insurance current?

VEHICLES

_____ If single, do you have a safe place to store your vehicle or is someone taking care of it for you?

_____ Are vehicle insurance, tags, registration/title and base/inspection stickers current?

_____ Is all routine maintenance current?

_____ Have you left the name of a trusted mechanic/repair garage with your family?

EMERGENCY PLANS

_____ Do you have a least one month's pay saved in case of a financial emergency?

_____ If married, have you considered signing a pre-authorization form with Navy-Marine Corps Relief Society?

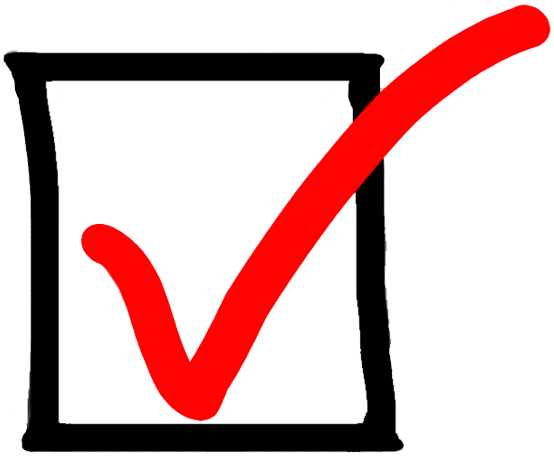
_____ If married, does your spouse know how to access the TRICARE health care system, particularly when outside the local area?

_____ Does your family know your complete official mailing address, command name and your Social Security number?

_____ Does your family know to use the American Red Cross in case of an emergency?

_____ Does your family have the name and number to the command ombudsman?

_____ Does your family have a disaster preparedness plan and place to meet/call?



Family Emergencies during Deployment

A service member may or may not be able to return to the states during a family emergency. It is recommended that families follow command procedures for notifying a service member about an emergency while deployed. Commands usually recommend families contact the American Red Cross, which will verify the emergency and contact the command.

Families may also contact the command ombudsman. Depending on the direction from the commanding officer (CO), ombudsmen may instruct family members to contact the Red Cross or the ombudsman may contact the command. Emergency messages are delivered to the Sailor by a chaplain, command master chief (CMC), commanding officer (CO), or executive officer (XO) who can assure the service member has support.

An ombudsman should discourage a family from telling the service member directly about an emergency. If a family member sends an e-mail or tells the service member about an emergency during a telephone call, then no one at the command is aware and available to provide emotional support.

Integrating Command Personnel Component Families

Individuals who may not normally be assigned to the command – a squadron, an air wing, midshipmen, foreign Navy personnel, activated reservists, etc. – may become a part of it during a deployment. Check with the CO to determine their expectations for integrating the families of these individuals. Most will want the ombudsman to:

- ★ Respond to calls for information or emergencies.
- ★ Provide the Careline number and encourage use by all.
- ★ Send copies of the ombudsman newsletter.
- ★ Invite families to command and FRG functions.
- ★ Keep families informed about homecoming events.

Many times when groups of commands deploy together, one or more leadership spouses will organize a meeting or a luncheon and invite leadership spouses from each command. This allows everyone an opportunity to meet, plan social activities and coordinate homecoming festivities. Teamwork is key, as all are part of the Navy family.

Maintain Command Communication

The days and weeks before deployment are hectic. Before the command deploys, it is essential to have a plan for communication. Command ombudsmen should make sure they:

- ★ Are familiar with the CO's emergency leave policy and expectations for verification.
- ★ Are aware of the types of situations about which the CO and command point of contact (POC) want to be informed.
- ★ Create a plan for regularly scheduled e-mail communication.
- ★ Have a telephone number for the command that generally is not made available to others.
- ★ Have the command's mailing address.

NOTES:

- ★ Develop a plan to receive updated official command rosters.
- ★ Arrange for the CO or CMC to provide regular verbal or written updates for the Careline.
- ★ Know their POC at the squadron, group, or other command who can assist while the command is deployed.
- ★ Arrange funding for printing and distribution of the ombudsman newsletter.

Homecoming

Return and reunion briefs for deployed service members generally take place aboard ship at the request of the command. FFSC staff members meet the ship and present programs during the transit home. For submarines and land-based air squadrons, return and reunion briefs can be provided at their last in-port availability.

The command's FRG usually plans homecoming festivities. The ombudsman, FRG leader or a senior spouse may be asked to relay plans to the CO for approval. FRG leadership, or another member of the command support team, should contact the FFSC or chaplain to have an educational homecoming discussion for command families.

The focus of homecoming programs is:

- ★ Planning for homecoming
- ★ Realistic expectations
- ★ Dealing with change
- ★ Children's reactions
- ★ Resources for additional help

Navy Communities

Activated Reservists

The focus of the U.S. Navy Reserve is to provide mission-capable units and individuals to the Navy and Marine Corps throughout the full range of operations during times of peace or war. In today's environment, this mandate takes on added meaning and responsibilities as the Reserve plays an increasingly active role in the day-to-day planning and operational requirements of the active Navy. It is a significant force multiplier, enabling the fleet to meet growing global commitments.

Reservists may be:

- ★ Former Sailors.
- ★ From other branches of the service.
- ★ Personnel with no previous military experience.

When individuals join the Navy, they must commit to eight years of service. Not all of it has to be served as an active-duty Sailor. Part of the eight years may be spent in the Reserve force.

The Navy Reserve force consists of the:

- ★ Ready Reserve.
- ★ Standby Reserve.
- ★ Retired Reserve.

When Navy Reservists are recalled to active duty for an extended period, the gaining command assumes responsibility for the Sailors and their families. To ensure the geographically dispersed Reservist's family receives the support services to which they are entitled, the losing command's ombudsman should contact the gaining command's ombudsman to coordinate services.

Challenges of Mobilization for Families

Mobilization brings service members into readiness for immediate service in time of war or crisis. With a downsized Navy, there is a greater need to immediately deploy service members and/or to activate Selected Reserve (SELRES) in time of war, crisis or in support of a mission.

Mobilization brings challenges to service members and their families. For Sailors with no previous Navy service or those who were active duty in another service branch, mobilization can be a particular challenge.

These challenges include:

- ★ Reservists may mobilize with little notice or time for preparation.
- ★ Reservists and their families may be unprepared practically, emotionally and financially for separation.
- ★ Family members may have no prior experience with and do not understand military life.
- ★ Military support services may be unavailable locally.

Mobilization Preparation

To meet these challenges, mobilized personnel that are not located near a fleet concentration area may host a family day event. Typically, family days are held on the day the service member must travel to the command. This allows the service member and their family to travel together. An activation/mobilization checklist is provided that requires the service member to prepare their:

- ★ Pay and direct deposit.
- ★ Service record.
- ★ Security clearance.
- ★ Legal matters.
- ★ Medical records.
- ★ Personal concerns.

SAMPLE ACTIVATION MOBILIZATION CHECKLIST

Activation Mobilization Checklist

DOCUMENTS YOU MUST BRING FOR ACTIVATION/MOBILIZATION

(As applicable for you and your family members)

PAY/DIRECT DEPOSIT/ALLOTMENT

- ☐ Voided personal check or deposit slip (displaying bank address/telephone, bank routing/account numbers).
- ☐ Bank account information (bank address/telephone, bank routing/account numbers) for each desired allotment.
- ☐ Copy of current mortgage(s) (with principal/interest/tax/insurance breakdown) and documentation of one month's average utilities, OR copy of house or apartment rental agreement and documentation of one month's average utilities.
- ☐ Copy(s) of current child support agreement(s).
- ☐ If Medical Corps (MC), Dental Corps (DC), Medical Service Corps (MSC) (Clinical), Nurse Corps (NC) certified copies or proof of the following:
  - ☐ Current license/certificate
  - ☐ Current BCLS, ACLS, PALS, etc.
  - ☐ Current demographic information, if MC
  - ☐ Internship
  - ☐ Residency
  - ☐ Board certification in specialty or board certification qualifications.

SERVICE RECORD/PSD

- ☐ Certification of discharge/separation (DD-214) for all former periods of active duty.
- ☐ Birth certificate or passport (for those deploying OCONUS).
- ☐ Birth, adoption or guardianship certificates for dependents.
- ☐ Social Security numbers for self and dependents.
- ☐ Certified copy of marriage certificate for present marriage.
- ☐ Certified copies of documentation terminating any previous marriage (divorce/annulment/spouse's death certificate).
- ☐ Certification of full-time enrollment for self and college-age dependents (from school registrar).
- ☐ Signed statement from licensed physician for dependent parent/children over 21 years of age who are incapacitated.
- ☐ Current DON Family Care Plan Certification (NAVPERS 1740/6).

SECURITY CLEARANCE

- ☐ Certified copy of naturalization papers.
- ☐ Names/addresses of personal/professional references (minimum of three each required).
- ☐ Names/addresses/dates of employment for the past 10 years (or since graduation from high school).

A family day is an event where service providers are brought together in one place for the convenience of the families needing readiness support. Representatives from the following are typically present:

- ★ Administrative personnel to complete Service Member Group Life Insurance election forms and to update the service member's Record of Emergency Data, Page 2.
- ★ Personnel support detachment to allow family members to obtain ID cards.
- ★ A representative who can address the Uniformed Services Employment and Reemployment Rights Act of 1994.
- ★ Legal services to complete simple wills and powers of attorney.
- ★ A TRICARE representative.
- ★ A Red Cross representative.
- ★ The command ombudsman.
- ★ A chaplain.
- ★ A Fleet and Family Support Center representative, if available in the area.
- ★ Other agencies are represented as invited by the command.

Ombudsman Support to Navy Reserves

Providing information and referral to Reserve family members can be a challenge. The Reserve ombudsman may be remotely located from most of the command/unit family members. This makes the use of technology critical for the timely distribution of information important for family members. Toll-free phone numbers, telephone answering machines, computers, etc., should be used if available and authorized by the CO.

In addition, the ombudsman must thoroughly research resources available in the areas where their command/unit family members live. Assistance can often be available for authorized benefits at other military installations. Information on resources can be found on the Military OneSource Web site at http://www.militaryonesource.com.

Entitlement to some services can change based on the duration of periods of active duty served. The local Navy Reserve Activity will be able to provide specific eligibility information. Another good source of information can be found at http://www.dod.mil/ra in the mobilization section and at the Navy Family Ombudsman Program Web site, http://www.ffsp.navy.mil. The local command career counselor or personnel office staff can provide additional information about Reserve categories and entitlements. The Navy Reserve ombudsman will mostly deal with drilling Reservists and their family members.

When Reservists are recalled to active duty for an extended period, family members usually do not relocate with them. This same situation may pertain to service members leaving family members at a former duty station and going as "geographic bachelors" to the new command. The gaining command now assumes responsibilities for the Sailors and their family members. This can be a challenge for the gaining command's ombudsman. To ensure the Reservist's family receives services to which they are entitled, the Navy Reserve ombudsman should contact the gaining command's ombudsman to coordinate services.

NOTES:

At the discretion of the respective COs, the two ombudsmen may agree to share responsibility for those family members who do not accompany the Sailor to the area of the active-duty assignment. To be better equipped to serve newly activated Sailors and their families, ombudsmen should:

- ★ Work with the command support team to establish and administer family readiness programs.
- ★ Educate Reservists and their families to use a mobilization checklist, get dependent identification cards, complete wills, powers of attorney, or guardianship agreements.

These programs should be conducted on an ongoing basis to adequately prepare Reservists and their families for mobilization.

Before it happens:

- ★ Understand the command's mobilization plans and processes. Ensure both the Reserve and supported, or receiving, command's ombudsman contact information is included in mobilization packages.
- ★ Be able to refer Reservist families to mobilization information such as the Mobilization Toolkit on the DOD Reserve Affairs Web site, http://www.defenselink.mil/ra.
- ★ Network with the Navy Reserve ombudsman and other ombudsmen to be able to serve mobilized families who live all over the country. To locate an ombudsman for a specific command, go to the Navy's Ombudsman Registry at www.ombudsmanregistry.org.

Geographically Dispersed Families

When factoring in families (parents, grandparents, siblings) of single Sailors, families of Sailors who move away from the homeport during deployments or sea duty, recruiting duty, and the Navy Reserve community, it is highly likely that there will be some family members that live outside of the local area. It can be challenging to help them feel a part of the command family and the Navy family. Some things ombudsmen can do to maintain a connection with geographically dispersed families include:

- ★ Keep them informed.
- ★ Maintain a current Careline message.
- ★ Distribute newsletters at least monthly during a deployment.
- ★ Maintain an e-mail distribution list. Send short notices and uplifting messages on a regular basis.
- ★ Be available to respond to calls.
- ★ Have a toll-free telephone number so geographically dispersed families can contact the ombudsman at no cost.

It is imperative to get approval from service members to provide information to individuals who are not listed on the official command roster. There may be a reason the service member does not want to maintain contact with family members.

Individual Augmentees

Introduction to IAs

Individual augmentees (IAs) are Sailors with needed skills that are sent temporarily from their current command to assist or augment another command. The Navy tries to use volunteers, but when there are none with the required skills, non-volunteers are sent.

IA assignments are not new to the Navy; it has always used service members to support another command as needed. For example, if a destroyer was getting ready to deploy and the independent corpsman could not get under way for some reason, then an independent corpsman from another command would be assigned to deploy with the destroyer, generally until the assigned corpsman could meet the ship or until another corpsman was permanently assigned.

One of the new twists to the concept of Sailors augmenting other commands is that they are augmenting other branches of the services – primarily the Army and Marine Corps. Another difference is Sailors are supporting Soldiers and Marines on the ground most often in Iraq or Afghanistan. Other Sailors are supporting ground efforts in Africa and in Guantanamo Bay, Cuba, but Sailors can be sent anywhere they are needed in support of the Overseas Contingency Operation (OCO) (formally referred to as the Global War on Terrorism).

Although IA deployments are becoming more common and accepted, there are some unique aspects to an IA deployment when compared to a traditional Navy deployment. Some of the ways that an IA deployment differs from a traditional deployment include:

_____

_____

_____

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The Command Ombudsman may be able to assist with these by:

_____

_____

_____

NOTES:

IA Process

Several organizations have a major role in the IA deployment process and family support. Ombudsmen should be familiar with them:

- ★ United States Fleet Forces Command (USFF)
- ★ The Navy Expeditionary Combat Command (NECC)
- ★ The Expeditionary Combat Readiness Center (ECRC)
- ★ Navy Mobilization Processing Sites (NMPS)
- ★ Command Individual Augmentee Coordinator (CIAC)
- ★ Fleet and Family Support Program (FFSP)

United States Fleet Forces Command (USFF)

NAVADMIN 160/08 issued in July 2008, announced the assignment of US Fleet Forces Command (USFF) as the executive agent, and supported commander for IA Sailors and IA family support across the IA Continuum. USFF is dedicated to providing consistent, comprehensive support to IAs and their families throughout the entire IA process. Each IA Gram focuses on a particular topic of support and the associated responsibilities. All IA Grams, current and future ones, can be found on USFF's Web site at www.ia.navy.mil.

USFF:

- ★ Is dedicated to providing consistent, comprehensive support to IAs and their families throughout the entire IA process
- ★ Issues regular IA Grams with up-to-date information pertaining to IA matters
- ★ Has established a web site for up-to-date IA support information (www.ia.navy.mil)
- ★ Has a Facebook page at www.facebook.com titled "U.S. Navy Individual Augmentees" and is on Twitter at www.twitter.com/Navy_IA.

Navy Expeditionary Combat Command (NECC)

NECC centrally manages the current and future readiness, resources, staffing, training, and equipping of approximately 40,000 expeditionary Sailors who are currently serving in every theater of operation. NECC serves to manage, oversee, and consolidate all of the expeditionary forces service members.

NECC is a global force provider of adaptive force package of expeditionary capabilities to joint war-fighting commanders. Expeditionary Sailors are deployed around the globe in support of the new "Cooperative Strategy for 21st Century Seapower," a joint maritime strategy signed by the Chief of Naval Operations, Commandant of the Marine Corps and Commandant of the Coast Guard that applies maritime power to the curial responsibility of protecting U.S. in an increasingly interconnected and multi-polar world.

Expeditionary Combat Readiness Center (ECRC)

The Expeditionary Combat Readiness Center (ECRC) is part of the Navy Expeditionary Combat Command. The ECRC provides support to IA Sailors and their families. It:

- ★ Provides training on services available for families.
- ★ Is the primary stateside POC for all theater-related family issues.
- ★ Is the conduit for communications with U.S. Naval Forces Central Command (COMUSNAVCENT) for family issues.
- ★ Moderates Navy Knowledge Online "Family Community of Practice" site.
- ★ Contact the ECRC at http://www.ecrc.navy.mil.
- ★ Navy Knowledge Online's Web portal www.nko.navy.mil has the most current information for Sailors and their families regarding IA tours. A mandatory deployment checklist is posted for all IA Sailors to complete. Fleet and Family Support Centers publish handbooks for IA Sailors, commands and families. Handbooks and more are available at http://www.ffsp.navy.mil.

Navy Mobilization Processing Sites (NMPS)

Navy Mobilization Processing Sites (NMPS) handle both active duty IAs and RC MOB IAs. The purpose of the processing site is to ensure the Sailor is ready to deploy (with RC MOB personnel also demobilizing at NMPS at the conclusion of their IA tour). Deployment briefings and reviews of medical, dental, training and personnel records are completed and the Sailor is determined to be ready to deploy. Most IA Sailors spend only a few days at NMPS.

Command Individual Augmentee Coordinator (CIAC)

A CIAC (pronounced "kayak") is the essential link between the parent command and the IA/GSA Sailor and their family. The CIAC does not replace the command Ombudsman, but instead acts in liaison with the ombudsman in supporting the command's IA Sailors and their families.

The CIAC maintains at least monthly contact with IA Sailors via telephone or Internet and keeps a record of contacts in Navy Family Accountability and Assessment System (NFAAS). They should also contact the IA's family at least monthly, and more often if requested by service member and family. All Sailor and family contacts will be recorded in NFAAS at https://www.navyfamily.navy.mil. CIACs will inform the CO of any issues affecting their IA Sailors/families.

The CIAC should be the first point of contact for the IA Sailor and their family if they have problems/questions/issues at anytime during their IA deployment. The CIAC should also be the command's subject matter expert on all matters as they relate to IA's, and will ensure that their IA Sailors are prepared for deployment (completed all requirements as noted on the Sailor's orders and in the checklist), supported throughout the deployment cycle, and welcomed back home. It has been proven that a proactive and involved CIAC can mark the difference between a positive and a negative IA tour.

NOTES:

Fleet and Family Support Program (FFSP)

The Fleet and Family Support Program (FFSP) provides unified, customer-focused, consistent and efficient FFSP programs and services to support sustained mission and Navy readiness. They provide the right services at the right time, to strengthen personal and family competencies to meet unique challenges of the military lifestyle.

Encourage command families to take advantage of the services provided through their local FFSC. Families can also follow FFSP on Facebook at www.facebook.com by searching for the Fleet and Family Support Program page, and Twitter at www.twitter.com/Fleet_Family. Links are also available on the FFSP Web site at www.ffsp.navy.mil.

Additional services are available through Fleet and Family Readiness programs such as Family Readiness, Fleet Readiness and Housing. FFR has a page on Facebook at www.facebook.com/navyffr.

Parent Command Roles and Responsibilities

There are a number of ways the parent command can maintain the connection between IA Sailors, their families, and the command. Commands:

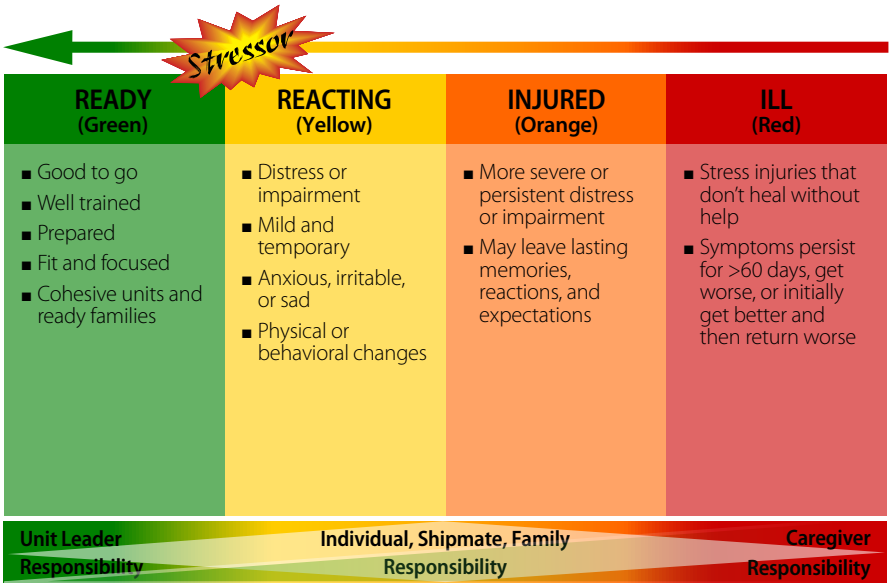
- ★ Will assign at least one Command IA Coordinator (CIAC) and instruct them to maintain at least monthly contact with IA Sailors via telephone or Internet and keep a record of contacts in Navy Family Accountability and Assessment System (NFAAS).
- ★ May periodically acknowledge those serving in IA assignments in the command plan of the day (POD).
- ★ Should periodically make a telephone call or send a letter or e-mail from the Commanding Officer, Executive Officer or Command Master Chief to the IA Sailor and/or their family.
- ★ Ensure welcome home arrangements have been made when a Sailor from the command returns from an IA assignment.
- ★ Welcome IA Sailors back from their temporary duty during All Hands calls, in the POD, via a command newsletter, or other means.
- ★ Reorient IA Sailors to the command. While attendance at a full session of command indoctrination may not be necessary, a command "update" is in order.

Ombudsman Roles and Responsibilities

The command ombudsman should:

- ★ Be informed of the unique aspects of IA assignments.
- ★ If requested by your command, maintain monthly contact with IA families unless otherwise directed by the family, via telephone, Internet or in person and document contacts in the Ombudsman Registry.
- ★ Communicate with CIAC and know who the IA Sailors are at their command.

- ★ Know the local Individual Deployment Support Specialist (IDSS) at the FFSC.
- ★ Inform the CO and CIAC of any concerns expressed by IA families.
- ★ Include IA families on any command correspondence such as newsletters, telephone trees, social rosters, etc.
- ★ Link IA families to the ECRC publicly accessible Web site: http://www.ecrc.navy.mil. ECRC IA Family Support's toll free line 1-(877)-364-4302 is available to help with questions regarding IA issues.
- ★ Ensure IA families are aware of the USFF IA Web site at www.ia.navy.mil
- ★ Be aware of the operational stress continuum and utilize to identify possible need for referrals to the local Fleet and Family Support Center, chaplain, medical, veterans affairs or Military OneSource.



- ★ Inform IA families about the existence of any IA-specific resources such as in person and virtual IA discussion groups, newsletters and the IA Family Handbook available at www.ffsp.navy.mil.

Combat Operational Stress Injuries

Combat/Operational Stress injuries may occur when individuals are faced with overwhelming or abnormal stressors that exceed in intensity or duration and affect the ability of the individual to adapt. Symptoms of stress injury normally resolve over time as the injury heals, but intervention may be needed to promote healing in some cases.

Stressors can be of three types, differing mostly in the cause of the injury:

- ★ Traumatic stress injury
- ★ Fatigue stress injury
- ★ Grief

NOTES:

Combat and operational stressors may include components of more than one type of stress injury, since trauma, fatigue, and grief are not mutually exclusive.

Post Traumatic Stress Disorder (PTSD)

PTSD is the most severe form of deployment related stress problems. If you have noticed on-going behavioral changes in a Sailor, you might want to encourage them to speak to a medical professional, FFSC counselor, chaplain, or Military One Source. Family members and Sailors may go to www.afterdeployment.org for more information on the signs and symptoms of PTSD.

Traumatic Brain Injury

The National Institute of Neurological Disorders and Stroke (NINDS) describes Traumatic Brain Injury (TBI) as a form of acquired brain injury, which occurs when a sudden trauma causes damage to the brain. Symptoms of a TBI can be mild, moderate, or severe, depending on the extent of the damage to the brain.

Anyone who has experienced such an injury should receive medical attention as soon as possible. For more information, visit the NINDS Web site at http://www.ninds.nih.gov/disorders/tbi/tbi.htm.

Global Support Assignment (GSA)

GSA tours are similar to IA tours, but specifically support the Global War on Terrorism. They are filled largely by volunteers drawn in by their PCS-friendly timeframe, rather than sailors "pulled" from their unit in mid-mission. The Navy first introduced the GSA detailing concept in June 2007, via NAVADMIN 147/07. The plan allows Sailors to negotiate eight-month or 14-month Permanent Change of Station (PCS) orders to an Expeditionary Combat Readiness Center for an assignment in theater in support of the global war on terrorism.

In addition to billets in Iraq and Afghanistan, GSA detailing will also cover assignments to the Horn of Africa, Kuwait, Bahrain, Germany, South America, Cuba, Kosovo, Philippines, and even stateside duty in Tampa, Fla., and Arlington, Va.

Additional Special Commands

Within the Navy, there are several types of communities or commands, known as Type Commands (TYCOMS). Each has a similar structure but a different mission and culture. Navy TYCOMS include:

- ★ Surface
- ★ Aviation
- ★ Submarine
- ★ Reserve commands

- ★ Construction battalions
- ★ Special warfare
- ★ Shore commands
- ★ Training commands
- ★ Recruiting commands
- ★ Pre-commissioning units

Each Navy community has a unique deployment cycle based upon their specific mission. All members of the family feel the effects of deployment in their own unique way, and all have to cope with their own tasks and emotions. The length of deployment, the mission, presence or absence of communication, and the level of danger affect service members and their families.

Surface Community

The surface community consists of ships that sail the surface of the seas, with the exception of aircraft carriers that belong to the aviation community. Characteristics of the surface community include:

- ★ Communications are variable. E-mail, Sailor phones and mail are available, but not always on a regular basis. It is possible, however, to communicate with the deployed service member.
- ★ Crews on many surface ships consist of both male and female sailors.
- ★ The Navy is experimenting with "sea swapping," or leaving the ship deployed and rotating complete crews.
- ★ Missions vary from showing the flag to combat.
- ★ Naval amphibious vessels transport Marines.
- ★ Ships can make port calls.
- ★ Ships vary in the number of personnel from less than 100 to almost 3,000.
- ★ Examples include: USS Momsen (DDG 92), USS Austin (LPD 4), and USS Whirlwind (PC 11).

Air Community

The aviation or air community consists of both aircraft and aircraft carriers. Characteristics of the air community include:

- ★ The deployment cycle is similar to that of the surface community.
- ★ Some aviation squadrons deploy on ships, while others deploy to land-based locations.
- ★ Missions may be classified.
- ★ Some squadrons have detachments, or dets, which are a small number of the crew who are separated from the rest of the squadron.

NOTES:

- ★ Communications are variable. E-mail, Sailor phones and mail are available, but not always on a regular basis. It is, however, possible to communicate with the deployed service member.
- ★ Examples include: USS George H.W. Bush (CVN 77), Navy Strike Fighter Squadron (VFA) 82 and Carrier Airborne Early Warning Squadron (VAW) 115.

Submarine Community

The submarine community consists of two types of submarines: fast attack and ballistic missile (Trident), also known as boomers. Characteristics of the submarine community include:

- ★ Crews are all-male and specially selected.
- ★ Missions are often classified.
- ★ Fast-attack subs have one crew that deploys irregularly for six to eight months at a time.
- ★ Tridents have blue/gold crews on rotating 90-day deployment cycles. It is almost impossible to communicate on a regular basis. E-mail is inconsistent. Family grams (incoming messages from family members) are limited to 40 words and only a limited number are allowed per deployment.
- ★ There may or may not be port calls.
- ★ Examples include: USS Asheville (SSN 758), USS Wyoming (SSBN 742), and USS Columbus (SSN 762).

Reserve Commands

In general, Reservists:

- ★ Are a source of trained, mission-capable individuals and units to the active-duty Navy.
- ★ May or may not have active-duty military experience.
- ★ Do not necessarily live near a Navy port.
- ★ Currently comprise 20 percent of the active-duty force.
- ★ May be called to active-duty service as individuals or an entire unit.

Construction Battalions

Construction battalions are more frequently known as CBs or "Seabees." Characteristics of the CB community include:

- ★ Deploy to sites throughout the world to complete construction projects for both the military and civilian communities.
- ★ May deploy as a battalion (full group) or as detachments (small groups).
- ★ Normally fly to their deployment site.

- ★ As indicated in their name, the mission of CBs is to build or construct. Often they construct a base, field hospital, etc. in advance of other troops.
- ★ Often deploy for seven months and are home for seven months.
- ★ Examples include: Naval Mobile Construction Battalion ONE (NMCB 1), Naval Construction Regiment (NCR) and Seabee Readiness Group (SRG).

Naval Special Warfare

Naval Special Warfare Command includes SEALS (sea, air, and land), explosive ordnance disposal (EOD), etc. Characteristics of these commands include:

- ★ Small groups of highly trained Sailors operating as a cohesive unit on sea, air, or land.
- ★ Although SEALs are all male, female support personnel may be deployed as part of a squadron.
- ★ Often on highly classified missions.
- ★ For security purposes, family members are generally not aware of the service member's whereabouts.
- ★ Communication is minimal or non-existent.
- ★ Generally fly to and from their deployment site.
- ★ Deployment can occur with little or no notice for an unspecified period of time.
- ★ The work-up is an intensive training schedule that takes the sailors away from their families. On average, a SEAL is away from his family 223 days a year.
- ★ Examples include: Explosive Ordnance Disposal Group Two (EOD-2), Naval Special War Group One (NSWG-1), and Naval Special Warfare Operational Support Group (OSG).

Shore Stations

Shore stations are commands whose mission is to support seagoing units. They do this through providing services such as piers, tugs, medical facilities, maintenance facilities, supplies, etc. Some shore commands have deploying detachments; the entire command does not deploy at the same time. Small groups of service members may deploy together. This affects unit cohesiveness since the entire unit is rarely together. Naval Station Norfolk and Naval Station San Diego are examples of shore stations.

Recruiting Commands

Navy recruiting commands generally cover a large geographic area or region. Within the region, one or two active-duty Sailors are assigned to a smaller territory where they attract and encourage civilian men and women to join the Navy. Personnel assigned to recruiting duty have recruitment goals and often work long hours to achieve these goals. They may be physically housed with recruiters from other service branches and are often in locations far from Navy installations. Family members are isolated from other military families and installation services.

NOTES:

- ★ Primary task of recruiters is to encourage civilians to join the Navy.
- ★ Often long work hours.
- ★ Families frequently isolated from military installations and other military families.
- ★ Ombudsmen are appointed for each Navy Recruiting District Headquarters.

Pre-commissioning Units

While a ship or submarine is being built, it is not referred to as a ship or a boat but as a pre-commissioning unit (PCU). A PCU has leadership assigned but generally does not have a full crew until the ship becomes habitable. PCUs:

- ★ Are housed in buildings until boat/ship is habitable.
- ★ Are generally not fully manned.
- ★ Crews attend training.
- ★ Crew, families, and ombudsman may be geographically separated.
- ★ Programs, protocols, and procedures must be developed.
- ★ Funding is not in place for all programs and services.

Readiness and Deployment Success Strategies

Being separated from loved ones is hard, yet most Navy families manage to remain strong. What are their success strategies? Although each family develops their own ways of successfully managing extended separations, some common themes of successful families include:

- ★ Developing a support system.
- ★ Being adequately prepared in such areas as finances, home and vehicle maintenance.
- ★ Ongoing communication during the course of the separation.
- ★ Goal setting and achievement.
- ★ Maintaining trust.
- ★ Maintaining physical and emotional health.
- ★ Using available resources – including their command ombudsmen.

Yellow Ribbon Program

The Yellow Ribbon GI Education Enhancement Program (Yellow Ribbon Program) is a provision of the Post-9/11 Veterans Educational Assistance Act of 2008. The Yellow Ribbon Program is the overarching program for reintegration for National Guard and Reserve members and their families.

Its mission is to provide National Guard and Reserve members and their families with information, services, referrals, and proactive outreach opportunities throughout the deployment cycle. The program benefits families by helping to provide education and access to services for a wide variety of questions and concerns that Service members and their families may have regarding their health, benefits, or other deployment related challenges unique to the Reserve Components. Benefits directly available to families may include referrals, relationship, financial or other counseling through Military OneSource, VA Vet Centers, TRICARE, and other state and local programs.

See http://www.yellowribbon.mil for more information.

Returning Warrior Workshops (RWW)

The Returning Warrior Workshop (RWW) is a reintegration program that offers tools for those returning from the traumas of life in war. The program is available to Sailors who have recently returned from a mobilization or deployment as an IA and a guest (spouse, significant other, parent, brother, or sister) of their choice. The event is held at a hotel over a weekend and all lodging, meals, and conference fees are covered. The intent of the workshop is to give the Sailor and their loved ones a chance to reconnect

Whether the trauma was caused by the constant, everyday stress of soldiers at war or the horrors of actual battlefield experiences, RWW seek to address the challenges and difficulties faced by soldiers upon their return home, to their families and loved ones to their lives.

Trained facilitators lead Warriors and their guest through a series of presentations and tabletop discussions that address returning home from extended deployments, post combat stress, and transition back to civilian life. The goals of RWW include:

- ★ Honoring the Warrior and the Warrior's guest for their service to our country.
- ★ Providing information about the many resources available for the family that will assist with reintegration into civilian life.
- ★ Raising awareness with the service member and the family about the symptoms associated with combat stress and provide the active duty member with resources for assessment and referrals.

Topics covered include:

- ★ Warrior Transitions
- ★ Spiritual Balance and Well Being
- ★ Telling Your Story/Improving the Process
- ★ Transformational Growth
- ★ Military Families
- ★ Combat Operational Stress
- ★ Financial Management
- ★ Couples Communication

NOTES:

- ★ Why I Want to Go Back
- ★ Stress Management

RWW is held at different locations across the country throughout the year to welcome returning warriors and help them integrate back into civilian life.

For more information, please visit http://www.ia.navy.mil/rww.htm.

Summary

Command leadership focuses on maintaining command readiness for deployment – training, equipment, and safety. Ombudsmen can help the command ensure service members and their families are prepared. Preparation is the key to deployment success for the command, Sailors, and their families

MODULE 9:
COURSE REVIEW AND SUMMARY

1. Introduction

Module 9 reviews all the topics covered with the hope that when you are asked, "Are you ready?" your answer will be an enthusiastic "Yes!"

2. Course Review

Review the major topics by writing down two key learning points you remember from each module.

★ Module 1: Ombudsman Program Overview

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★ Module 2: Managing Your Responsibilities

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★ Module 3: Code of Ethics

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★ Module 4: Command Relationships

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★ Module 5: Communication Skills

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★ Module 6: Information and Referral

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NOTES:

★ Module 7: Crisis Calls and Disasters

★ Module 8: Deployment and Mobilization

3. OBT Jackpot Game

(A game of OBT Jackpot will be played in class to review the content and materials from your training.)

4. What's Next?

Now that you've completed OBT we hope that you are full of confidence, and ready to "hit the decks running." However, over time, questions will arise that are new to you; situations will occur that you've not encountered and you may be tasked with actions that you are unsure about. You may remember talking about something in OBT, but the details escape you. It's important to remember that you will always have resources and support available to you.

★ Your commanding officer (CO) should be your primary contact for day-to-day issues you deal with. You should have a goal of regular communications with the CO, and be sure to request an open door policy in case you need it. We strongly suggest that you request a meeting with your CO and POC now that you've completed OBT to discuss some of the things you've learned. Use the checklist found in the Ombudsman Program Manual to help guide this meeting. It's to everyone's benefit to be sure that the entire command leadership team is clear on the many roles and responsibilities each has.

★ The command POC, usually the CMC or COB, is someone with whom you should become very comfortable. They can help with the daily events that occur and point you in the right direction.

★ The Command Support Team spouses may be a resource for you. They are often willing to work as an advisor to the ombudsman. Many will attend OBT with you so that they have a clear understanding of the Ombudsman Program and its workings. Ask your CO or POC if their spouses are interested in taking on such a role.

★ Another great resource for the command ombudsman is the Ombudsman Coordinator. This FFSC staff member maintains the roster for all installation ombudsmen. They ensure that all ombudsmen receive updated information, and they communicate with the various commands at the installation. The Reserve Family Support Administrators provide the same service to Reserve ombudsmen. If you haven't met your Ombudsman Coordinator, or spoken to them recently, give them a call or send an e-mail. Re-establish and/or nurture that connection.

- ★ Become familiar with the programs provided at your FFSC. FFSC staff are more than willing to provide support to ombudsmen and family members when needed.
- ★ Are you attending Ombudsman Assembly Meetings? Advanced Trainings? If you live near an FFSC, please make every effort to participate in these events. Not only is attendance required per OPNAVINST 1750.1F, but they provide valuable training, program updates and a chance to network with other ombudsmen.
- ★ If you don't live near an FFSC and can't attend meetings and trainings, check out the Ombudsman Program webinars. CNIC offers three standardized 90-minute webinars as of Spring 2010—OBT Orientation, Reserve OBT-I&R, and Reserve OBT-Family Readiness. Additional monthly topical webinars are offered both by CNIC and throughout many regions. The schedule for CNIC's offerings can be found on the Ombudsman Registry at www.ombudsmanregistry.org or the FFSP Web site at www.ffsp.navy.mil. Guidance for creating an account and using the webinar platform is given at the same location. Check with your ombudsman coordinator for regional webinars.
- ★ The Ombudsman Registry is more than the location to submit your monthly/quarterly worksheet. Registered users receive important information via E-Blast—feel free to use the content of any E-Blast in your command newsletter. Ombudsmen and family members can contact and find ombudsmen using the registry. If you have problems or questions, use the support feature to request assistance. In addition, the Ombudsman Forum gives you a safe place to post messages to other ombudsmen on varying topics. Be sure to observe OPSEC when posting.
- ★ The FFSC and Ombudsman Program Discussion Groups on Facebook are a resource for information updates, current concerns and issues, and a chance to talk with other ombudsmen. To join the Ombudsman Program Discussion Group, you must be registered in the Ombudsman Registry.
- ★ Finally, the *Navy Family Ombudsman Program Manual* is a great resource for ombudsmen. When you have questions, the first place to go is your manual to see if you can find the answer there. Thumb through it and become familiar with it. Take some additional time to review the Ombudsman Program instruction in Appendix C. This is one document you should be fully familiar with.

5. Summary

Congratulations on your hard work – you just completed 16.5 hours of training! You have learned new topics and terminology, gained an understanding of the roles and responsibilities of a command ombudsman, and practiced ways to handle the more critical parts of the job. Remember that any time you have questions or concerns, talk with your CO for help or guidance, and use your support network.

Thank you for volunteering to become an ombudsman and thank you for the work that you do to support our military families!

OMBUDSMAN BASIC TRAINING COURSE EVALUATION

Navy Family Ombudsman Program
Standardized Evaluation Form and Critique Sheet
Ombudsman Basic Training

Name: _____ (Optional)

Command: _____ (Optional)

Overall rating of course (please check one)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My knowledge has increased after attending OBT.					
I found the material easy to understand.					
The activities helped me learn the material.					
The instructor was knowledgeable and competent.					
The instructor encouraged my participation.					
The learning environment was comfortable.					
This course has met my expectations.					
This course has helped prepare me in my role as an ombudsman or member of the command support team.					

Overall Rating of Course (circle one): 1 = Very Poor 2 = Poor 3 = Fair 4 = Good 5 = Excellent

What did you like most about the course? _____

What did you like least about the course? _____

Is there anything else you would like to share? _____

_____

_____

APPENDIX A
ACRONYMS

ARC	American Red Cross
ANFA	Affected Navy Family Assistance
BEQ	Bachelor Enlisted Quarters
BOQ	Bachelor Officer Quarters
BUPERS	Bureau of Naval Personnel
CACO	Casualty Assistance Calls Officer
CACP	Casualty Assistance Calls Program
CBQ	Combined Bachelors Quarters
CCCS	Consumer Credit Counseling Services
CDO	Command Duty Officer
CFS	Command Financial Specialist
CIAC	Command Individual Augmentee Coordinator
CMC	Command Master Chief
CMCSLC	Command Master Chief Spouse Leadership Course
CNIC	Commander Navy Installations Command
CNO	Chief of Naval Operations
COB	Chief of the Boat
COT	Certified Ombudsman Trainers
CSLC	Command Spouse Leadership Course
DEERS	Defense Enrollment Eligibility Reporting System

NOTES:

DFAS	Defense Finance Accounting Service
DOD	Department of Defense
ECRC	Expeditionary Combat Readiness Center
EFMP	Exceptional Family Member Program
FAP	Family Advocacy Program
FFSC	Fleet and Family Support Center
FFSP	Fleet and Family Support Program
FRG	Family Readiness Group
FRP	Fleet Response Plan
FSA	Family Support Administrator
GMT	General Military Training
GSA	Global Support Assignment
IA	Individual Augmentee
I&R	Information and Referral
IDC	Independent Duty Corpsman
IDSS	Individual Deployment Support Specialist
ITO	Invitational Travel Orders
IRR	Individual Ready Reserve
LES	Leave and Earning Statement
MOS	Military OneSource
MTF	Military Treatment Facility
NCIS	Naval Criminal Investigative Service
NECC	Navy Expeditionary Combat Command

NFAAS	Navy Family Accountability and Assessment System
NKO	Navy Knowledge Online
NLSO	Navy Legal Services Office
NMCRS	Navy Marine Corps Relief Society
NMPS	Navy Mobilization Processing Sites
NSFL	Naval Services FamilyLine
OAL	Ombudsman-at-Large
OBT	Ombudsman Basic Training
OCO	Overseas Contingency Operation
OOD	Officer of the Deck
OPAG	Ombudsman Program Advisory Group
OPSEC	Operation Security
OSC	Operational Stress Control
OCO	Overseas Contingency Operation
PAO	Public Affairs Officer
PCO	Prospective Commanding Officer
PCS	Permanent Change of Station
PFM	Personal Financial Management
PNOK	Primary Next of Kin
POC	Point of Contact
POD	Plan of the Day
POM	Plan of the Month
POW	Plan of the Week
PRD	Projected Rotation Date

NOTES:

PSA	Public Service Announcement
PSD	Personnel Support Detachment
PTSD	Post Traumatic Stress Disorder
PXO	Prospective Executive Officer
ROAB	Regional Ombudsman Advisory Board
ROBT	Reserve Ombudsman Basic Training (webinars)
RTT	Regional Train the Trainer
SAPR	Sexual Assault Prevention and Response
SAVI	Sexual Assault Victim Intervention
SELRES	Selected Reserve
TBI	Traumatic Brain Injury
USFF	US Fleet Forces Command

APPENDIX B
RESOURCES

Disaster Preparedness

Casualty Assistance Calls Program http://jointservicehonors.org/service/navyCACO.pdf

Federal Emergency Management Agency http://www.fema.gov/areyouready/

Homeland Security http://www.ready.gov/

The American Red Cross http://www.redcross.org/

The National Organization for Victim's Assistance http://www.trynova.org/

Navy Family Accountability and Assessment System (NFAAS) https://navyfamily.navy.mil

Operation Prepare https://www.cnic.navy.mil//CNIC_HQ_Site/OperationPrepare

Financial Resources

Consumer Credit Counseling Services (CCCS) http://www.nfcc.org

Consumer Information Center www.pueblo.gsa.gov

Defense Finance Accounting Service http://www.dfas.mil/

Federal Trade Commission www.ftc.gov

Internal Revenue Service www.irs.gov

My Pay https://mypay.dfas.mil/mypay.aspx

National Better Business Bureau www.bbb.com

Navy-Marine Corps Relief Society http://www.nmcrs.org/index.html

Women, Infants, Children Program (WIC) http://www.fns.usda.gov/wic/

Ombudsman Program Management

Claim for Reimbursement

http://contacts.gsa.gov/webforms.nsf/0/4366F7D7DC67B9AC85256A720047DB33/$file/SF1164.pdf

CNIC Gateway https://www.cnic.navy.mil

Fleet and Family Support Program www.ffsp.navy.mil

Military Insignia http://usmilitary.about.com/od/theservices/a/rankchart.htm>.

Military Instructions http://doni.daps.dla.mil/default.aspx

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MODULE 1:
OMBUDSMAN PROGRAM OVERVIEW

Introduction

Navy Family Ombudsmen are a group of extremely dedicated volunteers who are trained to assist Navy families to successfully navigate the challenges of the Navy lifestyle. This manual is a supplement to the OPNAVINST 1750.1F (2007) which governs the Navy Family Ombudsman Program.

Program Overview

Navy Family Ombudsman Program Overview and Benefits

Benefits and highlights of the Ombudsman Program mentioned in the *Navy Ombudsman: Volunteers Make A Difference* video:

_____

_____

_____

_____

_____

_____

In a 2006 study of the Ombudsman Program conducted by the Navy Inspector General, 83 percent of respondents indicated that a fully supported Ombudsman Program improves family readiness and that family readiness improves mission readiness.

The Navy Family Ombudsman Program:

- ★ Ensures a responsive and accurate source of information between commands and families via Carelines (a recorded message providing information to families), newsletters, briefings and telephone and e-mail trees.
- ★ Delivers a positive spokesperson and role model for family members.

NOTES:

- ★ Facilitates (in conjunction with the Navy sponsor program) the smooth transition of Sailors and their families during permanent change of station (PCS) moves.
- ★ Provides invaluable support during natural and man-made disasters.
- ★ Serves as a critical link for families during mobilization or geographic separation.

The Navy Family Ombudsman Program enables service members to be more focused and productive at work because their families have a safety net. Since the Navy recruits Sailors but retains families, families who are satisfied with the Navy lifestyle will more likely choose to stay Navy.

There are more than 5,000 ombudsmen volunteering 10 or more hours per week to support our commands. The cost avoidance to the Navy in 2009 was over $40 million dollars if these were paid positions.

What is an Ombudsman?

Ombudsmen are volunteers appointed by the commanding officer to serve as an information link between the command leadership and command families. Ombudsmen are trained to disseminate information—official Department of the Navy and command information, command climate issues, local quality of life improvement opportunities, and "good deals" around the community. They also provide resource referrals when needed and are instrumental in resolving family issues before they require extensive command attention.

The command Ombudsman Program is shaped by the commanding officer's needs. The ombudsman works for the commanding officer, who determines the priorities of the program, the roles and relationships of its participants, and the types and levels of support it receives.

The Ombudsman Job Description

The OPNAVINST 1750.1F (the Navy Family Ombudsman Program instruction) provides the guidance for appointing an ombudsman, defines the ombudsman's roles and responsibilities, and establishes training and management requirements.

Ombudsmen Roles and Responsibilities

Commanding officers tailor the command's program to fit their ombudsman needs. Therefore, job descriptions vary slightly to fit the command's needs. Ombudsman duties should be defined and documented in a letter at the time of appointment and signed by the commanding officer. Command ombudsmen are part of the command support team (CST) and work within the guidelines and policies established by the commanding officer.

Command ombudsmen:

- ★ Serve as a liaison between command families and the command.

- ★ Keep the CO informed regarding the morale, health and welfare of command families.
- ★ Communicate regularly with the command and command family members.
- ★ Contact families upon arrival to introduce themselves and explain how they can be of help to the family.
- ★ Develop and distribute a command-approved monthly or quarterly newsletter or, if not possible, contribute to a command-approved column in appropriate publications.
- ★ Establish and maintain an up-to-date and timely telephone tree, Careline, an e-mail distribution list or a Web site to rapidly distribute and gather information.
- ★ Are aware of services provided by and contact information for the Fleet and Family Support Centers and other support organizations available to Navy families.
- ★ Maintain current records on the performance of their ombudsman duties in accordance with privacy act requirements covered in Ombudsman Basic Training.
- ★ Serve as a source of emergency and crisis information.
- ★ Represent the command at local Ombudsman Assembly meetings.
- ★ Avoid conflicts of interest.
- ★ Maintain confidentiality.
- ★ Collect and submit data on services provided.
- ★ Coordinate services for families during mobilization or geographic separation.
- ★ Perform other official roles, functions or duties assigned by the CO.

Other types of duties may include:

- ★ Assisting in the organization and implementation of the command welcome program and participating in the indoctrination and orientation programs for new command members.
- ★ Representing the command on committees, boards and working groups in the military or civilian community.

Roles and Functions Ombudsmen DO NOT Assume

Ombudsmen are advocates for the command and command families and are trained to provide information and make referrals. They are not social directors. However, ombudsmen are encouraged to support and participate in social activities sponsored by formal or informal family support groups. Announcements of social events that promote the morale, health and welfare of command families may be included in the ombudsman newsletter. The ombudsman, through training and experience, must empower family members to help themselves. The ombudsman maintains an up-to-date list of resources so family members can be referred to the appropriate agency.

Ombudsmen responsibilities do not include:

- ★ Providing child care.
- ★ Transporting people.

NOTES:

- ★ Lending money.
- ★ Allowing people to stay with them in their home.
- ★ Doing for others what they must learn to do for themselves.

Navy Family Ombudsman Program History

The Navy's philosophy of developing healthy, self-reliant families is epitomized through the Navy Family Ombudsman Program. The ombudsman concept originated in Scandinavian countries, where they investigated citizens' complaints against the government or its functionaries. Today, the concept is widely used in the fields of government, business and health care.

On September 14, 1970, Adm. Elmo R. Zumwalt Jr., Chief of Naval Operations, established the Navy Family Ombudsman Program when he issued Z-Gram 24. It emphasized the importance of Navy spouses and established a procedure that gave spouses the opportunity to present complaints, viewpoints and suggestions to the commanding officer. In doing so, Zumwalt acknowledged the vital role spouses play as members of the Navy team and provided them with what he described as an "official representative to express their views to commanding officers and base commanders."

In 2007, CNO Adm. Michael G. Mullen re-emphasized the importance of the program, signing an updated instruction and highlighting the requirement that all Navy families have access to a Navy Family Ombudsman.

Navy Family Ombudsman Logo

The Ombudsman Program is recognized by a logo containing symbolic elements, each representing an event in the program's history:

- ★ Sweden — represents the origin of the term "ombudsman."
- ★ United States — represents the Navy program.
- ★ Lightning bolt — represents the lightning-fast communication between the command and families.
- ★ 24 stars — represents Z-Gram 24.

This logo appears on the pin attached to the ombudsman name tag or pinned to the shirt collar. Ombudsman pins may be purchased at the uniform shop on base.

Program Structure and Governance

The structure and governance of the Navy Family Ombudsman Program includes:

- ★ **Chief of Naval Operations (CNO)** appoints one or more **Ombudsmen-at-Large** whose guidance is defined by their letter of appointment.
- ★ **Commander, Navy Installations Command (CNIC)** manages the Navy's overall Ombudsman Program via the Ombudsman Program Manager, who can be contacted at http://www.ffsp.navy.mil.

- **Ombudsman Program Advisory Group (OPAG)** is a working group of individuals, convened at the discretion of CNIC (N91), to include the Ombudsmen-at-Large, CNO representative, CNIC force master chief, Fleet and Family Support program director, Ombudsman Program Manager and Navy Reserve Force Family Support program manager.

  The OPAG includes representatives of other activities as needed to advise on policy, special projects and curriculum development based on input received from Regional Ombudsman Advisory Boards.

- **Regional Ombudsman Advisory Boards (ROAB)** are appointed and convened by the regional commander. The regional commander selects ROAB members.

  Responsibilities of ROABs are to support and advise area assemblies. ROABs are neither policy-making nor supervisory bodies and do not interfere with the operation of individual command Ombudsman Programs. ROABs meet at least semiannually. Recommendations and observations should be forwarded to the CNIC Ombudsman Program Manager.

- A **regional** or **base commander** sponsors a local Ombudsman Assembly in support of tenant commands to provide ongoing training, policy discussion and clarification, assist commands to recognize and show appreciation to their ombudsmen, ensure maintenance of a current roster of area ombudsmen in the absence of a local Fleet and Family Support Center, ensure appropriate ombudsman roles in installation disaster preparedness and perform other functions as directed. The base or regional commander appoints an ombudsman, and perhaps an advisory group, to run the local Ombudsman Assembly.

- The local **Fleet and Family Support Center** provides Ombudsman Basic Training (OBT) and support to area commands and ombudsmen.

- **Commanding officers** execute the Navy Family Ombudsman Program within their command.

Overview of OPNAVINST 1750.1F

OPNAVINST 1750.1F, provides the primary guidance for the Navy Family Ombudsman Program. A brief overview of this instruction is provided below, and a copy of it in its entirety can be found in Appendix C.

The instruction includes:

- A list of relevant guidance in support of the Navy Family Ombudsman Program.
- A detailed definition of the program structure.
- The outlined roles and responsibilities for all individuals involved, including the CNO, regional commanders, commanding officers and ombudsmen.
- A list of required forms and reports.

NOTES:

The enclosures to OPNAVINST 1750.1F include:

- ★ Enclosure 1 Policy Waiver Request Procedures
- ★ Enclosure 2 Chief of Naval Operations Ombudsmen-at-Large Duties
- ★ Enclosure 3 Fleet and Family Support Center Duties in Support of Ombudsmen
- ★ Enclosure 4 Ombudsman Program Advisory Group (OPAG) and Regional Ombudsman Advisory Board (ROAB)
- ★ Enclosure 5 Ombudsman Assembly
- ★ Enclosure 6 Program Support
- ★ Enclosure 7 Reporting Requirements for Child Abuse, Domestic Abuse and Sexual Assault

GETTING SMART ABOUT THE PROGRAM

1. On September 14, 1970, the Chief of Naval Operations _____ introduced the Ombudsman Program by issuing Z-Gram 24.
2. The command ombudsman is a volunteer who is the spouse of an _____ or _____.
3. The command ombudsman is appointed by, reports to, has direct access to and represents the _____.
4. The ombudsman serves in the following two roles: _____ and _____ to the command and its family members.
5. The structure of the program includes the following components:

   a. The _____ appoints one or more Ombudsmen-at-Large whose guidance is defined by their letter of appointment.

   b. _____ ensure their command ombudsman information is added to the Ombudsman Registry and updated as needed.

   c. _____ manages the Navy's overall Ombudsman Program via the Ombudsman Program Manager.

   d. The _____ sponsors a local Ombudsman Assembly in support of tenant commands to provide ongoing training, policy discussion and clarification.

6. The _____ provides feedback from local ombudsman assemblies on policy, implementation or other programmatic issues to the CNIC Ombudsman Program Manager.
7. The _____ is a working group of individuals that meet as needed to advise on policy, special projects and curriculum development.
8. The _____ provides Ombudsman Basic Training (OBT) and supports area commands and ombudsmen.
9. The _____is a meeting of all command ombudsmen in a region.
10. When Navy Reservists are recalled to active duty for an extended period, the _____ command assumes responsibility for the Sailors and their families. To ensure the (often remotely located) reservist's family receives the support services to which they are entitled, the _____ command ombudsman should contact the gaining command's ombudsman to coordinate services.

MODULE 2:
MANAGING YOUR RESPONSIBILITIES

Introduction

Various elements of administrative duties and command responsibilities go hand-in-hand with the Ombudsman Program. When an ombudsman has completed all of the steps in the appointment process according to OPNAVINST 1750.1F and regularly performs the administrative duties associated with the program, they will prove to be an invaluable resource to their commanding officer and command families. This section provides information and resources for managing your responsibilities and consists of the following topics:

1. The appointment process
2. Managing your Responsibilities
3. Standard and advanced training

Appointment

Appointment Letter

When an ombudsman is appointed, they should receive a copy of OPNAVINST 1750.1F, a copy of the Navy Family Ombudsman Program Manual, an ombudsman pin, nametag and an appointment letter. The appointment letter is the official "welcome to the team" letter. It should include information about:

- ★ Duties the commanding officer (CO) expects the ombudsman to perform.
- ★ Upcoming Ombudsman Basic Training (OBT) class dates, in addition to registration and contact information.
- ★ The availability of online orientation if the ombudsman cannot attend OBT within the first six weeks of assignment. Go to www.ombudsmanregistry.org.
- ★ The ombudsman's point of contact (POC) at the command and the POC's contact information.
- ★ The length of the appointment and whether there is a probationary period.
- ★ Expectations for attendance at local assemblies and advanced training.

NOTES:

Meet with the Commanding Officer

Training starts with the commanding officer's guidance and should include:

- ★ Information about job duties.
- ★ Assignment of a command POC.
- ★ Reporting requirements and procedures.
- ★ Guidance for working within the command support team.
- ★ Expectations and goals for the Ombudsman Program at the command.

Volunteer Agreement and Protection

Because they perform their duties as volunteers, OPNAVINST 1750.1F requires command ombudsmen to complete form DD 2793, the Volunteer Agreement for Appropriated Activities or Non-appropriated Fund Instrumentalities. Appropriated funds are authorized by Congress for specific purposes; non-appropriated funds are used to augment funds from Congress for programs to improve the morale and welfare of military personnel and their families.

While performing their duties, ombudsmen are considered employees of the government. They are afforded certain protections:

- ★ If an ombudsman is injured or killed while performing official duties, the United States government will pay disability or death compensation unless:

  1. The injury or death was caused by misconduct.

  2. The ombudsman inflicted harm upon himself or herself.

  3. The ombudsman was under the influence of drugs or alcohol.

- ★ Protection from personal liability should anyone be injured during the performance of ombudsman duties. However, this does not prevent an ombudsman from being charged with a crime. Following the termination of volunteer service, volunteer records are to be retained for three years by the command that received the service.

A copy of the signed Volunteer Agreement should be given to the ombudsman prior to the start of volunteer service. Part IV of the form is completed at the end of the term of service. A copy of the completed agreement should be given to the ombudsman upon termination of service.

A sample of the Volunteer Agreement form follows:

VOLUNTEER AGREEMENT FOR

☐ **APPROPRIATED FUND ACTIVITIES** ☐ **NONAPPROPRIATED FUND INSTRUMENTALITIES**

PRIVACY ACT STATEMENT

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

PRINCIPAL PURPOSE(S): To document voluntary services provided by an individual, including the hours of service performed, and to obtain agreement from the volunteer on the conditions for accepting the performance of voluntary service.

ROUTINE USE(S): None.

DISCLOSURE: Voluntary; however failure to complete the form may result in an inability to accept voluntary services or an inability to document the type of voluntary services and hours performed.

PART I - GENERAL INFORMATION

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

PART II - VOLUNTEER IN APPROPRIATED FUND ACTIVITIES

10. CERTIFICATION

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

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

PART III - VOLUNTEER IN NONAPPROPRIATED FUND INSTRUMENTALITIES

12. CERTIFICATION

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

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

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

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

DD FORM 2793, FEB 2002 PREVIOUS EDITION IS OBSOLETE. Reset Exception to Standard Form 50 granted by Office of Personnel Management (OPM) waiver.

A copy of this form can be found on Page 46 or online at:
http://www.dtic.mil/whs/directives/infomgt/forms/eforms/dd2793.pdf or http://www.ffsp.navy.mil.

NOTES:

Ombudsman Registry

The Ombudsman Registry was established by Task Force Navy Family in August 2005 in response to the hurricanes in the Gulf Coast region. The registry allows Commander, Navy Installations Command (CNIC) to deliver real-time communication and information to commanders, ombudsmen and Ombudsman Coordinators. Commands are required to register, assign their ombudsman and ensure that required worksheet data is submitted per OPNAVINST 1750.1F.

Once the command has appointed an ombudsman, the command should register the new ombudsman with the Navy's Ombudsman Registry, at http://www.ombudsmanregistry.org. This allows the ombudsman's name and contact information to be distributed as needed and enables ombudsmen to submit monthly or quarterly worksheets. Instruction guidance for commanders/command designees, ombudsmen, and Ombudsman Coordinators can be found on the login page of the ombudsman registry just below the "Contact Your Ombudsman" section.

*Ombudsmen cannot register or assign themselves to a command***.** Ombudsmen must contact their command POC to be registered.

Meet the Ombudsman Coordinator

A member of the Fleet and Family Support Center (FFSC) staff is assigned as the Ombudsman Coordinator. The coordinator serves as an adviser/consultant to local ombudsmen, the Ombudsman Assembly and to commands, in addition to coordinating OBT. The FFSC Ombudsman Coordinator does not serve as the chairperson for the local assembly.

In support of the Ombudsman Program, the coordinator may:

- ★ Maintain a current roster of local ombudsmen, including Navy Reserve and Navy Recruiting ombudsmen.
- ★ Provide space, if available, for ombudsmen assembly meetings.
- ★ Coordinate advanced training for ombudsmen assemblies that support educational and informational needs.
- ★ Provide assistance to local ombudsmen.
- ★ Provide program guidance, policy clarification and recommendations for ombudsmen recognition to commands, if requested.
- ★ Notify the respective command if issues arise that appear to be negatively affecting the local program/family members. By providing accurate and timely information, the respective CO may take the appropriate action.
- ★ Provide information and forms about Navy and community resources, including updates and changes.
- ★ Serve as a major referral resource for ombudsmen and Navy families.
- ★ Refer command families to their ombudsmen and provide information about the Navy Ombudsman Program to new arrivals.

In addition to the Ombudsman Coordinator, other FFSC staff members are a valuable resource ombudsmen may call upon for information and guidance when working with command families.

Managing Your Responsibilities

Ombudsman Assembly

Ombudsman Assembly meetings

An Ombudsman Assembly is a monthly, bi-monthly or quarterly meeting of all command ombudsmen in an installation or region. The local Ombudsman Assembly is an important component of the Ombudsman Program, because it is an excellent forum for sharing and exchanging information, resources and best practices. Ombudsman assemblies also frequently serve as venues for ongoing training. Each sponsoring command has a local instruction that governs its assembly's operation.

Functions of the assembly may include:

- ★ Serving as a resource for the professional development of local ombudsmen by arranging topical training.
- ★ Serving as a liaison for policy discussion and clarification by appropriate local authorities regarding issues of interest to ombudsmen and command family members.
- ★ Assisting commands to recognize/show appreciation to their ombudsmen.
- ★ Maintaining a current roster of area ombudsmen, in the absence of a local FFSC.
- ★ Other functions as directed by the sponsoring command, such as providing resource handbooks, publishing a newsletter and maintaining a local calendar of events.

Commanding Officers (COs), executive officers (XOs), command master chiefs (CMCs), chaplains and their spouses are encouraged to attend ombudsman assemblies.

Because of the structure and diversity of Navy communities and installations, there may be more than one assembly within a geographic area. Assemblies are not hierarchical and one does not have authority over another, regardless of the rank of the sponsor.

Local commanders may decide that one area assembly consisting of all ombudsmen within the geographic location is sufficient. Assemblies are information-sharing groups and do not function as social clubs. Assemblies will not maintain treasuries or collect dues for sponsoring assembly activities. Each sponsoring command should have a local Ombudsman Assembly instruction. Assembly leadership should be selected and appointed for a specified term, in writing, by the sponsoring command.

NOTES:

SAMPLE OMBUDSMAN ASSEMBLY INSTRUCTION

(COMMAND) INST 1750.XX

(Code)

(Date)

(COMMAND) INSTRUCTION 1750.XX

Subj: OMBUDSMAN ASSEMBLY

Ref: (a) OPNAVINST 1750.1F

Encl: (1) Ombudsman Assembly Chairperson Description of Duties

1. Purpose. To provide guidance and establish procedures governing the organization and operation of COMXXXGRU 5 Ombudsman Assembly.

2. Cancellation. (COMMAND) INST 1750.XX.)

3. Background. The Chief of Naval Operations established the Navy Family Ombudsman Program on 14

September 1970. Reference (a) contains program requirements and guidelines for execution of this program throughout Navy. The Command Family Ombudsman serves as a communication link between the command, command family members, and as an information and referral specialist.

4. Discussion. The Ombudsman Assembly exists to support the local, appointed command ombudsmen.

As a non-policy making and non-supervisory entity, it serves primarily as a forum for discussion among the membership and to help provide continuing training opportunities. It is also an advocate for Navy's mission and Navy family members.

5. Assembly Membership. Membership in the Ombudsman Assembly, per reference (a) and this instruction, shall include the appointed ombudsmen of all commands resident at the station, including local tenant and afloat commands, and any other commands in the area which need support, such as the naval hospital.

Membership begins when individuals submit their ombudsman letter of appointment from the sponsoring command and will continue until a notice of termination is received from the command. Commanding officers, executive officers, command master chiefs, chaplains, and their respective spouses, are encouraged to attend all Ombudsman Assembly meetings and activities. Other interested parties are invited to attend.

6. Action. (Issuing command) will:

a. Appoint an action officer as liaison with the assembly.
b. Appoint an Ombudsman Assembly Chairperson, in writing, for the designated term of office.
c. Ensure the assembly has a suitable place to conduct meetings.
d. Provide administrative support, including administrative supplies and printing services as deemed appropriate.

7. Ombudsman Assembly Chairperson. The Assembly Chairperson must be a current ombudsman.

The Fleet and Family Support Center should not serve as the Assembly Chairperson, but can serve in an advisory capacity. Term of office will be for one year but may be renewed for another term at the discretion of the issuing command.

8. Fleet and Family Support Center Ombudsman Coordinator will serve as an advisor to the assembly, maintain an up-to-date ombudsman recall list, and provide this list to the assembly chair as it is modified.

Additional support will be determined by [issuing command] and may include:

a. Assistance in planning continual training for ombudsmen.
b. Agenda recommendations for monthly assembly meetings.
c. Offering program guidance and policy clarification in consultation with the Ombudsman Program Manager, as applicable.
d. Additional, appropriate assistance as requested by commanding officers/ombudsmen.

9. Assembly Meetings and Activities. The assembly is not a policy making body and in no way will interfere with the individual command/ombudsman relationship or duties.

a. The Ombudsman Assembly shall meet monthly for the purpose of sharing information and as a resource for advanced ombudsman training and other functions as directed by sponsoring commands (e.g., provision of area resource handbooks and materials, publication of a newsletter, and maintenance of a calendar of events).
b. The assembly may make recommendations about community matters that affect the well being of area families. The group may not petition or actively and aggressively protest command-initiated action or policy.

10. Ombudsman Recognition. The assembly is authorized to assist commands to recognize and show appreciation of all command ombudsmen, per reference (a). The Fleet and Family Support Center Ombudsman coordinator may be invited to work closely with the assembly and the commands to provide appropriate recognition of the ombudsmen in conjunction with Ombudsman Appreciation Day, 14 September, and on other occasions as appropriate.

(COMMAND) INST 1750.XX

J. A. BOSS

Captain, U.S. Navy

NOTES:

Ombudsman Assembly Chairperson

An Ombudsman Assembly chairperson is appointed to serve as the leadership of the Ombudsman Assembly and to conduct monthly meetings. The chairperson must be a current ombudsman. The term of office will be for one year but may be renewed for another term at the discretion of the issuing command.

SAMPLE OMBUDSMAN ASSEMBLY CHAIRPERSON DESCRIPTION OF DUTIES

1. Responsibilities:
   a. Practice and enforce application of the Ombudsman Code of Ethics during all assembly meetings and activities.
   b. Preside over all meetings of the Ombudsman Assembly.
   c. Call special meetings as required.
   d. Provide information and support to the area ombudsmen.
   e. Team with the Fleet and Family Support Center ombudsman coordinator to plan and schedule monthly training to meet the needs of the assembly. Make sure that prospective speakers/trainers have the necessary education and experience to meet training requirements. This includes a clear understanding of OPNAVINST 1750.1F policy regarding the topic.
   f. Prepare and distribute an agenda for all meetings.
   g. Serve as a member of all standing committees and special committees deemed necessary by [issuing command].
   h. Review all assembly correspondence prior to distribution and maintain copies on file.
   i. Ensure the assembly is represented at meetings pertaining to quality of life issues that directly affect family members, per approval of the commander.
   j. Coordinate with the Fleet and Family Support Center to perform orientation of all newly appointed ombudsmen.

2. Chairperson qualifications:
   a. Current ombudsman possessing a working knowledge of the military chain of command and lifestyle.
   b. Good judgment, sound leadership skills, and demonstrated ability to communicate effectively, both orally and in writing.

Data Collection

Command ombudsmen maintain and report certain types of data. Generally, ombudsmen should try to maintain as little personal data as possible about individuals under the provisions of The Privacy Act of 1974.

Routine Data Collection Requirements

Ombudsmen are required to keep a daily log of telephone and e-mail contacts. They are required to submit a monthly or quarterly worksheet to the commanding officer or POC. The commanding officer may assign the ombudsman or command POC the responsibility of entering the data into the ombudsman database at http://www.ombudsmanregistry.org.

The Privacy Act of 1974

Privacy is a cherished American value, closely linked to concepts of personal freedom and well-being. Mindful of the potential for misuse of federal records on individuals, the U.S. government adopted laws to protect privacy. The Privacy Act of 1974 was enacted by Congress to safeguard individuals against the invasion of personal privacy, to limit the government's collection, use and disclosure of personal information, and to allow individuals access to any government records pertaining to them. The Privacy Act was updated in 1988 with the Computer Matching and Privacy Protection Act and again in 1995 with Privacy Principles developed under the Clinton administration.

The Privacy Act does allow the disclosure of information without the consent of an individual if there is a compelling need to know by selected officers and employees of DoD in the performance of their duties.

Appropriate disclosure examples:

- ★ The contact information for a primary next of kin whose service member has been severely injured is not current. The command is deployed and the Casualty Assistance Calls Officer (CACO) contacts the ombudsman to see if they have more current information. This is an authorized disclosure of personal information because personnel from the DOD have a need to know.
- ★ Providing information to the Family Advocacy Program representative or to the local child protection agency to report suspected child abuse is an authorized disclosure of personal information.
- ★ Contacting the police and providing the name, address and telephone number of a spouse who tells the ombudsman they have taken a drug overdose in a suicide attempt is an appropriate disclosure of personal information.
- ★ Informing the command and the local police that one of the command's family members has a gun and plans to kill her husband's girlfriend is an appropriate disclosure of personal information.

See http://www.privacy.navy.mil to learn more.

Most individuals associated with the military are familiar with the requirements of The

NOTES:

Privacy Act. However, to protect the individual's rights and to establish and maintain credibility within the Navy community, it is imperative that the strictest standards of confidentiality be adhered to in regard to families contacting the command ombudsman.

Family members can disclose problems that place the service member's professional standing, social acceptance and career progression in jeopardy. These include, but are not limited to, substance abuse by the service member, severe financial problems or involvement with child pornography. It is important for the ombudsman to be knowledgeable about the Navy's and the CO's reporting requirements. Ombudsmen should ensure families are informed of these requirements. Some command ombudsmen periodically publish in their newsletter the types of items that must be reported.

Safeguarding Information

Every effort should be made to protect an individual's personal information. Rosters, logs, contact forms and other information that contains an individual's identifying information should be kept in a secure area. Official command rosters can make individuals particularly vulnerable and should not be made available to anyone without the command's permission. No one, including the ombudsman's spouse or children, should have access to information about families who contact their command ombudsman in the ombudsman's official capacity.

Electronic rosters and other computer files that contain personal identifying information should not be kept on a computer's hard drive but should be stored on a disc that can be safeguarded.

At the end of each month, ombudsmen, both active duty and Reserve are required to submit their monthly (for active duty) and quarterly (for Reserve) worksheets to their CO for input into the Ombudsman Registry database at http://www.ombudsmanregistry.org. The command may designate the ombudsman to enter this information into the database. The command would retain a copy of the monthly/quarterly worksheet and the ombudsman's copy would be destroyed.

Additionally, ombudsmen should destroy any copies of individual contact forms, contact logs and any other personal notes for that reporting month.

Types of Data Collected and Administrative Duties

Official Command Roster

The official command roster is a list of all personnel at a command and contains protected information. The confidentiality of information in the roster must be maintained as described in The Privacy Act.

There is no standard DOD or Navy-wide roster format. The information an ombudsman may need on a roster includes the service member's:

- ★ Name.
- ★ Last four digits of the Social Security number (in case there are multiple individuals with the same name, which can be common at a large command).
- ★ Rate and rank.
- ★ Date of birth.
- ★ Primary next of kin names, telephone numbers, addresses and e-mail addresses (spouse and children, if married; parents or others the service member lists, if single).
- ★ Phone number where family members could be contacted if they had to be evacuated in an emergency or natural disaster.
- ★ Present Rotation Date (PRD).

Contact Log

To gather data for the worksheets, most ombudsmen document their calls on a contact log. A contact log helps an ombudsman:

- ★ See trends in types of calls, such as a number of requests for emergency financial assistance, child care resources or spouse employment.
- ★ Follow up with people who have contacted the ombudsman for information or about a problem.
- ★ Note whether the ombudsman repeatedly provides the same types of information to the same individual.
- ★ Demonstrate workload.

Many ombudsmen do not ask for the name and telephone number of each individual who contacts them about a ship's return date, time and location because there can be many such calls near the end of a deployment. Most ombudsmen combine these calls into a category called "deployment" or "command schedule" and try to refer these callers to the command's Careline, if one is available.

OMBUDSMAN CONTACT LOG/MATRIX SHEET

DATE: From: 1 February To: 28 February

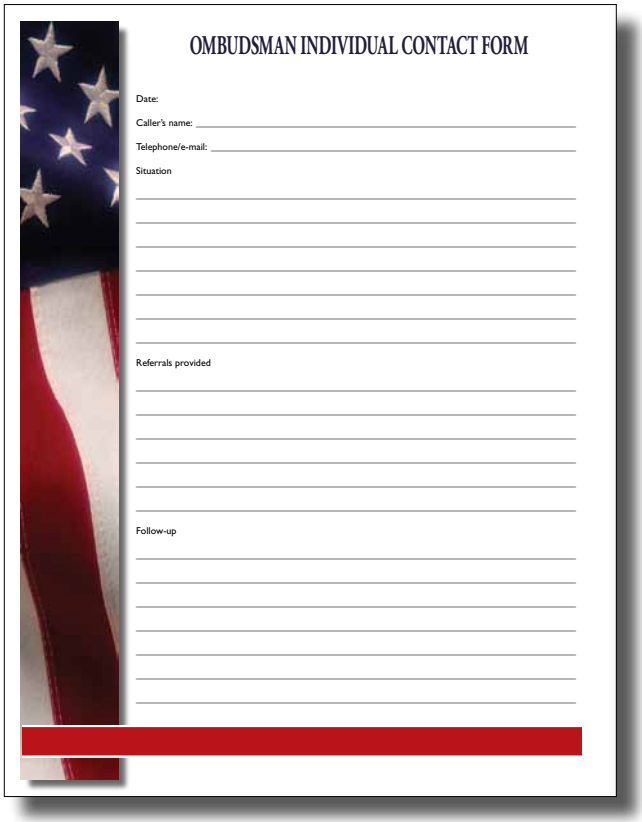
Name	Date	E-Mail	Type of Call	Follow-Up
(Sent an email to distro list – 50 People)	1 Feb	N/A	New base emergency procedures	N/A
Hannah	3 February	Hannah@gmail.com	Child care	4 Feb
Braden	11 February	Braden@hotmail.com	FRG Info	12 Feb
(Sent an email to distro list – 50 people)	13 February	N/A	Valentine's day special events on base	N/A
Lydia	14 February	Lydia@yahoo.com	Family emergency	14 Feb, 15 Feb, 20 Feb

Form can be found on page 41.

NOTES:

Individual Contact Form

For in-depth calls that require research or multiple referrals, some ombudsmen prefer to use a separate document for each contact. This keeps the information about a situation in one place rather than scattered among multiple notes. Most create a form similar to the following:



OMBUDSMAN INDIVIDUAL CONTACT FORM

Date:

Caller's name: _____

Telephone/e-mail: _____

Situation

Referrals provided

Follow-up

Form can be found on page 42.

Ombudsman Monthly/Quarterly Worksheet and Registry

Once you have been registered by your command/command designee, FFSC Ombudsman Coordinator or Navy Region Reserve Component Command (RCC) coordinator, you must log on to the registry and update your personal profile information before you can enter your monthly or quarterly worksheets.

OMBUDSMAN REGISTRY INSTRUCTIONS

1. Log In

Go to http://www.ombudsmanregistry.org.

If you are a registered ombudsman and have forgotten your password, or if the temporary password you were sent when you were registered does not work:

- ★ Click on the "forgot password" link below the login.
- ★ Type the e-mail address you used when you were registered.
- ★ Click on the "Send Password" link.

Once you have been assigned to your command/commands and your profile information has been updated, ombudsmen can enter their worksheets.

- ★ Active-duty ombudsmen are required to submit monthly worksheets.
- ★ Reserve ombudsmen are required to submit quarterly worksheets.
- ★ Ombudsmen will only be able to enter one worksheet per month per command. If the command has two or more ombudsmen, the worksheets will need to be combined and the commander or command designee will decide who enters them.

2. Go to "My Commands"

- ★ Click on "My Commands" and you will see the commands to which you are assigned.
- ★ Click on "View Worksheets" to the far right of the command name you wish to enter a worksheet for.

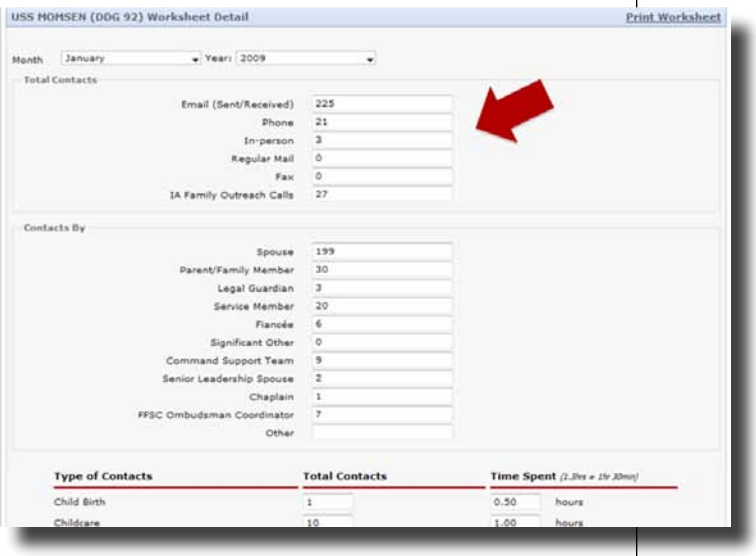
3. Enter a worksheet

- ★ Click on the green plus sign next to "Add Worksheet" and begin filling in your columns.

NOTES:

4. Enter Data

"Total Contacts" section: Enter the total number of e-mails sent. Also enter phone, in-person, regular mail, fax and individual augmentee family outreach call contacts you made during the month/ quarter.



Include a newsletter e-mail as a contact under the e-mail section. If the e-mail was sent to 250 different individuals, then it would be 250 contacts. "

Contacts By" section:
Defined as the individual(s) who contacted you, such as a spouse, parent or family member, legal guardian, service member, fiancée/fiancé, significant other, command support team (i.e. CO/XO/CMC/COB), senior leadership spouse, chaplain, FFSC Ombudsman Coordinator and other.

Types of Contacts:
Enter the number of contacts in the "Total Contacts" section under "Types of Contacts," For example, if a parent contacts you by phone and asks for information about deployment and Family Readiness Groups (FRG), this would be two contacts in the Total Contacts column, one for deployment and one for FRG. A contact is defined as one individual.

Time Spent:
Enter the total amount of time spent in this section of the worksheet. Enter time as .15 for 15 minutes, .30 as 30 minutes, .45 as 45 minutes and 1.00 as one hour, etc. The system will automatically add up the columns under Total Contacts and Time Spent at the bottom of this section.

Other:
This section allows an ombudsman to track four categories:

- **Number of Meetings Attended:** Defined as an ombudsman attending any meeting in an official capacity, such as meeting with all or any member of the command support team, FRG and Ombudsman Assembly, etc.
- **Number of Presentations:** Defined as an ombudsman giving any presentation about or for the Ombudsman Program. For example, indoctrination, FRG meetings and command functions, etc. If you attend a meeting and make a presentation, do not forget to record these in two separate categories. You would have two entries: one in the "Number of Meetings Attended" and one in the "Number of Presentations" category. You will need to split the time for each category.
- **Number of Trainings Attended:** Enter any training you attend. If you attend an Ombudsman Assembly meeting and training is provided at the end of the meeting, enter one for the total and enter only the time spent during the assembly meeting for the training, not the total assembly meeting time. Assembly meetings will be annotated in the "Number of Meetings Attended" section. If you attended OBT or Ombudsman Orientation Training, do not forget to document the hours.

- **Number of Administrative Duties Performed.** Any administrative duties you perform should be entered into this category. Administrative duties can be, but not limited to: preparing newsletters, filling out worksheets, typing minutes of meetings, etc.

5. Click 'Save as Draft" or "Submit as Final"

Worksheets can be saved in draft form by:

- Clicking on the "Save as Draft" button at the bottom.
- If the worksheet is saved as a draft, ombudsmen can make changes to it.
- Once the "Submit as Final" button has been selected, ombudsmen cannot make any further changes.

If you have submitted a final worksheet and later discover errors, you may contact the Ombudsman Registry administrator by submitting a "Support Case" request and the erroneous worksheet/worksheets can be deleted. You will need to re-enter the entire worksheet for that month or quarter.

If you have problems or questions about the Ombudsman Registry, you can contact your FFSC Ombudsman Coordinator, Navy Region Reserve Component Command coordinator or the Ombudsman Registry administrator by submitting a "Support Case" request. To submit a request:

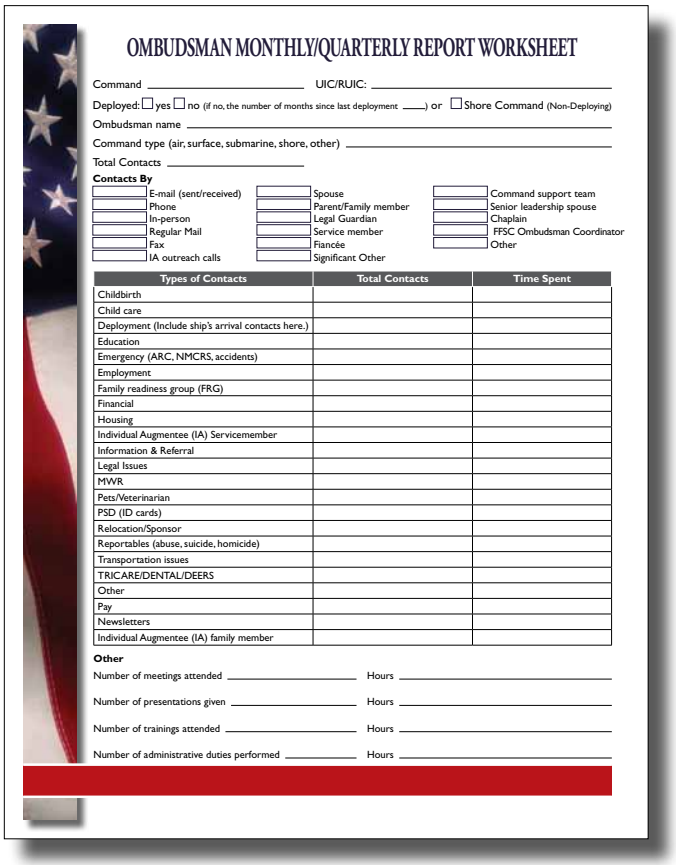
- Click on the "My Support Case" tab at the top of your "Dashboard."
- Click on the green plus sign to create a "Support Case" request. Fill in the subject and place your comments or questions in the block below the subject. Click on the "Submit Case" button when you are finished. Once submitted, "Support Case" requests are normally responded to within 24 to 48 hours.

Note 1: If your command has more than one ombudsman assigned, ensure that you combine all worksheets and submit only one monthly worksheet per command or Unit Identification Code (UIC). (The system will not allow more than one monthly/quarterly to be entered per command.)

Note 2: If you are an ombudsman and are assigned to more than one command/UIC, you must complete a separate monthly/quarterly worksheet for each command to which you are assigned. For example: You and the commander have agreed with another commander of a smaller command (15 or fewer active-duty service members and families assigned) to share an ombudsman. The tenant command must be registered and you assigned as their ombudsman to complete a monthly/quarterly worksheet for that command.

Note 3: Reserve ombudsmen are only required to submit a quarterly worksheet. Most reserve units are supported by a Navy Operational Support Center (NOSC). These centers vary in size and support from five units to 75 units each. Unit ombudsmen will submit their own worksheets if assigned. If a unit does not have an ombudsman, the NOSC ombudsman or NOSC Ombudsman Coordinator will submit their worksheets in a combined worksheet for the NOSC. NOSC ombudsman/ombudsman coordinators will act as the unit's ombudsman to provide support to the Navy Reserve families.

NOTES:



OMBUDSMAN MONTHLY/QUARTERLY REPORT WORKSHEET

Command _____ UIC/RUIC: _____

Deployed: ☐ yes ☐ no (if no, the number of months since last deployment ____) or ☐ Shore Command (Non-Deploying)

Ombudsman name _____

Command type (air, surface, submarine, shore, other) _____

Total Contacts _____

Contacts By

____ E-mail (sent/received)	____ Spouse	____ Command support team
____ Phone	____ Parent/Family member	____ Senior leadership spouse
____ In-person	____ Legal Guardian	____ Chaplain
____ Regular Mail	____ Service member	____ FFSC Ombudsman Coordinator
____ Fax	____ Fiancée	____ Other
____ IA outreach calls	____ Significant Other	

Types of Contacts	Total Contacts	Time Spent
Childbirth		
Child care		
Deployment (Include ship's arrival contacts here.)		
Education		
Emergency (ARC, NMCRS, accidents)		
Employment		
Family readiness group (FRG)		
Financial		
Housing		
Individual Augmentee (IA) Servicemember		
Information & Referral		
Legal Issues		
MWR		
Pets/Veterinarian		
PSD (ID cards)		
Relocation/Sponsor		
Reportables (abuse, suicide, homicide)		
Transportation issues		
TRICARE/DENTAL/DEERS		
Other		
Pay		
Newsletters		
Individual Augmentee (IA) family member		

Other

Number of meetings attended _____ Hours _____

Number of presentations given _____ Hours _____

Number of trainings attended _____ Hours _____

Number of administrative duties performed _____ Hours _____

Form can be found on page 43.

The Ombudsman Registry Web site also contains an online forum that may be used to exchange information and ideas or network with fellow ombudsmen. Forum users are not permitted to post material that is slanderous, defamatory, abusive, hateful, harassing, inaccurate, vulgar, obscene, profane, racist, threatening, copyrighted or otherwise protected or prohibited by law. Violations of Operational Security (OPSEC) are not permitted (for more on OPSEC, please see Page 71 of the manual).

Funding and Budgeting

Commands may use appropriated funds or non-appropriated funds in support of the command Ombudsman Program. It is important for the ombudsman and the CO to discuss the program's budget and determine what support can be provided.

Items that may be funded include:

- ★ The CO may use non-appropriated funds for individual ombudsman appreciation dinners, plaques and awards. The limit is $50 per ombudsman per year, not to exceed a total of $500 (multiple ombudsmen) per year per command. Cash awards are not authorized.
- ★ Administrative support such as paper, envelopes, pens, copier service, clerical assistance, command telephone cards and government vehicle transportation should be budgeted and may be provided from appropriated or non-appropriated funds, as command resources permit.

- ★ The command assumes all costs for the production and delivery of ombudsman newsletters. Newsletter content must be approved by the command before distribution. If the newsletter is produced solely within the command, the command is responsible for providing technical and administrative support, paper, printer access and delivery costs (stamps/bulk mail, etc.). If it is printed and delivered by Document Automation and Production Service (DAPS), the command must approve and provide funding. The local printing officer can provide guidance.

Claim for Reimbursement

Based on the authorized budget, the command may reimburse ombudsmen for specific, preapproved expenses. To receive reimbursement, ombudsmen must document expenses and submit a Claim for Reimbursement for Expenditures on Official Business (SF 1164) and appropriate receipts to the command.

SF 1164 can be found at: http://safetycenter.navy.mil/osh/forms/files/1164.pdf or http://www.ffsp.navy.mil. A hard copy of the form can be found on page 44.

The CO may allow the ombudsman, when acting in an official capacity, to be reimbursed for the following:

- ★ Child care from any provider not to exceed the rate that would be charged by the local child development center. (Clarify with the CO that the local CDC may provide support for drop-in care.)
- ★ Mileage, parking and tolls paid at the current government privately owned vehicle rate. Mileage must be documented. Parking and tolls require receipts.
- ★ Go to General Services Administration to learn the current per-mile rate for mileage reimbursement http://www.gsa.gov/Portal/gsa/ep/contentView.do?contentId=9646&contentType=GSA_BASIC.
- ★ Communication equipment such as computers, cell phones, pagers or other electronic devices. If it is decided that the command Ombudsman Program will function more effectively, command-owned equipment may be issued to the command ombudsman at the discretion of the CO. This equipment must be accounted for and returned when the ombudsman leaves the position. The use of these items must be limited to the execution of official duties.
- ★ Internet service can be authorized if the CO determines it is important and economically efficient for the ombudsman and command families to stay electronically connected.
- ★ Telephone lines and any necessary telecommunication equipment may be installed in an ombudsman's home. In the case of equipment installed under this authority, COs may pay the charges incurred for the use of the equipment for authorized purposes, using appropriated or non-appropriated funds. Installation of such equipment must not be done routinely, but only after careful consideration and subsequent decision that to do so is necessary for the command Ombudsman Program to function effectively.
- ★ Travel expenses incurred during command-directed or authorized participation in training, conferences, etc., will be reimbursed. The expense report (SF 1164) and receipts must be submitted as required. To be authorized for reimbursement, Invitational Travel Orders (ITOs) must be issued before travel takes place.

NOTES:

Commands may issue ITOs for out-of-area travel, reimburse expenses and may authorize a travel advance for anticipated expenses. If the reimbursement of travel expenses will cause a hardship for an ombudsman's family, the command may provide a travel advance. The ombudsman will need to file a travel voucher with receipts upon completion of travel. Since many commands use automated travel order programs, the ombudsman's POC or command administrative officer can advise on the necessary procedures and/or forms.

Tax Deductions for Volunteering Costs

As a volunteer, ombudsmen may be eligible to claim tax deductions from the federal government for any unreimbursed costs associated with volunteering, such as:

- ★ Transportation costs to attend non-local OBT.
- ★ Automobile mileage (at the standard IRS rate that changes annually).
- ★ Parking and tolls.
- ★ Telephone bills.
- ★ Supplies purchased in support of volunteer duties.
- ★ Dues or fees to a qualified organization.
- ★ Non-cash contributions of property.

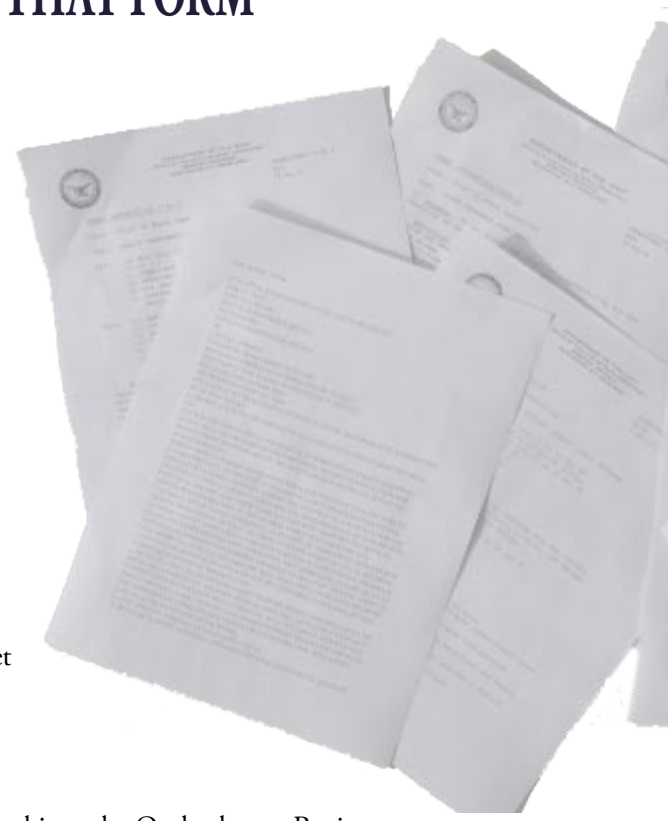
Ombudsmen are required to keep track of their expenses. Many find it useful to have a specific file folder for this purpose. Please note that in many cases these costs may be covered by the command. For example, if a command provides a cell phone, ombudsmen are not eligible to deduct items paid for or reimbursed by the command.

Training Funds

Local commands may reimburse the ombudsman for costs of child care and mileage incurred during training. To be eligible for reimbursement, the ombudsman must have a letter of appointment and have signed the volunteer agreement. In locations where training is not available, a command may issue ITOs to give the ombudsman the opportunity to complete training at another installation. A list of approved training sites is available at http://www.ffsp.navy.mil.

Budget permitting, commands may pay for associated travel, berthing, meals and incidental expenses for ombudsmen to attend non-local training. Expenses may be reimbursed or travel advances may be authorized per Joint Federal Travel Regulations (JFTR).

NAME THAT FORM



TERMS

A. Volunteer Agreement Form DD 2793

B. Appointment letter

C. Training record

D. Claim of Reimbursement Form SF 1164

E. Official command roster

F. Contact log

G. Individual contact form

H. Ombudsmen monthly/quarterly worksheet

DEFINITIONS

_____1. The data from this form is entered into the Ombudsman Registry at www.ombudsmanregistry.org.

_____2. The ombudsman's complete history of any advanced training sessions attended or certifications.

_____3. Confirms that ombudsmen are considered employees of the government in certain situations.

_____4. Where new ombudsmen may find their command POC and contact information, as well as their length of appointment.

_____5. Used for in-depth calls that would require research or multiple referrals.

_____6. Child care, mileage, Internet service and travel expenses can be reimbursed using this.

_____7. This documents calls on a telephone log and enables ombudsman to note trends and demonstrate their workload.

_____8. A list of all personnel that contains protected information and must be maintained as described in The Privacy Act.

NOTES:

Marketing

According to a 2006 Navy Inspector General report to the Vice Chief of Naval Operations (VCNO): Approximately 75 percent of survey respondents indicated their command had an Ombudsman Program and more than 80 percent stated that a fully supported program improves family and mission readiness. The vast majority of command leadership thought that their ombudsman was a key player in resolving family issues before significant command intervention was required. Additionally, service and family members who used the information and referral services of their ombudsman overwhelmingly felt that the ombudsman was effective in resolving their issue.

Given that fact, it was surprising to find that less than 20 percent of service and family members said they had sought the assistance of their ombudsman. This dichotomy and apparent underuse may be attributed to the following main reasons: service and family members are either unfamiliar with the full extent of ombudsman capabilities, do not know their ombudsman, do not know that an ombudsman exists or simply choose not to use the services.

One of the study's recommendations was to develop a comprehensive outreach and marketing plan to educate service and family members.

Ways to increase awareness of the command Ombudsman Program at the local level:

- ★ Identify potential target audiences.
- ★ Develop outreach messages.
- ★ Review outreach tools and strategies.

Potential target audiences include:

- ★ The command support team.
- ★ Officers, chiefs and enlisted personnel at the command.
- ★ Spouses.
- ★ Fiancé/fiancée, boyfriends or girlfriends of command service members.
- ★ Parents and family members of service members attached to the command.
- ★ Child care providers for children of single parents.
- ★ Families of Sailors temporarily assigned to the command.

There are several ways to get the word out about services to each of these groups.

Define the Message

When communicating with others, it is important to have a clear message. Messages may be simple, such as providing the ombudsman's telephone number and telling people to call if they need assistance. Ombudsmen may want to send a message to define their role, to instruct callers to use the Careline (if available for routine

messages) or to advertise a community program or service. When defining the message, it is important to address the question, "What's in it for me?" People are more likely to listen to a message when they believe it is targeted specifically to them.

Tools and Strategies

Ombudsmen can use a variety of tools and tactics to provide information about the command's Ombudsman Program. However, remember that today's consumers are inundated with messages everywhere they go. Select tools and tactics that are appropriate for the message and the audience. For example, a great deal of detailed information works better in a brochure than on a flier, and e-mail is ineffective if the target audience lacks Internet access.

The range of tools is as unlimited as the imagination, but there are real-world considerations against which your ideas should be weighed. Among the criteria are:

- ★ Budget.
- ★ Return on investment.
- ★ Ease of implementation.

Choose tools that can be accommodated within a budget. Also, choose tools and activities that are practical and require minimum time and energy to put into place. Some ideas may be relatively inexpensive but may not reach target audiences with the necessary consistency or impact.

Marketing tools fall into four broad categories:

1. Audiovisual
2. Internet
3. Print media
4. In-person

Audiovisual Outreach Strategies

Audiovisual tools include:

- ★ Video
- ★ 1MC (command's internal intercom) announcements
- ★ Bulletin boards
- ★ PowerPoint presentations

Internet Strategies

Use the Internet to:

- ★ Post a Web page and/or link to command's Web site.

NOTES:

- ★ Create electronic newsletters.
- ★ Send e-mail.
- ★ Send an instant message.
- ★ Create or update a Web page.

Electronic Newsletter

More ombudsmen are producing an electronic newsletter because it is less expensive, saves on postage, appeals to the Internet-savvy and the distribution list is easy to update. Hard copy and electronic newsletters can be used to:

- ★ Announce command events.
- ★ Provide information about FRG events.
- ★ Introduce agency and community services.
- ★ Welcome new arrivals.
- ★ Ensure deployment readiness.
- ★ Motivate and encourage.

E-mail

Customized e-mails are another great way to use the Internet. They are also an excellent way to keep in contact with the command support team, colleagues, FRG leaders, community organizations, etc.

- ★ Create distribution lists and send information about topics of interest.
- ★ Remember to keep it professional looking and easy to open.
- ★ Do not send attachments. Many sites can no longer receive them due to security concerns, and many people who receive attachments report that they do not take the time to download them.
- ★ Keep messages short. The receiver should never have to scroll down to read a message.
- ★ Promptly remove anyone who requests to be removed from the distribution list.
- ★ When sending out e-mails, use blind copy correspondence (BCC) to prevent Privacy Act violations.

Instant Messaging

Instant messaging is a way for remote families to feel connected. Some Web sites host chat rooms that allow people from a command to "virtually" meet for information and support. This tool can be useful, but be careful because IMs are real time and not prescreened, so OPSEC can be violated easily. It can also be hard to keep track of more than a handful of instant messengers at once.

Print Media Strategies

Ombudsmen can use posters, fliers, newsletters and business cards to reach out to others. In addition, the installation and community newspapers can expand print outreach efforts. Whatever the media, the quality of print products is critical. Whether a command has a trained graphics staff to produce materials or the ombudsmen produce them, there are several key elements in producing quality materials:

- ★ The information must be accurate.
- ★ High-quality graphic design integrates words and images.
- ★ The product must be attractive, professional and easy to read. It must quickly grab the reader's attention.
- ★ The look and quality of all materials should be standardized so it is easily identifiable. Think trademark, logo and/or slogan.
- ★ Include a call for action. How is the reader to respond? Contact is an example of a call for action.

Posters at the command, fliers, letters to new command personnel and the ombudsman newsletter are excellent ways to get a message out. Create and carry business cards. On the front of the business card, list contact information; on the back, provide a brief overview of services or list the Ombudsman Code of Ethics.

In-person Strategies

The public relations concept is rooted in the delivery of a consistent pattern of information to target audiences through direct contact. In-person strategies ombudsmen are likely to use include personal networking, briefings and attendance at installation functions.

Preventing Burnout

There are literally hundreds of books and articles about stress management and preventing burnout. Some tips to prevent burnout include:

- ★ Start the role as volunteer command ombudsman with the information and tools needed to do the job. Know the expectations, scope of responsibilities, training opportunities, supervision (if any), job description, workload and benefits.
- ★ Create goals and measure success. Goals such as updating the Careline each week, documenting phone calls, producing a monthly newsletter, improving public speaking skills and submitting monthly/quarterly worksheet data on time are all measurable and achievable.
- ★ Maintain personal growth through hobbies, religion, taking classes and through paid and volunteer work.
- ★ Develop an active life with a variety of interests.
- ★ Surround yourself with uplifting colors, pictures and treasures.
- ★ Set limits and know how involved to become with extended family, colleagues, command families, other volunteer roles, etc.

NOTES:

- ★ Encourage and practice good communication skills.
- ★ Find ways to decompress, such as through meditation, exercise or a warm bath.
- ★ Maintain good physical health.
- ★ Build a support system with those who can help find solutions.

Resources

Whatever burnout prevention strategies are used, ombudsmen should always remember that help is available. Do not hesitate to contact any of the following for assistance:

- ★ Fleet and Family Support Center
- ★ Chaplains
- ★ Command support team
- ★ Fellow ombudsmen

To learn more about stress management, burnout and compassion fatigue, check out the following Web sites:

- ★ American Academy of Family Physicians http://www.aafp.org/fpm/20000400/39over.html
- ★ DOD Stress Awareness http://www.defenselink.mil/specials/stressawareness03
- ★ Military OneSource www.militaryonesource.com
- ★ Navy Knowledge Online https://www.nko.navy.mil

Professional Turnover

Ombudsmen should submit a resignation letter when:

- ★ There is a change in commanding officer.
- ★ They can no longer perform their assigned duties.
- ★ They are unable to work effectively within their chain of command.
- ★ Their spouse transfers to another command, retires or otherwise separates from the command.

As a courtesy, when a new CO reports, the current ombudsman should submit a letter of resignation. The new CO may ask the ombudsman to remain until a new ombudsman is trained and in place, or the existing ombudsman may be reappointed. There are many reasons an ombudsman may choose to resign. The first of the following sample resignation letters addresses a resignation when a new commanding officer comes aboard. The second letter covers more general circumstances.

SAMPLE OMBUDSMAN RESIGNATION LETTERS

Letter 1 (New Commanding Officer)

From: [Ombudsman]
To: [Commanding Officer]
Via: [Point of Contact]
Subject: RESIGNATION AS COMMAND FAMILY OMBUDSMAN
Ref: OPNAVINST 1750.1F

1. I tender my resignation as command family ombudsman when a new commanding officer reports, as directed by OPNAVINST 1750.1F.
2. I am available to continue as the command family ombudsman for approximately six months, at which time my spouse transfers to a new command. I am also willing to help recruit and train a new command ombudsman.
3. I appreciate the opportunity I have had to serve the command and the command family members.

Sincerely,

[Ombudsman Name]

Letter 2
(General Resignation)

From: [Ombudsman]
To: [Commanding Officer]
Via: [Point of Contact]
Subject: RESIGNATION AS COMMAND FAMILY OMBUDSMAN
Ref: OPNAVINST 1750.1F

1. Per reference (a), I tender my resignation as this command's family ombudsman, effective (date), due to:
   - ☐ Transfer of my spouse.
   - ☐ Retirement of my spouse.
   - ☐ Personal reasons.
2. I appreciate the opportunity I have had to serve the command and the command family members.

Sincerely,

[Ombudsman Name]

NOTES:

Commanding officers also may choose to remove an ombudsman by simply sending a letter thanking them for their service or for cause.

There are times when a volunteer commits an egregious act that must not be excused. Termination for cause may include:

- ★ Any violation of the Ombudsman Code of Ethics, including breach of confidentiality, failure to support the command's mission, failure to work within the chain of command and failure to maintain high standards of professionalism.
- ★ Theft of equipment or making false claims for reimbursement.
- ★ Sexual harassment.
- ★ Inability to work effectively as a member of the command support team.
- ★ Unavailability to command family members.
- ★ Failure to participate in required and available training, as directed.
- ★ Failure to report a mandated reportable issue.

The ombudsman's departure should be done in a professional manner, no matter the reason for the turnover. Ombudsmen should discuss with the commanding officer or POC the specifics of the turnover, including:

- ★ How to handle any contact logs or other written documentation regarding calls.
- ★ The newsletter production process.
- ★ Directions for use of the Careline.
- ★ Turnover of any command-owned equipment and supplies.
- ★ Procedures for alerting families to the change in ombudsman.
- ★ Any other topics that might affect families.

Standard and Advanced Training

OBT (Mandatory)

Basic training is required of all appointees. It provides information to properly execute the duties of a command ombudsman. OBT is 16.5 hours and includes nine training modules. The nine modules are:

- ★ Module 1: Ombudsman Program Overview—1.5 hours
- ★ Module 2: Managing Your Responsibilities—2.5 hours
- ★ Module 3: Code of Ethics—2 hours
- ★ Module 4: Command Relationships—1.5 hours
- ★ Module 5: Communication Skills—2.5 hours
- ★ Module 6: Information and Referral—2 hours

- ★ Module 7: Crisis Calls and Disasters — 2 hours
- ★ Module 8: Deployment and Mobilization — 1.5 hours
- ★ Module 9: Course Review and Summary

OBT is coordinated by local FFSC and Navy Reserve Forces Command. In locations where training is not available, commands may issue invitational travel orders. To obtain a list of CNIC-approved training sites, go to http://www.ffsp.navy.mil.

OBT Online Orientation Webinar

The Ombudsman Program Manager maintains an online orientation for ombudsmen who are unable to attend OBT within the first six weeks of appointment. The purpose of online orientation is to provide new ombudsmen with an overview of the program. It is not intended to be a substitute for certification or training. Ombudsmen are not considered trained until they complete OBT. OBT schedules are available at http://www.ffsp.navy.mil.

Advanced Training (Mandatory)

Initial training of ombudsmen ensures families receive a standardized level of services throughout the Navy. As ombudsmen grow and mature in their roles, ongoing training enables them to stay abreast of changes in programs and services, and to become familiar with new programs and services available to Sailors and their families.

Advanced training is considered to be any training received by an ombudsman after OBT. Advanced training topics are determined locally and generally include information or speakers on the following:

- ★ American Red Cross
- ★ Casualty Assistance Calls Program
- ★ Crisis response
- ★ Disaster preparedness
- ★ Deployment readiness
- ★ Domestic abuse
- ★ Legal
- ★ Navy-Marine Corps Relief Society
- ★ Media relations
- ★ Newsletters
- ★ Operations security
- ★ Personal Financial Management Program
- ★ Servicemembers Civil Relief Act
- ★ Sexual assault prevention
- ★ Suicide prevention

NOTES:

- ★ TRICARE

Standardized advanced trainings include:

- ★ Individual Augmentees (IAs)
- ★ Family Advocacy Program (FAP)
- ★ Sexual Assault Response Program (SAPR)
- ★ Navy Safe Harbor
- ★ Caring for the Caregiver

Online webinar classes are available at http://www.ffsp.navy.mil and include:

- ★ OBT Orientation
- ★ Reserve OBT — Information and Referral
- ★ Reserve OBT — Family Readiness
- ★ Ombudsman Registry

Certified Ombudsman Trainer (COT) Training

Ombudsmen who want to become certified to teach OBT should ask for a recommendation from their command. This is an excellent opportunity for ombudsmen who have a desire to give back to their ombudsman community.

Regional Train the Trainers (RTTs), whose purpose is to train and certify COT trainers to teach OBT, are nominated by the FFSP Regional Program Directors. The Ombudsman Program Manager certifies RTTs on an as-needed basis.

Only CNIC-certified trainers are authorized to instruct OBT. Trainers must:

- ★ Be an ombudsman (active duty or Reserve), Ombudsman Assembly chairperson, paid FFSC staff, the spouse of a command senior officer or enlisted, and others on a case-by-case basis.
- ★ Have completed OBT and have two years' experience. FFSC staff members that demonstrate in-depth knowledge of the Ombudsman Program and have training/facilitating experience may be approved with a shorter time requirement in their position.
- ★ Be recommended by their commanding officer if the candidate is non-FFSC staff. FFSC staff must be recommended by the FFSC director/site manager. Letters of recommendation should reflect personal knowledge of the applicant's suitability and eligibility for certification.
- ★ Have FFSC or command-authorized funding for travel and Per Diem (if applicable) for at least one year after certification.

Certified Ombudsman Trainer Transfer Policy

Certified Ombudsman Trainers (COTs) are a valuable resource to the Ombudsman Program and Commander, Navy Installations Command has developed a transfer policy for COTs. CNIC's Ombudsman Training Coordinator will be informed of all transferring COTs and will assist with the transfer process. Transferring COTs must meet the current eligibility requirements as listed on the COT application.

The outgoing FFSC Ombudsman Coordinator or Reserve Family Support Administrator will provide the following information for the transferring COT to the incoming FFSC Ombudsman Coordinator or Reserve Family Support Administrator:

- ★ COT training dates
- ★ Copy of COT certificate
- ★ Date last taught OBT
- ★ Letter of recommendation from Site Manager or Director, and Ombudsman Coordinator. Ombudsmen COTs should have a letter of recommendation from their Commanding Officer.

The receiving Site Manager or Director must inform CNIC's Ombudsman Training Coordinator of their approval for the prospective COT to teach within their region. Acceptance of a COT transfer includes acceptance of any funding needs that may occur for training purposes. This responsibility may be by the incoming FFSC or the Commanding Officer of the accepting command.

Decertification of Trainers

Decertification of a Certified Ombudsman Trainer may be necessary for:

- ★ The Certified Ombudsman Trainer who no longer meets the original requirements to be a trainer (resigns as a command ombudsman, military spouse retires from service, trainer resigns from Fleet and Family Support Center, etc).
- ★ Instructors who have not taught for 18 months or their skills have deteriorated to the point that they cannot instruct OBT effectively. Re-certification is required and will be approved only after instructors complete the Certified Ombudsman Trainer course again.
- ★ Instructors who knowingly reach outside the parameters of the standardized course or offer misinformation or poor guidance to the detriment of the students, and refuse to correct their behavior.

Reasonable effort should be made to correct an identified deficiency. When this is not possible, the sponsoring command should submit a de-certification letter to the CNIC (N911A14) Ombudsman Program Manager for final approval.

NOTES:

Training Record

The command is required to maintain a training record for each ombudsman. Ombudsmen should discuss with their POC how they want to manage this record. Ombudsmen also should keep their own copy of their training record, because the command is only required to have documentation of training related to the ombudsman position. Ombudsmen will attend a variety of training throughout their lifetime and should be encouraged to maintain a record of all types of training attended. This information can be useful in updating a resume and applying for jobs.

There is no standardized training form. Use the following sample log, or consider creating your own format to meet your specific needs.

TRAINING RECORD FOR _____

	Date	Sponsor Organization	Length of Training	Certificate of Completion

Form can be found on Page 45.

Summary

Many military spouses describe their volunteer experience as extremely satisfying and often opt to take on the role at their spouse's next command. Through their experience as an ombudsman, they have learned more about the Navy, how to help its command families and how to increase the overall quality of life for Sailors and their families.

Routine paperwork and reporting requirements are minimal for command ombudsmen. Remember to maintain a phone log and a monthly/quarterly worksheet near the telephone and document contacts as they are received. At the end of a month, tally the information, document the contacts and enter this information into the ombudsman monthly /quarterly worksheet for submission.

Finally, throughout the entire term as ombudsman, continually perform outreach and marketing strategies for your program. Command ombudsmen are a wonderful

resource. However, if family members are unaware of services, the ombudsmen's potential is minimized. Use a sampling of the strategies covered in this chapter to inform command families of the Navy Family Ombudsman Program.

If you have any questions about managing your responsibilities, you may always contact your Ombudsman Coordinator, talk with your Ombudsman Assembly chair, or use the Ombudsman Assembly for additional information and resources.

READY? SET? GO! OMBUDSMAN CHECKLIST

☐ No ☐ Yes I have an appointment letter.

☐ No ☐ Yes I know the name, telephone number and e-mail address of the command point of contact for the Ombudsman Program.

☐ No ☐ Yes I have completed a Volunteer Agreement Form (DD 2793).

☐ No ☐ Yes I have been registered by the command at the Ombudsman Registry.

☐ No ☐ Yes I know my commanding officer's priorities.

☐ No ☐ Yes I have discussed confidentiality requirements with my commanding officer.

☐ No ☐ Yes I have read OPNAVINST 1750.1F Navy Family Ombudsman Program.

☐ No ☐ Yes I can abide by the Ombudsman Code of Ethics.

☐ No ☐ Yes I know what types of information I am required to report and to whom.

☐ No ☐ Yes I know how to complete an expense form (SF 1164) and when and where to submit it.

☐ No ☐ Yes I have a current command roster and I know how often and from whom I will receive updates.

☐ No ☐ Yes I have an ombudsman pin.

☐ No ☐ Yes I have an ombudsman name tag (provided by the command).

☐ No ☐ Yes I have ombudsman business cards, either provided by the command or made by me.

☐ No ☐ Yes I have written an introductory letter to include in the ombudsman newsletter.

☐ No ☐ Yes I have the codes, know how to change the Careline message, and I have drafted my first message for recording.

☐ No ☐ Yes I know the telephone number of the ombudsman telephone line and I have recorded a professional message on it.

☐ No ☐ Yes I have access to a computer and the Internet.

☐ No ☐ Yes I have created, or been given, an appropriate ombudsman e-mail address.

☐ No ☐ Yes I have a resource list that includes telephone numbers and basic services provided by local military and community agencies.

☐ No ☐ Yes I know when and where my local or regional Ombudsman Assembly meets.

☐ No ☐ Yes Am I excited and maybe a bit nervous about taking on the important role of command ombudsman? I understand the importance of this position and I will do a wonderful job!

If you have a fair number of no's on your checklist, talk with your commanding officer, visit your ombudsman coordinator and continue to do your homework and preparation before you execute your command ombudsman duties.

OMBUDSMAN CONTACT LOG/MATRIX SHEET

DATE: From:_____To:_____

Name	Date	E-Mail	Type of Call	Follow-Up

OMBUDSMAN INDIVIDUAL CONTACT FORM

Date:

Caller's name: _____

Telephone/e-mail: _____

Situation

_____

_____

_____

_____

_____

_____

_____

Referrals provided

_____

_____

_____

_____

_____

_____

Follow-up

_____

_____

_____

_____

_____

_____

_____

OMBUDSMAN MONTHLY/QUARTERLY REPORT WORKSHEET

Command _____ UIC/RUIC: _____

Deployed: ☐ yes ☐ no (if no, the number of months since last deployment _____) or ☐ Shore Command (Non-Deploying)

Ombudsman name _____

Command type (air, surface, submarine, shore, other) _____

Total Contacts _____

Contacts By

☐ E-mail (sent/received)	☐ Spouse	☐ Command support team
☐ Phone	☐ Parent/Family member	☐ Senior leadership spouse
☐ In-person	☐ Legal Guardian	☐ Chaplain
☐ Regular Mail	☐ Service member	☐ FFSC Ombudsman Coordinator
☐ Fax	☐ Fiancée	☐ Other
☐ IA outreach calls	☐ Significant Other	

Types of Contacts	Total Contacts	Time Spent
Childbirth		
Child care		
Deployment (Include ship's arrival contacts here.)		
Education		
Emergency (ARC, NMCRS, accidents)		
Employment		
Family readiness group (FRG)		
Financial		
Housing		
Individual Augmentee (IA) Servicemember		
Information & Referral		
Legal Issues		
MWR		
Pets/Veterinarian		
PSD (ID cards)		
Relocation/Sponsor		
Reportables (abuse, suicide, homicide)		
Transportation issues		
TRICARE/DENTAL/DEERS		
Other		
Pay		
Newsletters		
Individual Augmentee (IA) family member		

Other

Number of meetings attended _____ Hours _____

Number of presentations given _____ Hours _____

Number of trainings attended _____ Hours _____

Number of administrative duties performed _____ Hours _____

CLAIM FOR REIMBURSEMENT FOR EXPENDITURES ON OFFICIAL BUSINESS

1. DEPARTMENT OR ESTABLISHMENT, BUREAU, DIVISION OR OFFICE

2. VOUCHER NUMBER

3. SCHEDULE NUMBER

Read the Privacy Act Statement on the back of this form.

4. CLAIMANT

a. NAME *(Last, first, middle initial)*

b. SOCIAL SECURITY NUMBER

c. MAILING ADDRESS *(Include ZIP Code)*

d. OFFICE TELEPHONE NUMBER

5. PAID BY

6. EXPENDITURES *(If fare claimed in col. (g) exceeds charge for one person, show in col. (h) the number of additional persons which accompanied the claimant.)*

Show appropriate code in col. (b):
A - Local travel
B - Telephone or telegraph, or
C - Other Expenses *(itemized)*

(Explain expenditures in specific detail.)

DATE 19 (a)	CODE (b)	(c) FROM	(d) TO	MILEAGE RATE ¢ / NO. OF MILES (e)	AMOUNT CLAIMED: MILEAGE (f)	FARE OR TOLL (g)	ADD. PERSONS (h)	TIPS AND MISCELLANEOUS (i)
If additional space is required continue on the back.			**SUBTOTALS CARRIED FORWARD FROM THE BACK**					
			TOTALS					

7. AMOUNT CLAIMED *(Total of cols (f), (g) and (i).)* ▶ $

8. This claim is approved. Long distance telephone calls, if shown, are certified as necessary in the interest of the Government. *(Note: If long distance calls are included, the approving official must have been authorized, in writing, by the head of the department or agency to so certify (31 U.S.C. 680a).)*

Sign Original Only

APPROVING OFFICIAL SIGN HERE ▶ DATE

9. This claim is certified correct and proper for payment.

Sign Original Only

AUTHORIZED CERTIFYING OFFICER SIGN HERE ▶ DATE

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

PAYMENT DESIRED *Sign Original Only*

☐ CHECK ☐ CASH

CLAIMANT SIGN HERE ▶ DATE

11. CASH PAYMENT RECEIPT

a. PAYEE *(Signature)*

b. DATE

c. AMOUNT $

12. PAYMENT MADE BY CHECK NO.

ACCOUNTING CLASSIFICATION

CLEAR

STANDARD FORM 1164 (REV. 11-77)
Prescribed by GSA, FPMR (CFR 41) 101-7

TRAINING RECORD FOR _____

	Date	Sponsor Organization	Length of Training	Certificate of Completion

VOLUNTEER AGREEMENT FOR

☐ **APPROPRIATED FUND ACTIVITIES** ☐ **NONAPPROPRIATED FUND INSTRUMENTALITIES**

PRIVACY ACT STATEMENT

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

PRINCIPAL PURPOSE(S): To document voluntary services provided by an individual, including the hours of service performed, and to obtain agreement from the volunteer on the conditions for accepting the performance of voluntary service.

ROUTINE USE(S): None.

DISCLOSURE: Voluntary; however failure to complete the form may result in an inability to accept voluntary services or an inability to document the type of voluntary services and hours performed.

PART I - GENERAL INFORMATION

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

PART II - VOLUNTEER IN APPROPRIATED FUND ACTIVITIES

10. CERTIFICATION

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

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

PART III - VOLUNTEER IN NONAPPROPRIATED FUND INSTRUMENTALITIES

12. CERTIFICATION

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

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

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

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

Exception to Standard Form 50 granted by Office of Personnel Management (OPM) waiver.

MODULE 3:
CODE OF ETHICS

Introduction

Ombudsmen are dedicated volunteers who successfully navigate the Navy lifestyle and assist others to do the same. This section of the manual introduces you to the Ombudsman Code of Ethics and will help you use the code as a guide for your behavior.

Ombudsman Code of Ethics Overview

The Code of Ethics is the essential foundation upon which an ombudsman's credibility is established and maintained. Ombudsmen must remain committed to strict adherence to the code. Ombudsmen will:

- ★ Maintain confidentiality.
- ★ Support the command's mission.
- ★ Work within the chain of command as directed.
- ★ Maintain the highest standards of professionalism.

Code of Ethics Cards - Definitions (Class Activity)

Confidentiality _____

_____

Command mission _____

_____

Chain of command _____

_____

Professionalism _____

_____

Confidentiality

Confidential information is sensitive information about a service member or family member. It is kept within the commanding officer's designated network and is for official use only. Command ombudsmen must adhere to the strictest code of confidentiality to protect

NOTES:

the privacy of individuals and to maintain the credibility of the Navy Family Ombudsman Program.

The commanding officer (CO) determines which individuals at their command have a "need to know." The executive officer (XO), command master chief (CMC) and chaplain are almost always designated. Depending on the situation, the command Sexual Assault Response Program (SAPR) Victim Advocate, Family Advocacy Representative (FAR) , Drug and Alcohol Program Advisor (DAPA), or command financial specialist (CFS) also may be informed.

A failure to maintain confidentiality results in a lack of confidence in the ombudsman by the CO and the affected Sailor or family member. It also can cause severe and irreparable harm to individuals. Types of confidential information ombudsmen may hear include:

- ★ Marital problems
- ★ Substance abuse issues
- ★ Financial difficulties
- ★ Parenting challenges
- ★ Work performance issues
- ★ Infidelity
- ★ Violations of law
- ★ Mental health disorders
- ★ Child neglect or abuse
- ★ Medical issues
- ★ Domestic abuse
- ★ Suicidal or homicidal behaviors

Family members may contact their ombudsman to ask for information, guidance and referrals, or they may just want to discuss their concerns with a caring person. An ombudsman should not share these private concerns with anyone—including their spouse, other members of the command support team or assistance agencies – without the approval of their commanding officer (CO) or the caller.

The following examples should help clarify the concept of confidentiality.

- ★ A newly married spouse calls and tells the ombudsman she thinks she and her husband need marriage counseling because they are arguing all the time about the upcoming deployment. The ombudsman assures the caller that it is normal for Navy couples to argue before a major deployment. Without providing names or specific detail, the ombudsman then calls the Fleet and Family Support Centers (FFSC) and the base chaplain to see if they have an available counseling appointment before the ship deploys. This is not a breach of confidentiality because no identifying information was revealed.

- ★ Mary Smith calls and tells the ombudsman that she thinks she and her husband need marriage counseling because they are arguing all the time about the upcoming deployment. The ombudsman assures the caller that it is normal for Navy couples to argue before a major deployment. The ombudsman then calls the FFSC and base chaplain, provides Mary's name and number, and asks if they will call her about a counseling appointment. This is a breach of confidentiality because the ombudsman did not ask Mary for permission to provide her name, telephone number and other information about her situation to the FFSC or chaplain.

Other ways to protect confidential information include:

- ★ Keeping the command roster in a secure location and protecting an electronic roster with a password.
- ★ Answering calls in a private area.
- ★ Discussing trends, rather than specific calls and e-mails received by ombudsmen.
- ★ Maintaining call logs in a secure area.

Ombudsmen should always ask themselves how they would want sensitive information to be managed if it were about them.

Non-confidential Information (Reportables)

Confidentiality is *not* withholding information from the CO or those in the chain of command who have a need to know. Families must understand that not all communication with an ombudsman is confidential, and some information is required to be disclosed to the proper authority. This information is called "reportable." Reportable information involves situations in which someone's safety and well-being are at stake.

All Department of the Navy personnel, including ombudsmen (with the exception of chaplains and attorneys who have privileged communication), are MANDATED reporters. This includes command leadership, child and youth services staff, security personnel, social workers, educators and health care professionals. Navy instruction requires ombudsmen to report:

- ★ All suspected or known child abuse/neglect.
- ★ Alleged domestic abuse.
- ★ Suspected or potential homicides, violence or life-endangering situations.
- ★ All suspected or potential suicidal risks.
- ★ Other issues identified by the CO as reportable.

Reports should be made to the commanding officer or their designee, and the Family Advocacy Representative (FAR) at the FFSC. It is the responsibility of the FAR to provide an assessment and follow-up services.. Be prepared to detail:

- ★ What you observed OR have been informed of, date/time.
- ★ Names of persons involved.

NOTES:

- ★ Address and phone of persons involved.
- ★ Service member's command.
- ★ Your contact information.

Whenever an individual contacts the ombudsman and discloses a reportable issue, the ombudsman should inform the caller that a report must be made and make every effort to connect them with appropriate resources.

In the event that neither the FAR or the command can be reached determine if the situation warrants immediate attention and if so contact your local emergency services.

Restricted and Unrestricted Reporting

Ombudsmen also should be aware of reporting options for victims of domestic abuse. As of August 2007, adult victims of domestic abuse incidents have two reporting options:

- ★ ***Restricted reporting:*** Allows a victim to seek medical attention, counseling or other human services by reporting *only* to a victim advocate, victim advocate's supervisor or health care professional without requiring that notice be provided to the alleged offender's commander or to the criminal investigative organization. Restricted reporting is intended to give adult victims additional time, while benefiting from receiving relevant information and support, to make more informed decisions about reporting the domestic abuse incident to the appropriate commander.
- ★ ***Unrestricted reporting:*** Victims of domestic abuse who want to pursue an official command or criminal investigation of an incident should use current reporting channels (chain of command, FAP or law enforcement). Victim advocacy services and FAP clinical services will be offered to the victim and, at the victim's request, any forensic medical examination deemed appropriate.

However, anytime a spouse tells an ombudsman about domestic abuse, an ombudsman is *required* by OPNAVINST 1750.1F to report it, because the restricted and unrestricted reporting options cannot be offered by an ombudsman. The ombudsman should try to keep family members informed of these options so the victim can use them *before* making the decision to talk to their ombudsman about the abuse.

Ombudsmen should routinely inform family members about the types of information that cannot be kept confidential. The ombudsman newsletter is often a good place to include such advisory information. For additional information or resources, ombudsmen may visit http://myduty.mil.

Mission Support

Another element in the Ombudsman Code of Ethics is to support the Navy and the command's mission. Ombudsmen demonstrate their support for both missions simply by volunteering to be a command ombudsman. There may be times when

an ombudsman does not feel supportive due to the demands the command places on the ombudsman's spouse, the possible lack of responsiveness to their needs as ombudsman, or personal issues with their family. However, they should not reveal any negative feelings to the families served.

Ombudsman command support is also demonstrated by:

- ★ Maintaining a positive tone on the Careline or in e-mail messages.
- ★ Focusing on positive events in the newsletter.
- ★ Making timely referrals. Respond to calls and messages in a timely manner and give the caller your full attention.
- ★ Explaining situations in a positive manner.
- ★ Controlling rumors.
- ★ Seeking the correct information.
- ★ Keeping disagreements with command leadership private.
- ★ Attending command functions.

Chain of Command

A chain of command is a reporting and leadership structure. Chains of command exist throughout the Navy and the civilian work force. Knowing the chain of command allows an ombudsman to use the systems in place to assist Navy families. Whether acting in an official capacity or not, ombudsmen must use the chain of command. When addressing an issue at the Navy Exchange, with TRICARE, about housing or within the command, there is never an issue that would require the ombudsman to start at the top of the chain of command. When an ombudsman has questions about the chain of command, they should ask their command POC for help.

It is also important for an ombudsman to keep the chain of command informed. Ombudsmen do this by:

- ★ Copying the XO and the CMC on correspondence to the CO.
- ★ Back-briefing the XO and the CMC about any decisions made during meetings with the CO.
- ★ Keeping the chain of command informed when the ombudsman is handling grievances.

Grievances are complaints about Navy services and facilities. Ombudsmen do not deal with problems between the service member and the service member's chain of command. There are established procedures within the chain of command for that purpose. Also, ombudsmen have no grievance procedure against the command for policies with which they disagree. Certainly, they should make their views known to the commanding officer, but if the grievance remains, then the ombudsman should choose to resign.

NOTES:

Individuals who contact the ombudsman about a grievance must first make every attempt to resolve the concern within existing channels. Once this is done:

- ★ Get the facts from the caller. Times, dates, statistics, etc. are necessary.
- ★ Consider the merit of the complaint. Is it legitimate? How would the caller like to see the problem resolved?
- ★ Clarify what steps the person already has taken. Has the caller used existing channels to try to resolve the problem? If not, suggest to the person that the proper channels for resolution now be followed. If proper channels have been followed, research the grievance or suggestion.
- ★ Examine the channels with which the individual was dissatisfied. Determine if this grievance can be handled with common sense and knowledge of the Navy organization.
- ★ Determine what constructive suggestions can be offered. To whom should the grievance or suggestions be addressed?

An ombudsman should consult with their command POC and keep them informed of the grievance and actions being taken.

Professionalism

The final element of the Ombudsman Code of Ethics is to maintain the highest standards of professionalism. A professional image is projected through:

- ★ Dress or appearance.
- ★ Courtesy.
- ★ Behavior.

Because an ombudsman is an official volunteer and represents the command and the commanding officer, their appearance should be neat and professional. Dressing appropriately helps to promote a positive image to the command and family members. The following are examples of suitable clothing items:

- ★ Jackets, vests.
- ★ Dress pants, slacks, khakis, dressy Capri pants.
- ★ Dress shirts, tailored sweaters.
- ★ Skirts.
- ★ Flats, dress heels, leather deck-type shoes, walking shoes, loafers or clogs.

Professional courtesy includes addressing all members of the command by their title (Captain Smith, Commander Orton, Master Chief Johnson). Use Mrs. or Mr. when referring to a spouse. It is permissible to call a spouse by their first name once they have given their permission. It is never permissible to refer to the commanding officer by their first name. Ombudsmen always refer to the CO, XO and CMC or chief of the boat (COB) by their titles.

In addition, professional courtesy includes:

- ★ Responding promptly to phone calls and e-mails.
- ★ Ensuring the command support team is kept informed.
- ★ Privately handling disagreements.
- ★ Paying attention to detail.
- ★ Offering solutions to problems.
- ★ Respecting the opinions and beliefs of others.

Ombudsmen are in a highly visible volunteer position. This means other spouses observe them, whether they are acting in an official capacity as a command ombudsman or as a private person. Outrageous or inappropriate behavior will affect the way an ombudsman is perceived and may have an influence upon effectiveness. Even simple behaviors are noticed, such as arriving at functions on time, being prepared for meetings, and smiling and chatting with others while standing on the pier or at the squadron.

Conflict of Interest

A conflict of interest can occur between an individual's personal interests and their public duty. This can exist whether or not money is involved and whether the conflict is actual or perceived. Most commands do not have ombudsmen sign a conflict-of-interest agreement; however, many military and civilian agencies do. Military and civilian personnel may not use their position within a government organization for personal gain. This includes ombudsmen. Ombudsmen may not use their position to solicit individuals they come into contact with as a result of their volunteer work. Examples of soliciting that are not allowed include:

- ★ Selling cosmetics, baskets, scrapbooking supplies, insurance, real estate, etc. to command personnel and family members.
- ★ Taking orders for products.
- ★ Distributing any business cards, with the exception of their ombudsman business card.
- ★ Providing information about a business during a presentation.
- ★ Hanging posters about a personal business at the command.
- ★ Advertising a personal business in a command-sponsored newsletter.

Avoiding a conflict of interest, or even the appearance of a conflict of interest, supports the Ombudsman Code of Ethics to maintain the highest standards of professionalism.

According to the Standards of Ethical Conduct for Employees of the Executive Branch http://ethics.od.nih.gov/policies.htm, military and civilian personnel may not use their position within a government organization for personal gain.

NOTES:

YOU BE THE JUDGE

For each one of the scenarios, answer if confidentiality has been violated and why or why not. Answers will be discussed in class.

SCENARIO 1

Tracy, the command ombudsman for USS SAILSALOT, received a call from Sarah, a close friend who happens to be a spouse at Tracy's command. Sarah said her husband, recently back from a deployment, was not getting along with their teenage son, John. She said her husband had been physically rough with John on a number of occasions. He had gotten so angry a few nights ago that he had punched John in the stomach, knocking him to the floor.

Tracy reported what Sarah told her to her CO and to the Family Advocacy Representative. Sarah was angry, because she felt that Tracy had betrayed their friendship. Tracy explained that although she was Sarah's friend, she was an ombudsman at all times and obligated to report any indication of child abuse.

Questions:

1. Has confidentiality been violated here?

_____

_____

_____

_____

2. How could the situation have been handled differently?

_____

_____

_____

_____

SCENARIO 2

Tonya is a command ombudsman. She receives a call from Sharon, a spouse at the command who said she had been in a minor car accident. Sharon expressed concern that she was going to be ripped off by the auto body shop that she was referred to for repairs. She was calling to find out whether Tonya, or anyone she knew, could recommend a reputable auto body shop in the area. Because the incident was minor and she was not injured, Sharon did not want her husband, currently deployed, to know about the accident. She shared with Tonya that she knew he would worry and that he had enough stress already.

At a spouse support group, Tonya mentioned the car accident and encouraged the other spouses to give Sharon a call or stop by to see if she needed anything. Word soon got back to Sharon's husband, who was furious that she hadn't told him about the accident.

Questions:

1. Has confidentiality been violated here?

_____

_____

_____

_____

2. How could the situation have been handled differently?

_____

_____

_____

_____

NOTES:

SCENARIO 3

Shawn, the command ombudsman, is annoyed that his CO asks for far too much information about the private lives of service members and their families. The CO wants himself and the CMC to be informed when any family is having trouble, especially when it is related to financial issues.

Shawn receives a call from an attorney who wants information about a service member. The attorney says she needs information to begin garnishing the member's wages and says she has a subpoena. Shawn refuses to give her the information. He hangs up and immediately tries to contact the service member to inform him of the situation.

Questions:

1. Has confidentiality been violated here?

_____

_____

_____

_____

2. How could the situation have been handled differently?

_____

_____

_____

_____

SCENARIO 4

Constance, a reserve spouse whose husband recently was activated and deployed, is feeling abandoned and depressed. Not sure where to turn, she e-mails her reserve ombudsman Brandi, saying she's not sure she can get through another day.

Reading the e-mail that evening, Brandi responds immediately. She calls Constance, who lives in a remote location far from any military installation. The phone rings, but there is no answer. Brandi calls 911 in the area where Constance lives and reports her concerns, asking for an officer to check on her as soon as possible.

Brandi then calls the supporting command's ombudsman, Suzie, as she is now "officially" Constance's ombudsman. Suzie calls her command POC and, working together, they use the resources at their disposal to help Constance, who has been found unconscious and is being airlifted to a nearby hospital.

Questions:

1. Has confidentiality been violated here?

_____

_____

_____

_____

2. How could the situation have been handled differently?

_____

_____

_____

_____

NOTES:

SCENARIO 5

Jackie, a command ombudsman, tells her friend and fellow ombudsman Hillary, in confidence, that her cancer is no longer in remission. Jackie's husband is deployed, and she doesn't want her family or friends to know. She just wants to tell someone about it.

Hillary is distressed by the information and wonders if she can do anything to help. As she knows that Jackie attends the base chapel, she calls Jackie's chaplain and asks for advice. Hillary is surprised to hear that the chaplain is unaware of Jackie's cancer but relieved to get her concerns off her chest with someone so trustworthy.

Questions:

1. Has confidentiality been violated here?

_____

_____

_____

_____

2. How could the situation have been handled differently?

_____

_____

_____

_____

Summary

Being an ombudsman is a serious responsibility. Agreeing to the Ombudsman Code of Ethics, using good judgment and common sense, and taking advantage of available training opportunities can make the experience of being a volunteer command ombudsman extremely valuable.

MODULE 4:
COMMAND RELATIONSHIPS

Ombudsmen work with others at the command to support Sailors and their families. This chapter focuses on working effectively with the command support team and Family Readiness Group (FRG). Topics covered include:

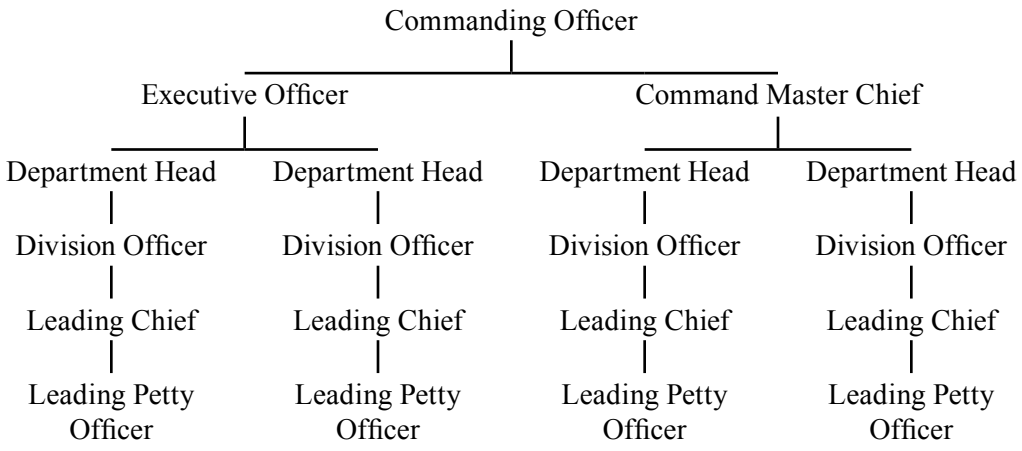
- ★ Chain of command
- ★ Command support team
- ★ Family Readiness Group

Command Relationships

Chain of Command

In every command there is a clear hierarchical structure, called the chain of command, which can also be viewed as a "hammock of support" in every command.

The knowledge of the chain of command is important so that ombudsman can educate families if needed.



Rate and Rank Recognition

In addition to being aware of the chain of command, it is beneficial for ombudsmen to have a basic familiarity with military rates and ranks. Military rank, or rank, is a system of identifying seniority within military organizations. The Navy uses the term "enlisted rating" for enlisted personnel. There are three general categories of rank/rate:

NOTES:

- ★ Enlisted personnel
- ★ Warrant officers/limited duty officers
- ★ Commissioned officers

Officers have a pay grade and a rank. The pay grade is designated by the letter O and a number. Rank is designated by a title: ensign, commander, captain, etc.

O-1	Ensign	ENS
O-2	Lieutenant Junior Grade	LTJG
O-3	Lieutenant	LT
O-4	Lieutenant Commander	LCDR
O-5	Commander	CDR
O-6	Captain	CAPT
O-7	Rear Admiral Lower Half	RDML
O-8	Rear Admiral	RADM
O-9	Vice Admiral	VADM
O-10	Admiral	ADM
O-11	Fleet Admiral	FADM

A Warrant Officer is ranked as an officer above the senior-most enlisted ranks, but below the officer grade of O-1.

W-1*	Warrant Officer	WO1
W-2	Chief Warrant Officer	CWO2
W-3	Chief Warrant Officer	CWO3
W-4	Chief Warrant Officer	CWO4
W-5	Chief Warrant Officer	CWO5

** The grade of Warrant Officer (W-1) is no longer in use*

Enlisted personnel use the term "rate" when referring to their pay grade.

E-1	Seaman Recruit	SR
E-2	Seaman Apprentice	SA
E-3	Seaman	SN
E-4	Petty Officer 3rd Class	PO3
E-5	Petty Officer 2nd Class	PO2
E-6	Petty Officer 1st Class	PO1
E-7	Chief Petty Officer	CPO
E-8	Senior Chief Petty Officer	SCPO
E-9	Master Chief Petty Officer	MCPO
E-9	Master Chief Petty Officer of the Navy	MCPON

Ombudsmen should use appropriate ranks while performing their command role as ombudsman. A service member's rank is always clearly identifiable on their sleeve, their shoulder or their collar device. Even if the commanding officer (CO), executive officer (XO) or command master chief (CMC) asks you to call them by their first name, use official titles out of respect.

Command Support Team

The command support team is designated by the commanding officer. Typically, it includes the CO, XO, CMC or chief of the boat (COB), chaplain, their spouses and command ombudsmen. The command support team helps to build and maintain the well-being and morale of the command and command families.

The Commanding Officer

The CO is responsible for the overall effectiveness of the command's Ombudsman Program, as well as every Navy program implemented at the command level. The CO is responsible for everything that happens at the command, including:

- ★ Personnel and equipment
- ★ Training
- ★ Safety
- ★ Mission readiness

The Ombudsman Point of Contact

The CO generally appoints the XO or CMC to serve as the point of contact (POC) for the command Ombudsman Program. The ombudsman should be directed to go to the POC for routine needs, such as:

- ★ Securing an official command roster.
- ★ Arranging for funding and distribution of the ombudsman newsletter.
- ★ Including information about the Ombudsman Program in the command's Plan of the Day, Plan of the Week, or Plan of the Month.
- ★ Being a speaker for command indoctrination, mobilization or pre-deployment briefs.
- ★ Reviewing and approving the ombudsman newsletter.
- ★ Including information about the Ombudsman Program in the command's welcome aboard information for new service members.

COs should provide clear instruction to their ombudsman on how to handle notification to the command regarding urgent or crisis situations such as sexual assault, domestic abuse or suicide. Do ombudsmen contact their POC, who then notifies the CO, do they go directly to the CO, or do they notify both? Make sure you are clear on your CO's preferences

NOTES:

The Command Chaplain

At larger commands where there may be a command chaplain, the chaplain can support the Ombudsman Program by being:

- ★ A referral source for personal and marital counseling, if trained to do so.
- ★ A source of advice for ombudsmen.
- ★ A source of information about referrals in the Navy system.
- ★ An advocate for the Navy's Ombudsman Program.
- ★ A source of support for the ombudsman to call upon when they are feeling stressed or overwhelmed.

Command Support Team Spouses

The roles of the command support team with the Ombudsman Program are well-defined. It also is important for the commanding officer to clearly define the roles of the spouses of the command support team. The involvement and support of the spouse of the commanding officer, executive officer and command master chief/chief of the boat can be an invaluable asset to the Ombudsman Program. The degree of involvement that any of these individuals will have may differ by command and by personal interest.

NOTE: Before the implementation of the Navy Family Ombudsman Program, spouses of the CO, XO and CMC/COB traditionally took on the roles of ombudsman and Family Readiness Group leadership.

OPNAVINST 1750.1F allows COs to select their spouse, the spouse of the XO or CMC/COB, or another member of the chain of command, to serve as an advocate to the command Ombudsman Program. To assist in their leadership role, training is available.

It is also recommended that leadership spouses attend Ombudsman Basic Training, preferably with their command ombudsmen. This training provides important guidelines and direction in assisting the ombudsmen, as well as the requirements of confidentiality.

If an ombudsman leaves suddenly, a trained member of the command support team can then fill in until another ombudsman is selected and trained.

The roles of CO, XO and CMC/COB spouses may include:

- ★ Being a sounding board for the ombudsman and Family Readiness Group leaders.
- ★ Attending Ombudsman Basic Training.
- ★ Attending local Ombudsman Assembly meetings.
- ★ Meeting regularly, especially when the command is deployed, to maintain good communication.

- ★ Being an advocate for the command ombudsmen.
- ★ Editing the ombudsman newsletter.
- ★ Attending command activities such as retirements, promotion ceremonies, social events, etc.
- ★ Ensuring family issues and concerns are a priority.
- ★ Sharing information about new programs, services and resources of benefit to military families.
- ★ Representing their spouse's views, if known.

More spouses of the command support team are dividing responsibilities to make it easier for everyone. The CO's spouse may coordinate wardroom spouse functions, the XO's spouse may meet with the ombudsman, and the CMC's spouse may serve as the adviser to the Family Readiness Group. The secret to positive command support team relationships is to establish clearly defined roles, maintain good communication and to reiterate these guidelines each time a new member joins the team.

If a customary spouse of the command support team is not available, the CO may choose to select another spouse of a senior command member to be responsible for the roles of that spouse. The CO should appoint all volunteer members of the command support team in writing to assist them in performing their roles when representing the command.

For more helpful information about the volunteer roles of CO, XO and CMC/COB spouses, Naval Services FamilyLine publishes guides including:

- ★ Guidelines for the Spouses of Commanding Officers and Executive Officers.
- ★ Guidelines for the Spouses of Command Master Chiefs and Chiefs of the Boat.
- ★ Guidelines for Launching Clubs and Command Family Associations.

Contact Naval Services FamilyLine at:

Naval Services FamilyLine
Washington Navy Yard, Bldg. #154
1043 Harwood Street, SE,
Washington, DC 20374
Toll Free: 1-877-673-7773
Fax: (202) 433-4622
E-mail: nsfamline@aol.com
Web site: http://www.cnic.navy.mil/familyline

Co-Ombudsmen

When two or more ombudsmen are appointed, it is vitally important to maintain clear lines of communication to prevent conflict detrimental to the individuals involved, the command support team and the Navy Family Ombudsman Program. Items to be clarified include:

NOTES:

- ★ How will communication flow to and from the CO, the command POC and the rest of the command support team?
- ★ How will responsibilities such as updating the Careline, editing a newsletter, responding to e-mail, etc. be divided? Will they rotate? If so, how often?
- ★ Which ombudsman will input the ombudsman monthly/quarterly worksheet as the ombudsman registry will allow only one worksheet per month/quarter per command.
- ★ What methods will command ombudsmen use to maintain open communication?
- ★ How will the ombudsman team handle conflict that naturally arises among each other?

Family Readiness Groups (FRGs)

A Family Readiness Group (FRG) is a command organization that may operate on a base installation. Members typically include spouses but may also include parents, children and fiancé(e)s as determined by the commanding officer.

Command FRGs were formerly comprised of women and were called wives' clubs. This began to change in the 1980s when more women began to make up the active-duty Navy. Command FRGs are called by a number of names:

- ★ Family Support Group
- ★ Family Support Club
- ★ Family Readiness Group
- ★ Friends and Family Support Group
- ★ Command Family Association
- ★ Spouse Group

The term Family Readiness Group has been adopted more and more because of the change in the Tempo of Operations (OPTEMPO). The days of a planned deployment, with a long period at home afterward, are history. Families and Sailors need to be ready at all times. They can no longer wait for the pre-deployment brief to remind them to get their ID cards renewed, make sure that their legal work is current, the car is registered, etc.

The purpose of an FRG is to plan and conduct social, informational, care-taking and morale-building activities that will increase family readiness and enable the total Navy family to meet the challenges of the mission and the military lifestyle. FRGs may offer programs or services that complement appropriated or non-appropriated fund activities on an installation, but they shall not compete with such programs.

Activities sponsored by a group may be informational, supportive and social. Groups assist COs in providing family members with the tools and experiences necessary to educate, enable and empower them to meet the challenges of a military lifestyle by creating a mutually supportive Navy family. Group goals may include:

- ★ Providing family support during deployments, mentoring new family members, and helping in times of crises.
- ★ Coordinating deployment farewells and homecomings.
- ★ Assisting with the command sponsor program.
- ★ Promoting family networking, communications and activities that enhance family readiness.
- ★ Planning and conducting social events and activities.

Activities may include:

- ★ Departure and homecoming preparation.
- ★ Informational and educational briefs.
- ★ Holiday and children's celebrations.
- ★ Communication activities such as Web sites, videos and other communications between family members that strengthen the relationship between command, personnel and family members.
- ★ Welcoming new families.
- ★ Facilitating family member attendance at orientation sessions.

The command FRG can be a resource to the command and the ombudsman. Spouses new to the command, or spouses who want to volunteer, can be referred to the FRG as a way to get involved with the command and to learn more about the Navy lifestyle.

Ombudsmen may assist with the formation of groups but should not be part of the official leadership (they may not hold a position as president, vice-president, treasurer or secretary). They should be active learners and understand that they are part of the FRG in the role of a spouse. According to OPNAVINST 1754.5 (Family Readiness Groups), ombudsman's duties are established by command and require specific training for the position. With regard to FRGs, ombudsmen:

- ★ May provide assistance in starting an FRG at the CO's request.
- ★ Provide information, resources and referrals.
- ★ Communicate command information.
- ★ Maintain confidentiality.
- ★ Provide encouragement to and inspire camaraderie among command families.

For more information on FRGs, please see OPNAVINST 1754.5, Family Readiness Groups or contact your local FFSC contact your FFSC Command Representative at the FFSC.

NOTES:

Command Families

Ombudsmen can help establish themselves with command families by:

- ★ Writing an introductory letter.
- ★ Composing an article about themselves for the command or ombudsman newsletter.
- ★ Providing a brief introduction on the Careline.
- ★ Introducing themselves at FRG meetings and command sponsored events.
- ★ Talking with Sailors and family members at the command.
- ★ Being professional when called.
- ★ Being a trustworthy ally.

Command Priorities

All members of the command support team need to have a clear understanding of the CO's priorities and expectations for the Ombudsman Program. During the first or second meeting with the CO, ombudsmen should get these questions answered:

1. What are the primary duties of the command ombudsman? Is there a written job description?
2. Who is the primary point of contact for the ombudsman?
3. In addition to mandatory reporting of allegations of domestic abuse, child abuse, and homicidal or suicidal threats, are there other types of situations the CO wants reported? How do they want reporting to take place?
4. What are the procedures to ensure accurate official command roster updates?
5. What roles do the CO's spouse, the XO's spouse, and the CMC/COB's spouse have in the Ombudsman Program?
6. What is the command policy for communication with significant others of service members such as boyfriends or girlfriends, fiancé/fiancée and parents of service members?
7. How will communication take place during deployment and/or mobilization?
8. What is the ombudsman's role in the command's disaster preparedness plan?
9. Under what circumstances is the official phone or e-mail tree activated?
10. How often does a newsletter go out? Is it a command newsletter or an ombudsman newsletter? Who reviews it for accuracy and compliance with Navy standards?
11. What are the expectations and procedures for reimbursement?

Establishing Credibility

There are a number of ways that ombudsmen can do to establish their credibility at a command. Based on the class activity, some examples include:

Becoming a Trustworthy Ally	
Characteristic	Behavior

Summary

Everyone benefits when a command support team works together effectively. By having clearly defined roles and expectations, most conflict is eliminated and command family members have the benefit of being supported by a strong leadership team.

MODULE 5:
COMMUNICATION SKILLS

Introduction

Communication is the exchange of thoughts, messages or information by speech, signals, writing or other behavior. Ombudsmen primarily communicate in three ways:

- ★ By telephone
- ★ In person
- ★ Through writing

This module provides suggestions for communicating with family members using each method. It also includes information about:

- ★ Protecting confidential information
- ★ Barriers to communication
- ★ Active listening skills
- ★ Public speaking
- ★ Carelines
- ★ Phone and e-mail trees

Operational Security (OPSEC)

OPSEC

Operational Security (OPSEC) is based on the idea that the accumulation of many sensitive or unclassified pieces of information could compromise security by revealing classified information. Thus, OPSEC is an analytic process used to deny adversaries the pieces of the information puzzle that, while unclassified, are valuable.

Even though information may not be secret, it can be considered critical information. Critical information deals with facts about military intentions, capabilities, operations or activities. Applying OPSEC counters the efforts of an organization's adversaries. Effective OPSEC minimizes the risk that critical information might be inadvertently given away. The following are some ways to practice OPSEC:

- ★ Shred excess paper involving information about operations.
- ★ Do not discuss classified or sensitive information in open areas like the Navy Exchange, commissary, restrooms, libraries and other public places.
- ★ Be aware of established routines that could allow an adversary to predict future actions.

NOTES:

- ★ Eliminate or reduce the amount of operational information posted on unclassified Web sites.
- ★ Never try to talk around classified information – it is extremely difficult to outsmart experienced intelligence analysts.
- ★ When using cell phones, fax machines or pagers, always assume they are being monitored. Equipment to illegally monitor these devices can be readily obtained on the open market.

OPSEC and Internet

It is especially important not to post sensitive information on the Internet. Web logging ("blogging") and video logging ("vlogging") are types of online journals used by some Navy personnel and their family members to document a deployment. Command ombudsmen or Family Readiness Group (FRG) newsletters published on the Internet, as well as unofficial Navy-related Web sites, could be used as a source of unclassified, yet sensitive, information.

These Internet sources make it possible for an adversary to compile sensitive information about unit morale, location, organization, personnel and family members. Blogs, Web sites, forums, and electronic newsletters are permitted as long as they do not violate OPSEC.

OPSEC and E-mail

The following are some e-mail-specific ways to practice OPSEC:

- ★ Never try to talk around classified information. For example, do not say "10 piggies minus a toe!" or "My Sailor will be home 3 days before my birthday." It is extremely difficult to outsmart experienced intelligence analysts who will find it easy to collect the missing piece of the puzzle with this kind of "code".
- ★ Avoid discussing ship movements, port calls, Temporary Additional Duty (TAD) locations and installation activities.
- ★ Be aware that e-mail sent over non-secure systems can be intercepted.
- ★ Never attach classified or sensitive documents to unclassified e-mail.

OPSEC and Social Networking

In today's high-tech world, social networking sites like Facebook, MySpace and Twitter are ways to keep in touch. Remember to practice safe information sharing:

- ★ Keep personal information to yourself. Do not post your full name, Social Security number, address, phone number or financial information.
- ★ Limit who can view your profile or postings.
- ★ Consider not posting your photo online.
- ★ Update your status messages with caution.
- ★ Do not use countdown tickers.

Note: *For additional information on OPSEC and Internet safety, you can view the Army's "Killing with Keyboards" at* http://www.dami.army.pentagon.mil/site/sso/.../killer%20keyboard.pps.

Communication Basics

The Communication Process

Communication is a two-way process that includes:

- ★ A sender – the person who initiates communication.
- ★ A message – the information being transmitted.
- ★ A receiver – the person who is trying to understand the message.

Communicating, like other skills, is mastered through training and practice.

Barriers to Communication

There are a number of factors that can impede good communication:

- ★ Environmental factors – outside noise.
- ★ Expectations or perceptions.
- ★ Self-concept or lack of confidence.
- ★ Emotions.
- ★ Status.
- ★ Inadequate listening skills.

Active Listening

Listening and actually hearing a person's words and their meaning requires your full attention. These skills can be practiced and improved by using active listening techniques.

Active listening:

- ★ Helps build trust and positive relationships.
- ★ Encourages a person to share, or continue to share, information.
- ★ Allows the receiver to check their understanding of complex or significant information.

ACTIVE LISTENING SELF-ASSESSMENT

To help you start to be more aware of your listening habits, complete the following self-evaluation. Answer each question thoughtfully. After you have answered all of the questions, score yourself using the chart on the next page.

Rate how often you:	Almost Never	Occasionally	Frequently	Almost All The Time	Total
1. Listen to the other person's viewpoint, even if it differs from yours?					
2. Listen to the whole message, what the speaker is saying both verbally and nonverbally?					
3. Look at the person who is talking?					
4. Concentrate on what is being said even if you are not really interested?					
5. Repeat in your own words what the speaker has just said?					
6. Learn something from each person you meet, even if it is ever so slight?					
7. Practice regularly to increase your listening efficiency?					
8. Restate instructions and messages to be sure you understand correctly?					
9. Think about how the other person might react to what you say?					
10. Take notes when necessary to help you to remember?					

To score your assessment, total the number of checks in each column using the following scoring key:

Almost Never	Occasionally	Frequently	Almost All The Time	Total
1 Point	2 Points	3 Points	4 Points	=

SCORING:

36-40	Superior	_____
30-35	Above Average	_____
29-34	Average	_____
25-28	Fair	_____

ACTION PLAN FOR LISTENING

Action Plan: Re-examine your responses. What questions do you think you want to modify and/or improve upon? Pick two to start working on. To get you started on modifying your behavior, complete the following statements:

In listening, what I want to accomplish is:

_____

_____

_____

_____

As an ombudsman, what I want to accomplish through listening is:

_____

_____

_____

_____

NOTES:

Open-ended Questions

Open-ended questions begin with words such as "what" and "how." Examples are, "What did you do then?" and "How did that make you feel?" Statements also can be open-ended. An example of an open-ended statement is, "Tell me more." Use open-ended questions and statements to get the big picture of the message the caller is sending.

Encouragers and Door-openers

Encouragers are words and sounds such as:

- ★ Uh-huh
- ★ I see
- ★ Yes
- ★ Oh

These short words or syllables let the sender know the receiver is listening. Since encouragers are short, they do not interrupt the sender's thoughts.

There may be times when a caller will need additional encouragement to talk about their feelings, problems or concerns. Door openers are similar to encouragers in that they are statements or questions that leave the door open for the person to continue to discuss the issue or concern. Examples are:

- ★ Would you like to talk about it?
- ★ I am interested in your thoughts on that.
- ★ Do you want to say anything more about that?
- ★ I am wondering how you feel about that.

Silence

Unlike a casual conversation, in which silence can be awkward, silence can be valuable when listening in a helping conversation. It allows the sender time to compose their thoughts. It also allows the receiver and the sender an opportunity to hear and understand the message.

Paraphrasing

Paraphrasing is similar to reflective listening, except instead of repeating back exactly what the caller says, the receiver summarizes what was said.

Listener: It has been over a month since the squadron left and you thought that by now you would have a job, be more involved with the Family Readiness Group and would not be so lonely.

Speaker: Yes, exactly. And I'm worried that maybe I need to see a counselor or something.

Responses to Verbal Communication

Ombudsmen also should know that specific words greatly affect the way information is received. Although the sender understands the message to have one meaning, it does not mean that those same words will have the same meaning to the receiver.

WHEN I	I SAY	YOU FEEL	THINGS YOU COULD SAY INSTEAD
Argue	***"Yes, but …"***	***Defensive, ignored or discounted***	***"What would happen if …?"***
Give Orders	*"You have to …"*		
Warn	*"You had better …"*		
Advise	*"What I would do …"*		

Sending Messages

"I" Messages

Rather than using the word "you," use the word "I" when communicating with callers. This method provides a nonjudgmental description of the situation or of the other person's behavior.

Listener: I feel concerned that you are feeling so lonely. If you would like to talk with a counselor, I can refer you to a professional or we could talk about some ways to help you overcome loneliness.

Clarify

Even with active listening, not all messages are understood the first time they are communicated. It is a good idea to clarify messages not understood. It makes the caller feel that their thoughts and feelings are valuable when the ombudsman wants to be sure they understand the message.

Listener: Could we go back to something you said earlier? I'm not sure I completely understood.

Refocus

Sometimes it is necessary to refocus a caller. They may go off on a tangent conversation or may talk about something that cannot happen.

NOTES:

Caller: I just wish my husband could come home. Every time I think of him, I feel so sad. Maybe they will come home early.

Listener: We all wish they could come home early, but that is probably not going to happen. What can we do to help make this deployment easier for you?

Contracting

Contracting with a caller is getting them to agree to do something and then following through with them to ensure they do.

Listener: I'm concerned about you. Would you agree to call the Fleet and Family Support Center and ask to speak with a counselor about your loneliness? If you'd like, I can call ahead and let them know you'll be calling. Would that help?

Caller: I guess.

Listener: Let's hang up. I'll call right now and then call you right back so you know they're expecting your call.

Caller: OK. Thanks.

In-person Communication

In-person communication is often the easiest, because verbal and nonverbal cues are available. There are two styles of in-person communication:

- ★ Informal contacts
- ★ Briefings

Informal Contacts

Ombudsmen represent the command in informal situations, such as:

- ★ Meetings with the CO
- ★ Homecoming events
- ★ Command picnics and parties
- ★ Commissary, Navy Exchange, or while visiting other locations on base

Some people are naturally warm and outgoing; others are more reserved. This is true for ombudsmen as well. In informal situations, ombudsmen should:

- ★ Smile.
- ★ Approach individuals and introduce themselves.
- ★ Make small talk. Ask how long someone has been a part of the command, where they grew up, where they live, etc.

- ★ Carry business cards with their name, ombudsman phone number and e-mail address on them.

Briefings

Command ombudsmen have the opportunity to do some public speaking. This is a wonderful way to get the word out about services. Ombudsmen may be asked to:

- ★ Introduce themselves at command functions.
- ★ Brief new Sailors at command indoctrination sessions.
- ★ Make announcements at FRG meetings.
- ★ Provide remarks at pre-deployment briefings.

Whether presenting to an audience of more than 1,000 or facilitating a group of five, practice these basic steps to effective presentations:

- ★ Know the room and be familiar with the environment.
- ★ Visualize yourself giving the speech.
- ★ Practice, practice, practice!
- ★ Body language is important.
- ★ Speak to your audience.

Telephone Communication

Most service provided by ombudsmen is over the phone. Because there is no face-to-face contact, communicating over the phone presents special challenges. Tone of voice and word choice become more important to communicate caring.

It is critical that your tone be pleasant, concerned, patient, informed and caring. It also helps to deepen one's telephone voice. Lower voices are perceived as being more mature, confident and in control.

There are several ways to assess one's voice tone. One way would be to get feedback from a co-ombudsman, friend or neighbor. It must be someone who will be honest yet offer feedback caringly. Ombudsmen also can record themselves speaking; this is an excellent way to learn how others hear you.

Caller Types and Success Strategies

People call for a variety of reasons, and responses are different for each type of call.

Information Requests

Most calls are to request routine information. Callers may request a telephone number, want to know when the ship is returning to port, or ask when and where the next FRG meeting is being held. Adept ombudsmen can gently train families to read the ombudsman newsletter and call the Careline before contacting them for routine information.

NOTES:

Provide the requested information and gently say:

So you know for the future, I publish routine telephone numbers on the back page of the ombudsman newsletter each month.

Or: Currently the ship is scheduled to pull into port at 1600 this afternoon at Pier 5, but always call the Careline for the most current arrival times. Do you have that number?

Crisis Calls

A crisis occurs when a person no longer believes they can cope effectively. These calls are more difficult, since they sometimes require sensitive handling and provision of immediate help. Module 7 in this manual is devoted to handling crisis calls.

Service Demand Calls

Service demand calls are from individuals who are unaware of the scope of ombudsman responsibilities. This caller may ask the ombudsman to provide transportation, lend money or provide child care. These individuals have genuine needs but must learn how to meet those needs themselves. In response to service demand calls, provide information about the needed service such as public transportation, Navy child care programs and ways to meet financial needs. Ombudsmen should not fall into the trap of providing the requested service for several reasons:

- ★ It is not fair to others in the command to provide child care or lend money to some and not to all.
- ★ An unreasonable precedent is established for future ombudsmen.
- ★ Callers will never learn how to handle their needs on their own.
- ★ Ombudsmen may put themselves and their family at risk for liability.

To reduce service demand calls, use preventive methods such as providing information in the ombudsman newsletter or putting reminders on the Careline about Navy family ombudsman roles and responsibilities.

Chronic Callers

People who call frequently without a specific request are referred to as chronic callers. They may view the command ombudsman as a friend they call to chat with when bored or lonely. It is fine for an ombudsman to spend time chatting with command family members, if they have time to dedicate to the caller. If an ombudsman does not have the time to spend with a chronic caller:

- ★ Ensure there is not a specific reason for the call.
- ★ Inform the caller of the amount of time available for the call. For example, say: I can only talk for five minutes.

- ★ After the allotted time, politely but firmly tell the caller it is time to hang up. Simply say: I cannot talk any longer. It was good talking with you. Good-bye.

An ombudsman should not sacrifice their needs or the needs of their family by spending time with chronic callers. If callers are lonely or bored, refer them to organizations where they can meet new people, perhaps get a job or do volunteer work.

Command Emergency Call

A command emergency call is a cross between an information request and a crisis call. It occurs when a person hears a news report on the radio, sees a story on the news or hears a rumor involving their active-duty service member's command. Family members who have become accustomed to interacting with the command ombudsman will contact them to verify the extent of any command emergency, real or rumored.

Ombudsmen should not assume that because the command has not contacted them that the news is incorrect. Many times the news media airs partial information before an official military source can contact an ombudsman with verified information. Ombudsmen should tell callers they will research the question and return their call. For example: I just saw that on the news, too. I'm going to try to contact the command or squadron and will activate the phone tree if this news report is accurate.

Telephone Protocol

A protocol is a guideline for doing something effectively and consistently. Protocol for handling ombudsman calls includes:

- ★ Greeting
- ★ Identification
- ★ Business
- ★ Record
- ★ Close

Greeting

When answering the telephone, ombudsmen should identify themselves:

"Hello, this is Alicia."
Or answer anonymously: "Hello."

Ombudsmen should delete cute messages, the voices of young children and other noises on their voice mail. An ombudsman's voice or voice mail must instill confidence in the caller by sounding professional.

NOTES:

Identification

The caller usually will ask to speak to the ombudsman. At that point, the ombudsman should give their full name and identification.

"This is Alicia Smith, ombudsman for USS BESTSHIPEVER."

If the caller does not immediately identify himself or herself, ask for their name and any additional identifying data. This is especially important if the command only limits those who can be served to individuals identified on the command roster.

Business

To determine the reason for the call, ask:

"How may I help you today?"

If the call is an emergency, get the caller's telephone number immediately in case the call is disconnected. It may be necessary to calm the caller to get information.

If the call is not an emergency but a request for information, provide the information. If the caller is not clear about their request, use the Problem, Access, Choose, Try (PACT) model discussed in Module 6: Information and Referral.

If the caller simply wants to chat, the ombudsman should determine how much time, if any, is available to chat and inform the caller.

Record

Calls must be documented. Use the telephone log or monthly report format (See Module 2: Managing Your Responsibilities.) Some command ombudsmen choose to gather this information first in case the call ends abruptly. However, many find they interrupt a caller's train of thought by asking for the information before the caller has an opportunity to discuss the reason for the call.

Close

Close the call with a summary of the discussion. Indicate actions to be taken by whom and when. Reassure the caller they can call again if necessary. If the call was complex, re-contact the caller in a day or two to ask whether they got the help they needed.

Voice Mail Message

If you are unable to answer your phone or focus all of your attention on the caller's needs, record a detailed message on your voice mail with a number for emergency services. A good example might sound like this:

"Hello, you have reached Heather Smith, ombudsman for the USS EVERSAIL. My hours of operation are 9 a.m. to 9 p.m. If you have reached this message during my normal hours, I may be on the other line. Please leave a message and I will return your call as soon as I can. If this is an emergency, please call base security at XXX-XXXX or dial 911. Thank you and have a good day!"

Remember to check your voice mail messages regularly and follow up with a return phone call within 24 hours.

Careline

A Careline is a telephone line dedicated to a specific command. It may be a single recorded message updated by the command ombudsman or there may be options for the caller to listen to messages from the commanding officer, the chaplain, the FRG, etc. Most commands house the equipment in a Navy facility and the message is remotely updated. Many small commands and shore installations rely on phone trees, newsletters and installation publications to keep family members informed and do not have a dedicated phone line.

Carelines are excellent opportunities for informing, educating and supporting command families. Careline messages should be updated at least weekly, ideally on the same day of the week, so family members get used to calling for the updated message. Carelines can be the single most effective tool to educate and inform family members about a wide variety of topics.

An updated message from the commanding officer (CO), executive officer (XO) or command master chief (CMC) when the command is deployed is warmly received by families who eagerly await news about their loved ones.

My Careline message:

_____

_____

_____

_____

_____

_____

Phone Trees

Phone trees are often used by small commands to pass information to family members. They are also extremely useful to facilitate communication during or after a crisis such as a hurricane or a command accident. However, for large commands they may be impractical.

NOTES:

Establishing a phone tree requires the permission of those listed on the official command roster. Volunteers are identified to call 10 to 12 other family members. The volunteers are provided with a list of individuals to call and a written message to be relayed. The phone tree should be used only as directed by the command.

The phone tree can be used as a means of:

- ★ Official command information.
- ★ Announcing command events.
- ★ Emergency communications.
- ★ Checking on the well-being of families, especially during or after a crisis.

To set up a phone tree:

- ★ Get guidelines from the CO on how it will be used and how closely it will be controlled.
- ★ Determine the number of primary callers needed.
- ★ Develop the list of names and numbers for each caller.
- ★ Train the callers via handout, over the phone or in person.
- ★ Provide written instructions for each primary caller to keep by their phone.

The phone tree can be set up based on:

- ★ Geography.
- ★ Departments.
- ★ Alphabetically.
- ★ Wardroom, chief petty officer (CPO) spouses, petty officer first class spouses, etc.

Once phone tree callers have been identified and trained, they should be instructed to:

- ★ Make calls in a timely manner.
- ★ Read information exactly as it is provided.
- ★ Not attempt to expound upon the message.
- ★ Keep calls brief.
- ★ Report to the ombudsman if any special conditions, extreme reactions, etc. are discovered.

Be sure to have a procedure in place to replace phone tree callers when they leave the phone tree.

Written Communication

Five of the most common modes of written communication used by ombudsmen include:

- ★ Official correspondence
- ★ Informal notes and cards
- ★ Business cards
- ★ E-mail
- ★ Newsletters

Official Correspondence

Ombudsmen may draft the content of official correspondence and ask the command's administrative personnel to format the letter and put it on command letterhead for signature. Be sure to thoroughly research content and ensure correct spelling and grammar are used. The command administrative officer can advise on the preparation of official correspondence and who should sign it. Situations where ombudsmen might use official correspondence include:

- ★ Responding to official correspondence.
- ★ Sending a letter of appreciation.

Informal Correspondence

Ombudsmen are likely to draft many informal notes or letters. They may write:

- ★ Follow-up notes to people who call.
- ★ Notes of encouragement.
- ★ Explanatory notes included with resource materials.

These types of correspondence are not mandatory. Although not formal correspondence, these types of correspondence reflect upon the command. Please be sure to use:

- ★ Appropriate stationery or note cards.
- ★ Proper spelling and grammar.
- ★ Legible handwriting.

Business Cards

Ask the command to provide or help design ombudsman business cards. For economy, it is best to print these at home or at the command a few at a time. For a large command with several ombudsmen, a large number of cards can be printed with the command or ombudsman logo, Careline and e-mail or Web site addresses, and blank lines for the individual ombudsman to stamp or write in their name and phone number.

NOTES:

E-mail

E-mail is an efficient way to communicate with command leadership and command families within the guidelines of OPSEC. To communicate effectively:

- ★ Use the appropriate "To" field when sending e-mail.
  - ♦ Use the "To" field when sending an e-mail to an individual e-mail address.
  - ♦ Use the carbon copy (CC) field to send copies of your e-mail to additional recipients. Ombudsmen might send an e-mail to the CO and carbon copy the XO and CMC.
  - ♦ Use the blind carbon copy (BCC) field to send e-mail to all recipients in a distribution list without revealing any recipients' e-mail addresses. Whenever ombudsmen send e-mails to their distribution list, it is best that they use the BCC field to protect the privacy of those on the distribution list.
- ★ Write a meaningful subject line.
- ★ Keep e-mails short and to the point.
- ★ Include a proper signature.
- ★ Use care when using acronyms and emoticons (smileys).
- ★ Follow all OPSEC rules.

What's Wrong with This Picture

To: militaryspouse@yahoo.com
Cc: the whole country
Subject: [no subject]
Good Morning from beautiful Capodichino:

Sorry it's taken me so long to respond to your emails, I've saved them from the last month and will include the ansers in this email. Isn't the weather been beautiful, don't forget Wednesday is market day down at the Piatza so don't miss those bargains. I'll be driving down so if you'd like to carpool we can certainly hook up. **But don't forget to be aware-** NSA Security reports that there is a robbery scam at the autostrada tollbooths in the Naples/Caserta area. As a driver approaches the ticket machine, a person holding an autostrada ticket (presumably outside the tollbooth) will ask 4 money. As the driver opens a wallet, the thief grabs the money and makes a getaway. The latest victim lost 750 Euro and was scratched by the perpetrators reaching into the car. Police have confirmed several incidents, including both foreign and Italian victims.

Speaking of bargains, with the holidays approaching don't forget that there are budgeting classes available at Fleet and Family Support Center. There have been several families in our command that have had to visit Navy Marine Corps Relief Society due to money problems. They have children and have recently reported into the command; coming overseas is difficult if you come with money problems to start. If anyone needs help in this area, let me know as I have "connections" with PSD, NFCU, NMCRS and CCCS.

I thought it might be helpful because I've heard around the caommand that there is a need for tsome sort of Womens support group. The Chaplain has an ongoing group that meets at 1030 at the NSA. For more information call Chaplain Bruce Carlton at 081-589-3530 I've attached the Ombudsman Roster to this email which contains area Ombudsman information to include email addresses, phone numbers, and addresses if you should need to contact them. It's in Word Perfect format. I've also attached the duty roster for the guard gate so you can have a copy of when your spouse has duty with the holdiys coming up.

I guess that's it for now, LOL. If you have any more questions, please let me kjnow and I'll get back to you when I can. TY!

TTFN,
Marta Allover

NOTES:

Newsletters

Newsletters are an excellent way to provide information and educate readers. Unlike a Careline, through which only brief pieces of information can be provided, a newsletter allows more in-depth communication.

Newsletters have many purposes. They:

- ★ Transmit information from the command to family members.
- ★ Inform family members about community and Navy services available to them.
- ★ Keep family members informed about news of common interest (activities, special events, announcements).
- ★ Express the command's interest in improving the morale and welfare of its family members.
- ★ Encourage, inspire and uplift.

The benefits of a newsletter to the command ombudsman:

- ★ Reduces the number of phone calls received.
- ★ Reduces rumors by providing all families with firsthand, accurate information.
- ★ Allows the ombudsman to reach the greatest number of people at one time.
- ★ Establishes ombudsmen as a source of credible information.

The steps to writing an ombudsman newsletter include:

1. Before you produce the newsletter, determine its purpose.
2. Brainstorm a list of ideas.
3. Select the content.
4. Get creative!
5. Write the articles.
6. Format your newsletter.
7. Proof your newsletter.
8. Submit the newsletter to the command for approval.
9. Distribute your newsletter to command families.

Determine Its Purpose

Ombudsmen should discuss their ideas for the newsletter with their commanding officer. Ask about established guidelines, requirements, restrictions (on length, content, frequency, command administrative support, etc.), potential contributors, and the need for review and approval before publication. Ask about needed supplies, computer access, mailing deadlines and procedures.

Ask the CO about maintaining the newsletter mailing list and providing updated copies of the list to the Navy Regional Mail Center. Ask whether extended family (parents, grandparents or significant others) may be added to the list, if requested.

Newsletters may be used to communicate official information related to mission and readiness. Official information includes general command information, educational information, items that strengthen morale and unit cohesion, and dates of events such as FRG meetings. Unofficial information includes non-mission-related items such as fundraisers, commercial ventures, advertisements, birthdays, etc.

Brainstorm Ideas

Establish a file for each of the subjects listed below. Begin collecting story ideas, news articles, clippings, photos, news source names, addresses, phone numbers and artwork that relate to each subject:

- ★ Seasonal features: Father's Day, vacation ideas, winter safety tips.
- ★ Command activities: pre-deployment briefings, picnics, holiday parties, charitable activities, new CPO events, FRG calendar.
- ★ Morale boosters: family events, videotaping for deployed commands, homecoming activities.
- ★ Informational needs: change in clinic policy or hours, child care resources, agency news such as Fleet and Family Support Center (FFSC), Red Cross, Navy-Marine Corps Relief Society, etc.
- ★ Command messages: messages from the CO, XO, CMC, chief of the boat (COB) or chaplain.
- ★ Military monthly themes: April is Month of the Military Child. November is Military Family Month.

Select the Content

Newsletter content varies depending on:

- ★ Available information.
- ★ Season of the year.
- ★ Content and space restrictions.
- ★ Command's status: in port, deployed, shipyard, changing homeport, shore-based.
- ★ Types of information requested by readers.

Gather newsletter information from the:

- ★ CO, XO, CMC/COB and their spouses, the chaplain, command financial specialist or command career counselor.
- ★ Ombudsmen assembly handouts, announcements, speaker's comments, etc.
- ★ FFSC newsletters, fliers, staff members.

NOTES:

- ★ Ombudsman Registry E-Blasts
- ★ Housing welcome center.
- ★ Morale, Welfare and Recreation (MWR).
- ★ Child development centers (CDC).
- ★ Exchange and commissary.
- ★ Naval hospital/clinics.
- ★ Local and military newspapers.
- ★ Local library.

Get into the habit of talking with members of the command support team to share information and ideas.

Most newsletter editors plan the content of their newsletters several months in advance. When planning, consider the needs and interests of families and any requirements, limitations and restrictions. Seasonal items of interest or predictable pieces that will be appropriate based on the command's status are the easiest starting point. News and current events are added later.

All newsletters should include a personal message from the command ombudsman reminding the reader of the ombudsman's purpose, clarifying their role (as needed), and communicating a supportive and uplifting message. Name, phone number, designated phone hours for routine calls and an expression of interest in communicating with family members should be included.

Like any responsible professional editor, an ombudsman must exercise good judgment about what types of material to include in the newsletter. All content must be conservative and carefully screened. Consult with the command or installation Public Affairs officers for guidance on appropriate newsletter content. Commanding officers have the ultimate authority to determine official content of newsletters and whether they meet the criteria for mailing with appropriated funds. The following types of information *should not* be included in the ombudsman newsletter:

- ★ Classified information
- ★ Political or religious opinion
- ★ Services that require the payment of a fee
- ★ Advertisements

Get Creative!

NEWS ITEM	CATCHY TITLE
Pre-deployment Briefing	
April is Month of the Military Child	
Fleet and Family Service Center	
Financial Educators Will Do Your Budget	

Write the Articles

Effective Headlines

Choose short, concise words for headlines. Express one thought only – the most important story idea. Capture the key words of the story in the headline. Do not be so brief that readers miss the idea or are misled. Write line for line, remembering the width of the typed story and where the headline will break. Is it understandable? Avoid standard, repeating headlines; artwork could say Monthly Medical Tip but a separate subheading is still needed to attract new interest. Be impartial. It is easy to express opinions when choosing verbs. Do not be cute; leave out puns and rhymes.

Writing Content

Analyze the reader to determine needs. Ask the following questions:

1. Who?

   Who is my reader?

2. What?

   What does my reader need to know about this subject?
   What will interest my reader most?
   What will help my reader to understand this subject?
   What do I want my reader to do?

3. Where?

   Where can I get the information my reader wants and needs?

4. When?

   When does my reader need this information?
   When will these events take place?

NOTES:

5. Why?

   Why is this subject important to my reader (and to me)?
   Why does my reader need this information?
   Why is my reader interested in this subject?
   Why is my reader not interested in this subject?

6. How?

   How much information does my reader need?
   How can I help my reader do what I ask?
   How does my reader feel about this subject?

Copyrighted Materials

Copyright means only the author has the right to copy or allow someone else to copy their material. Copyright is a monopoly, granted by the government, and covers the expression of an idea, not the idea itself. (Facts may be freely copied; the expression belongs to the author.)

Look for the symbol ©, which should appear within the phrase © (date) (name of owner). For a newsletter or magazine, the phrase would normally appear as part of the masthead; for a book, on the back of its title page; and for artwork, as part of the caption. In these cases, the phrase protects all material within the publication. A copyright owned by a person lasts 50 years after the owner's death. Copyrights owned by companies or organizations are good for 75 years following the publication of the material. Different rules apply to material copyrighted before 1978.

To use copyrighted materials, an editor has to ask for permission or publish under the fair use provisions. Publishers usually handle copyright requests for authors. Thus, a letter can be addressed to the publisher, even though an individual author is legally the copyright holder. When requesting to use copyrighted materials:

- ★ Describe the content to be used.
- ★ Attach a photocopy of the exact material.
- ★ Describe the newsletter – its purpose, frequency and readers.
- ★ Indicate that the newsletter is associated with a nonprofit activity.
- ★ Use whatever credit line the copyright owner wishes.

Copyright law says a small portion of copyrighted materials may be published without permission under specific circumstances. The most common circumstances are when content is quoted for the purpose of commenting or teaching about the material. Material may also be quoted when describing the material as news. There are no rules about how long the quotations may be or how many quotes may be used. Two or three excerpts of 50 words each should normally be no problem; neither should the reproduction of one photograph or drawing.

Public domain is free access to material whose copyright has expired or never was secured. All government-produced materials are in the public domain and may be used. However, the source should be cited. FFSC newsletters are an example of public domain material.

For additional copyright information, visit http://www.copyright.gov.

Writing Tips

The following writing tips may help prevent writer's block:

- ★ Grab readers' attention. Start with the most important information in the first paragraph and then add supporting information.
- ★ Use simple, action-oriented verbs.
- ★ Use familiar words.
- ★ Keep it short and simple. Paragraphs of four to six sentences and stories of five or fewer paragraphs are ideal.
- ★ Use active voice: subject first, then verb.
- ★ Use present tense even though many events occurred in the past. To show the future, use infinitives such as "to award" or "to eliminate."
- ★ Speak directly to readers using a normal personal speaking pattern (except for slang, shorthand speech or incorrect language).
- ★ Ask: If I had no knowledge of this topic, would I understand the message of this article? Did I answer the six basic questions of reporting: who, what, when, where, why and how?
- ★ Writing is a learned skill. Write, rewrite and then rewrite again.
- ★ Welcome edits. Ask others to read articles to ensure they make sense.

Common Writing Errors

Try to avoid common writing errors:

- ★ Expressing more than one point or idea per paragraph.
- ★ Changing the verb tense in the same sentence.
- ★ Capitalizing words that are not proper nouns.
- ★ Connecting two sentences with a comma and creating a run-on sentence.
- ★ Choosing a design, style or format and failing to hold to it.
- ★ Failing to put statements in a positive form.
- ★ Including needless words.
- ★ Using vocabulary or jargon that readers will not understand.
- ★ Using an abbreviation or acronym without telling the reader what it means the first time it appears in the article.

NOTES:

- ★ Avoid spelling errors by using spell check and having someone proofread your newsletter.

Format Your Newsletter

Over the years, ombudsmen have successfully produced newsletters in a variety of formats. The most common styles include:

- ★ Letter
- ★ Newspaper
- ★ Combination

Ombudsmen should choose the format they are most comfortable using. All three styles are effective means of communication. The choice of newsletter format reflects the ombudsman's own personal approach to communication.

Letter

Letter style is the quickest and easiest to produce. Command letterhead stationery is usually used. Short paragraphs and the occasional use of emphasis type (boldface, italics) helps readers remain interested. The length is usually one to two pages.

Newspaper

Newspaper style is the most time-consuming style to produce. This style most closely resembles a professional publication. It contains larger, bolder headlines, artwork, calendars, news stories and special columns, and has a specially prepared banner. It is visually appealing and is capable of holding the reader's attention for longer periods. Most importantly, it is easy to scan for items of interest. The length is usually four to eight pages.

Combination Style

Combination style is just that – a combination of the letter style and newspaper style. It may be printed on letterhead stationery or on paper with a special newsletter banner. It is usually typed in six-inch paragraph widths with bold headlines separating stories to catch the reader's attention. Occasional pieces of artwork may be added to emphasize a special theme or to give a seasonal flair. The length is usually two to four pages.

Tips for Effective Design

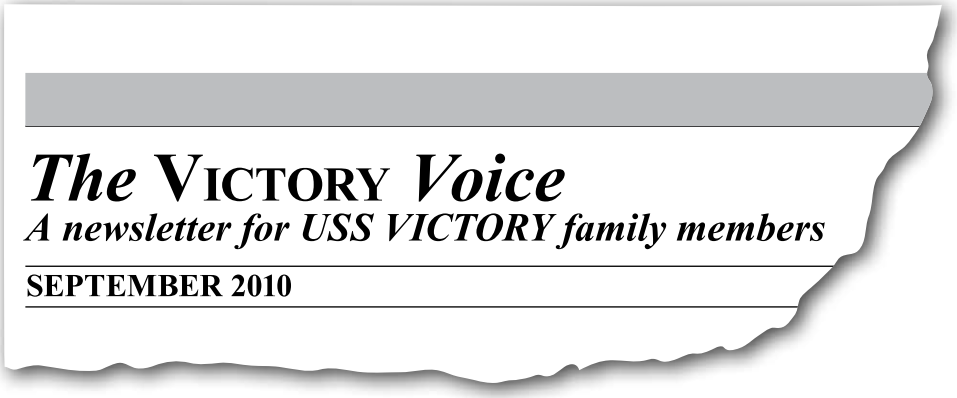
The following design tips keep your newsletter looking professional and inviting:

- ★ Keep pages uncomplicated and the overall design clean. Put short items in groups. Use graphics only when they have a purpose. Keep headlines and sub headlines consistent in style and size.

- ★ Create unity on each page or two-page spread. All layout elements seen at one time should visually relate to one another. Art style and type should be harmonious. Put large layout elements toward the middle of the layout and smaller elements toward the edges. Try to make the eye flow easily from the top to the bottom of the page.
- ★ Stimulate the reader by delivering layout contrast. Vary the size of artwork, photos and headlines. Create boxes and screens around important items. Pay attention to proportion. Pages look more interesting when they are not repetitious in design. Rectangles are more interesting than squares. Odd numbers of photos or artwork are more inviting than even numbers. Photographs and artwork should look into the page rather than appear to gaze off the layout.
- ★ Layout design is a creative activity. The paper is the canvas. The layout elements (blocks of text, artwork, photos and headlines) are materials. To ensure good design, use common sense and intuition. Consider balance, size, visual weight, intensity, drama and white space. White space is not what is left over, it is an active participant in design.

Creating a Banner

The newspaper style format requires a banner. Typically, the banner includes the newsletter's title and a subtitle identifying the publisher or intended audience. The banner can also include publication information, such as the issue date, volume and number. An example follows.



Consider the following when designing a banner:

- ★ Choose a descriptive title and subtitle.
- ★ Isolate or emphasize important words.
- ★ Choose appropriate typography.
- ★ Use secondary words to add graphic contrast.
- ★ Carefully select banner size and position.

Banners provide issue-to-issue unity. Its size, shape, position and color remain constant, even though the text and visuals on the front page change with each issue.

NOTES:

Columns

If space in the newsletter is at a premium, consider using two- or three-column formats. Most word processing programs will automatically format columns. A one-column format works well with the letter-style newsletter. Use a six-inch column for ease of reading. It is difficult for the eye to travel from the end of one line to the beginning of the next when wider columns are used.

A two-column format allows more text per page than a one-column format. Multi-column layouts offer more flexibility for design. The text is easier to read, since the eye only travels a short distance from the end of one line to the beginning of the next. If using a multi-column layout, use a one-column article to emphasize the importance of its content. The headline of an article that spans more than one column should also span those columns.

Type Styles

Serif typefaces are highly readable. Serif's hooks, feet, brackets, and the differential between the thick and thin parts contribute to its legibility. In general, this results in a more readable typeface. Serif fonts include:

- ★ Times Roman
- ★ Garamond
- ★ Bookman
- ★ Book Antigua

Sans-serif typefaces are perceived as modern, cosmopolitan, scientific and up-to-date. While people read sans-serif type faster, they also tend to read it less accurately.

Because readers scan quickly and headlines tend to be short, use a recognizable font to ensure the text is quick and easy to read. Sans-serif fonts include:

- ★ Eras
- ★ Arial
- ★ Verdana
- ★ Century Gothic

Variety within the same typeface family is fine (italics, bold, other point sizes). Variety among typefaces (mixing different families) creates a hodgepodge effect.

Remember, a single typeface may come in:

- ★ Standard
- ★ **Bold**
- ★ *Italic*
- ★ Small Caps

Typefaces or fonts are available in different sizes, measured in points (72 points equals one inch). Good choices for headlines are 18 or 24 point and for subheads 12 or 14 point, depending on the style and layout of your newsletter. Choose simple type styles such as Arial, Times Roman or fonts similar to those found in books, magazines and newspapers.

Using all caps for body text is more difficult to read than using uppercase and lowercase characters. Both of the following samples are the same font size and style.

★ Text in all caps takes up to one-third more line space than lowercase letters.

★ TEXT IN ALL CAPS TAKES UP TO ONE-THIRD MORE LINE SPACE THAN LOWERCASE LETTERS.

Proofread Your Newsletter

Proofreading is difficult. Often, the person who created the material misses errors in spelling or context because they are too familiar with the product. Always ask someone else to proofread the newsletter. A proofreader should read material one element at a time. Read the body copy, then the headlines, then the extra material, such as page numbers. Many commands appoint a member of the command support team to review newsletters before distribution. This person should be familiar with the guidelines outlined in this module as well as any legal issues that may apply.

Check for spelling. Just because headlines are big, do not assume they are spelled correctly. Check for consistency. Decide on rules of capitalization, grammar and punctuation and be consistent with them throughout. After everything else is done, read for content. Look especially for ideas that seem left out, signaling a sentence or paragraph that was overlooked.

Check for trouble spots when proofreading:

★ Commas

★ Periods

★ Capitalization

★ Quotation marks

★ Apostrophes

★ Numbers

★ Headings

NOTES:

Submit for Approval

Once your newsletter has been proofread, send it to the command through your point of contact (POC) for final approval before it is distributed to command families.

Distribute Your Newsletter to the Command

Production Schedule

With the CO or command POC, decide whether the ombudsman will produce a newsletter or contribute to a newsletter produced by the command. An ombudsman has more control over the production schedule and content if they edit the newsletter. Also, determine the distribution frequency and try to stick with that schedule, as families will come to rely on the newsletter. Many ombudsmen create monthly newsletters, especially when the command is deployed. Shore commands may opt to do bi-monthly or quarterly newsletters. There are deadlines to consider when planning a newsletter.

Be sure everyone involved with any part of the production process is aware of the entire deadline schedule. Make contingency plans for when others fail to keep their commitments.

Base your deadlines on the goal of readers receiving their newsletter on time. The time allowances are in parenthesis. Generally, it takes approximately two to three weeks to create and get a newsletter into the hands of readers.

Deadline	Task	Time Frame
Information	Meetings, events, publications, dates, people	(Ongoing)
Writing	Articles, input from command, FRG, etc., submitted. (Set an established date. For example, all input to you by the 15th of the month for a newsletter that is distributed on the first of each month.)	2-5 days
Layout and design	Newsletter compiled and proofread.	1-2 days
Approval	Newsletter submitted for approval.	1-3 days
At Printer	Newsletter delivered to the Navy Mail Center or to the command for printing.	5-10 days
Readers receive their newsletters!		3-5 days

Navy Mail Center

The Navy Mail Center for each region has the ability to produce and mail newsletters, delivering a professionally produced newsletter at a greatly reduced cost.

Procedures to use the Navy Mail Center include:

- ★ Review the Customer Reference Guide at the Document Automation and Production Services (DAPS) Web site, http://www.daps.dla.mil.
- ★ Ensure that a command account has been established.
- ★ Produce newsletters using Microsoft Word.
- ★ Go to the DAPS Web site to find a local facility.
- ★ Attach an updated mailing list using Microsoft Excel. The list is forwarded to the Navy Mail Center for the mailing process. ZIP codes should be five digits for civilian addresses and nine digits for military addresses.
- ★ Typically, each newsletter may be a maximum size of four 8½-by-11 pages, front and back. They are produced in black ink on white 20 lb. paper.
- ★ The newsletter's cover page must include the command name or the command logo in the publication title, or be printed on official command stationery. The newsletter must be typed and each issue must be dated. The return address must be that of the command, not the ombudsman.
- ★ Provide written directions for printing the newsletter. Include:
  - ♦ Quantity needed
  - ♦ Preferred delivery date
  - ♦ Page order

The automated system will mail the ombudsman newsletter. However, if mailed by the command or ombudsman, newsletters must carry the command's return address and not the ombudsman's. Labels must be typed in all capital letters.

OPNAVINST 5218.7B (Navy Official Mail Management) provides guidance on the use of official mail. The command's administrative officer is a good source of information when there are questions about newsletter development and distribution.

Summary

Ombudsmen are caring communicators. They may have a preferred style of in-person, telephone or written communication but will have the opportunity and need to use all three methods. It is important to determine which method or combination of methods is most effective to the receiver. Fortunately, learning to be a good communicator is a skill that can be mastered through study and practice.

MODULE 6:
INFORMATION AND REFERRAL

1. Introduction

Information and referral (I&R) service is the backbone of the Ombudsman Program. Customer service, a knowledge of resources and the ability to problem solve are skills needed to perform this function. Topics covered in this chapter include:

- ★ Making appropriate referrals.
- ★ Managing resource information.
- ★ Referral sources.

2. Customer Service and Ombudsmen

PACT Model

Information and referral involves determining the caller's needs and finding ways to meet those needs. An easy-to-remember formula for structuring an information and referral call is the PACT model. PACT stands for:

- ★ P – Problem
- ★ A – Assess
- ★ C – Choose
- ★ T - Try

Problem Identification

To determine a caller's needs or problem, listen carefully to what the caller is saying. Determine what the caller wants to accomplish. Ask:

- ★ How can I help you today?
- ★ What have you already done to try to resolve this situation?

Clarify the following:

- ★ Is this urgent? Does the caller have enough money for food and other necessities? Is the caller being evicted or are their utilities being cut off?
- ★ What has the caller already done to try to solve the problem?

NOTES:

- ★ What resources does the caller have?

Realize that the real reason for the call may not be the presenting problem. The presenting problem may only be a symptom of a bigger issue that the caller may or may not be willing to address. Active listening and asking the right questions will help you separate the symptoms from the problems.

Assess Options

A person often gets stuck in their ability to see potential solutions to a problem. Ombudsmen can help an individual think of other possible options and solutions to the situation.

- ★ Realistically explore available options and solutions. Ask the caller to brainstorm solutions to their problem without evaluating them at first. The ombudsman may have to provide a few suggestions. Ask open-ended questions and encourage the individual not to immediately dismiss suggestions.
- ★ Focus on the exceptions to the problem. What is going on when the caller is not experiencing the problem? This provides hope and builds confidence that a solution can be found.
- ★ Determine the caller's thoughts and feelings about each option. What are the benefits and risks of implementing each option?
- ★ Resolving the problem may require an interruption or a substitution of a behavior pattern. Help change the caller's interpretation of the situation and their behavior or response may change.

There are some problems that cannot be solved, such as death, serious illness or divorce. Ombudsmen can still help an individual by being supportive, empathetic and by providing resources for additional support.

Choose Option

After thoroughly evaluating a caller's needs and determining that a referral is the most appropriate response, take the following steps to make a successful referral:

- ★ Explain why a referral is necessary. For example: Ombudsmen do not maintain food pantries, but there are many organizations that do provide emergency food assistance, such as the Navy-Marine Corps Relief Society, community food pantries and local churches.
- ★ Suggest organizations capable of meeting the caller's needs. Provide enough information about the organizations so that the caller can make an informed choice. Do not provide so much information or the names of so many organizations that the information is overwhelming.
- ★ Link the caller to the service. Let them know what to expect, how the agency works, etc. Also, let the caller know there are other resources and that they can call back for more names if necessary.
- ★ Give the caller specific name(s) and number(s) to call. Ensure that the caller writes down the information.

- ★ In certain instances, and with the caller's permission, it may be necessary to make the contact for them. If it appears that the caller does not have the capacity to follow through to resolve a problem but wants help, it may be in their best interest for the ombudsman to make the contact. If the ombudsman has conference calling, they can offer to make the call with the caller and do a "warm handoff" to the agency respondent after identifying the reason for the call.
- ★ If someone calls but is unwilling to accept assistance, explore the reasons. What is the real reason for the call? The initial question may be a presenting problem while the actual problem has not been addressed. Is the need for food assistance due to a substance abuse problem? A lack of knowledge or skill in budgeting? Due to a pay problem?
- ★ Understand services provided by frequently used resources within the community. Knowledge of the services allows an ombudsman to accurately match family members' needs with the appropriate organizations.
- ★ Contact the Fleet and Family Support Center (FFSC) or assist the caller to contact Military OneSource for information or referral if appropriate referral sources are not known.

Try Referral

A plan may be a simple phone call or multifaceted. If a plan has many steps, it helps to prioritize. Perhaps the caller can do Steps 1 and 2 and then get back to the ombudsman to discuss additional steps. Be careful not to overload a caller with too much information. Callers who are in crisis or overly stressed may only be able to handle one piece of information at a time. Rarely should more than three resources be provided. It is too easy for a caller to get confused or overwhelmed and then do nothing.

Follow-up can help a caller implement their plan, because the ombudsman acts as a reminder and a clarifier. A follow-up contact helps to ensure families receive the needed services and helps to update the ombudsman's referral list if there are changes. Ask:

- ★ Were you able to contact _____?
- ★ Were they able to help?
- ★ What assistance was given?

Remember, never do anything for callers that they can do for themselves. The primary goal of information and referral is to help the caller resolve their problem, but a strong secondary goal is always to help them help themselves by empowering them with information and encouragement but not *doing* it for them.

Customer Service

Ombudsmen are in the business of providing information and referral services to command families—their customers. Everyone likes to be the recipient of good customer service, and ombudsmen should provide the best possible service to their customers. Customer service is defined as the ability of a person or organization to constantly and consistently meet and exceed the customer's expectations.

NOTES:

To ensure good customer service, whether in person, over the phone or via e-mail:

- ★ ***Do not make promises unless you will keep them.*** Reliability is key to good customer service. If you say you will attend the Family Readiness Group (FRG) meeting on the 16th of the month, be there (and show up at least 15 minutes early!).
- ★ ***Listen to your customers.*** Is there anything more exasperating than telling someone what you want or what your problem is and then discovering that person has not been paying attention? Take the time to identify customer needs by asking questions and concentrating on what the customer is really saying. Listen to their words, their tone of voice, body language and, most importantly, how they feel.
- ★ ***Deal with complaints.*** No one likes hearing complaints, but complaints are a second chance for you to make it right.
- ★ ***Get regular feedback.*** Encourage and welcome suggestions about how you could improve.

Customer Service Tips

Some say customer service is a lost art. To ensure that family members do not say that about command ombudsmen, use proven customer-service techniques:

- ★ Treat everyone you come in contact with as a potential customer. This goes for members of your family, the chain of command and DOD staff.
- ★ Regardless of your job title, position in an organization or experience, your first task will always be to attract, satisfy and preserve customers. And everyone has customers.
- ★ Pay attention to the details. Smiling when answering the phone or providing the most up-to-date information will make a positive impact.
- ★ "Walk the talk." If you say you are going to do something, then keep your word.
- ★ Listen to your families and command members through many "ears." Provide an ombudsman comment box or e-mail address, or talk with family members and ask how you are doing or how you could improve your services.

It reflects positively upon the command and the command ombudsman when good customer service is provided. It is also in keeping with the Ombudsman Code of Ethics requirement to be professional.

3. Information and Referral Principles

A few reminders about providing information and referral:

- ★ Limit the number of referrals given at one time.
- ★ Be sure the person has the correct information and understands the steps to be taken.

- ★ If you are unsure of a referral, offer to take the time to research a caller's question and get back to them.
- ★ For mental health counseling, refer callers to the FFSC, TRICARE or Military OneSource.
- ★ Develop and implement a follow-up procedure.
- ★ After developing an action plan with the caller, summarize the plan before terminating the call.
- ★ Never make specific promises about the agency or the services being offered.

National Resources

211 http://www.211.org

211 is an easy-to-remember telephone number that connects callers to information about critical health and human services available in their community. It reaches approximately 234 million people (more than 78 percent of the total U.S. population) in 47 states and the District of Columbia.

211 provides free and confidential information and referral. 211 can provide information for help with:

- ★ ***Basic human needs resources.*** Food banks, clothing, shelters, rent assistance, utility assistance.
- ★ ***Physical and mental health resources.*** Medical information lines, crisis intervention services, support groups, counseling, drug and alcohol intervention, rehabilitation, health insurance programs, Medicaid and Medicare, maternal health, children's health insurance programs.
- ★ ***Employment support.*** Unemployment benefits, financial assistance, job training, transportation assistance, education programs.
- ★ ***Support for older Americans and persons with disabilities***. Home health care, adult day care, congregate meals, Meals on Wheels, respite care, transportation, homemaker services.
- ★ ***Support for children, youth and families.*** Quality childcare, Success by 6, after-school programs, Head Start, family resource centers, summer camps and recreation programs, mentoring, tutoring, protective services.
- ★ ***Volunteer opportunities and donations.***

American Red Cross http://www.redcross.org

The American Red Cross serves civilians and military personnel. It sends communications on behalf of family members who are facing emergencies, or other important events, to members of the U.S. armed forces serving all over the world. These communications are delivered around the clock, seven days a week, 365 days a year. A Red Cross message is not required for emergency leave, but many commands may request it to verify the need for leave.

NOTES:

Red Cross offices are often located in military communities and sometimes on military installations. Red Cross workers brief deploying service members and their families about available support services and explain how the Red Cross may assist them during the deployment.

Through offices worldwide, the Red Cross, in partnership with Navy-Marine Corps Relief Society, provides emergency financial assistance to those eligible when traveling and not near a military installation, after hours or on days when NMCRS is not available.

Confidential counseling services may be available to military personnel and their families, including active duty, National Guard and Reserves. Counseling, guidance, information, referrals and other social services are available. Red Cross chapters are listed in local telephone books and at http://www.redcross.org/where/where.html.

Chaplain

Navy chaplains help to promote the spiritual, religious, moral and personal well-being of service members and their families. Chaplains also provide moral support for young people away from home for the first time, counsel individuals facing personal or emotional difficulties, and provide spiritual assistance to people from all walks of life. Chaplains can be an excellent resource when working with victims of crisis and those in need of extra moral support or counseling.

All Navy chaplains have the professional obligation to keep private all confidential communication disclosed to them. The unconstrained ability to discuss personal matters in complete privacy encourages full and complete disclosure by personnel and family members seeking chaplain assistance. Such disclosure establishes a sacred trust, facilitates increased morale and mission readiness, and benefits both the individual and the institution.

Child and Youth Programs (CYP)

Navy Child and Youth Programs (CYP) provide developmental child care and youth recreational programs and services for eligible children and youth ages 4 weeks to 18 years old. Programs and services are specifically designed and operated to meet the needs of the military mission and service members and their families.

Programs include:

- ★ ***Child Development Centers (CDC)*** provide full- and part-day child care for ages 6 weeks to 5 years.
- ★ ***Child Development Homes (CDH)*** provide full and part day and night and weekend child care for ages 4 weeks to 12 years.
- ★ ***School-Age Care (SAC)*** provides before- and after-school care and day camps for ages 6 to 12.
- ★ ***Youth and Teen Programs*** provide sports programs, leisure classes, youth Internet labs and teen programs for ages 6 to 18.

- ★ ***Child and Youth Education Services*** helps "level the playing field" for transitioning students, prepares schools and installations to respond confidently to the complexities of transition and deployment. It provides assurance to families that their children's academic well-being is a Navy priority by providing:
  - School transition services.
  - Deployment support.
  - Installation, school, community communications.
  - Partnerships in education.
  - Home-school linkage, support.
  - Postsecondary preparation opportunities.

Consumer Credit Counseling Services (CCCS) http://www.nfcc.org

Consumer Credit Counseling Services (CCCS) is a nonprofit organization. Under the auspices of the National Foundation for Credit Counseling, it is part of a nonprofit network of more than 1,400 agencies designed to assist people trying to cope with credit-related issues. Services include certified consumer credit counselors, online member agencies and a national toll-fee number. In most communities, CCCS will work closely with FFSC and Command Financial Specialists (CFSs) to provide services.

Individuals and families who have severe debt may be eligible to enroll in a debt management plan coordinated by a local or state consumer credit counseling agency. A debt management plan is a systematic way to pay down outstanding debt through monthly deposits to the agency, which will then distribute these funds to creditors. Benefits of participating in a debt management program include reduced or waived finance charges and fewer collection calls. Once debt is repaid, the agency can assist those in the program to re-establish their credit.

Defense Finance and Accounting Service (DFAS) http://www.dod.mil/dfas

Family members often contact their command ombudsman because their service member's pay is wrong, they do not understand something on the service member's Leave and Earning Statement (LES), or because of changes in pay due to promotion, demotion, Permanent Change of Station (PCS) or travel. The Defense Finance and Accounting Service (DFAS) is the military's financial accountant, and it ensures service members are paid.

The MyPay feature of the DFAS Web site allows service members to get real-time information and to print an LES. They must log in with a service member created password. The Web site also has information about:

- ★ Split pay
- ★ Travel pay
- ★ Garnishment
- ★ Retired and annuitant pay
- ★ Taxes

NOTES:

MyPay is a good place for service members and their families to start when they have questions about their pay.

Exceptional Family Member Program (EFMP)

The Navy's Exceptional Family Member Program (EFMP) is designed to assist Sailors by addressing the special needs of their family members during the assignment process. Special needs include any special medical, dental, mental health, developmental or educational requirement, wheelchair accessibility, adaptive equipment or assistive technology devices and services.

EFMP is open to any authorized family member who meets the following criteria:

- ★ Physical, emotional or other developmental disability or
- ★ Long-term chronic illness or long-term special education needs or
- ★ Participating in Defense Enrollment Eligibility Reporting System (DEERS) and residing with a sponsor (exceptions include geographical bachelors and family members who are receiving inpatient care or care in a residential setting.)

There are six Navy EFMP enrollment categories:

- ★ Category I: For monitoring purposes only
- ★ Category II: Pinpoint to specific geographic locations
- ★ Category III: No overseas assignments
- ★ Category IV: Major medical areas in continental United States
- ★ Category V: Homesteading
- ★ Category VI: Temporary enrollment, update required in six to 12 months

Refer the service and family member to the Medical Treatment Facility EFMP coordinator who assists with completing *DD Form 2792-1 (Exceptional Family Member Special Education/Early Intervention Summary)* and *DD Form 2792 (Exceptional Family Member Medical and Educational Summary)*.

Federal Credit Unions

Most federal credit unions, such as Navy Federal Credit Union, offer members free and confidential personal financial counseling. Financial counseling can help individuals reach financial goals, avoid monetary pitfalls or deal with a financial crisis.

There is no charge for this service, and assistance ranges from answering specific questions to developing a detailed money management plan to the establishment of a debt management program. Counseling can be done via the telephone, online or in person.

Fleet and Family Support Center (FFSC) http://www.ffsp.navy.mil

Ombudsmen frequently refer customers to their local FFSC. The FFSC provides a wealth of information and services that fall into three categories:

1. Information and referral
2. Education and training
3. Counseling

Types of questions FFSC can help with include:

- ★ Where can I get help to find a job?
- ★ How can I help my child deal with my spouse's deployment?
- ★ Where can I get information about budgeting, car buying, or saving and investing?
- ★ How do we prepare for my spouse's upcoming retirement?
- ★ Where can I get information about relocating to our new duty station?
- ★ My spouse and I are having marital problems; where can we get counseling?
- ★ My spouse is physically abusing me; where can I get help?
- ★ I need help managing stress; where can I go?
- ★ Where can we get a speaker for the next Family Readiness Group meeting?

All Fleet and Family Support Centers provide information, training and counseling, or coaching in each of the following areas:

Command support: Provides programs such as ombudsman training, workshops for leadership spouses and training in areas such as family violence intervention, sexual assault prevention, suicide prevention, financial GMTs, pre-deployment, return and reunion, homecoming briefs, etc.

Counseling: Short term and solution focused. Active-duty service members may have priority since they cannot use TRICARE for counseling services. Consultation with a counselor may provide referral to support groups or other community counseling agencies.

Deployment and Mobilization: Provides educational briefings and print materials to prepare Sailors and their families for deployment. Programs and materials are available to support family members during the deployment and to prepare Sailors and loved ones to reunite after the deployment. A commander's deployment toolkit is available at the local FFSC to help leadership prepare families for deployment.

Family Advocacy Program: Provides educational briefings to help identify and prevent domestic abuse. Once abuse has occurred, a variety of intervention services are available, including individual and group counseling, education, and tracking of families who have recently experienced abuse or neglect.

NOTES:

Family Employment Readiness Program: Available to anyone with an ID card, including spouses, teenagers, retirees and active-duty Reserve personnel. Workshops and individual assistance in creating a resume, conducting a job search, preparing for an interview, working in the federal employment system, starting your own business and more is available.

Life Skills: Provides extra support and training when it comes to couples communication, stress and anger management, suicide awareness, time management, and marriage and parenting classes.

New Parent Support Home Visitation Program (NPSHVP): Offers voluntary prenatal and postpartum education and support services. The Navy's NPS program is an early intervention home visiting program designed to promote healthy family functioning, child development and positive parent-child interactions, as well as to provide advocacy and referral to other services.

Ombudsman Program: A command-operated program intended to improve communication between the command and a Sailor's family members. The Ombudsman Coordinator is an FFSC staff member who works with the program to provide information and resources to service members and their families.

Personal Financial Management: Provided through the command financial specialist (CFS). The specialist is a service member at each command who receives training through FFSC. Information about financial planning, consumer awareness, checkbook management, using credit wisely and more are available through the command CFS and through the FFSC financial educator.

Relocation Assistance Program: Readies service members for a Permanent Change of Station (PCS) move with individual consultations, written materials, Internet and audio-visual resources, and workshops such as Smooth Move and Overseas Transfer. For Sailors, upon arrival to the new duty station and departure from the current duty station, many FFSCs have Lending Lockers with basic household goods such as futons, tables, chairs, cribs, pots, pans, ironing board and irons, etc., available for use at no charge or for a nominal cleaning fee.

Sexual Assault Prevention and Response (SAPR) Program: Provides a comprehensive, standardized, victim-sensitive system to prevent and respond to sexual assault Navy-wide through awareness and prevention education, victim advocacy and data collection.

Transition Assistance Program (TAP): Available through a multi-day class co-sponsored by the Department of Labor, the Department of Defense and the Department of Veterans Affairs. Information about Veterans Affairs, medical, retirement pay and other benefits and services are provided. Information about searching for a second career also is provided. Spouses are encouraged to attend the TAP for separating and retiring service members. Volunteer Services Program allows individuals to develop skills, maintain skills and give back to the military community by volunteering at the FFSC or getting a referral for a volunteer opportunity on base or in the local community.

Ombudsmen are encouraged to schedule an orientation tour of the FFSC to meet the staff and familiarize themselves with the local FFSC's programs and services.

MilitaryHOMEFRONT http://www.militaryhomefront.dod.mil

MilitaryHOMEFRONT is the DOD Web site for official Military Community and Family Policy program information, policy and guidance designed to help troops and their families, leaders and service providers. MilitaryHOMEFRONT provides links to:

- ★ ***Military Installations:*** Allows a user to locate a military installation and services. View articles, photos, major unit listings and contacts for programs and services worldwide.
- ★ ***Plan My Move:*** Helps service members and their families take control of their PCS by providing information on benefits and allowances, a relocation budget planner, installation overview and even a customizable calendar tool that contains to-do lists, checklists and phone lists.
- ★ ***eNewsletters:*** Contains articles on the latest news and events occurring in the military world, on everything from new parent support, to injured military, to finances.

Military OneSource http://www.militaryonesource.com

Military OneSource is a support service sponsored by the DOD and provides phone consultation, counseling referrals and online access at no cost to military members and families. The Web site provides information and resources about personal and professional topics. Users must register with the site to access some of the features. The caller or online contact is asked for service affiliation, and the information or resources are customized for the Navy as applicable.

There are articles and links to topics including:

- ★ Financial
- ★ Disability
- ★ Midlife and retirement
- ★ Addictions and recovery
- ★ Work
- ★ Health
- ★ Parenting and child care
- ★ Relocation
- ★ Personal and family readiness

Military OneSource has several useful features:

- ★ The Web site is available anytime.
- ★ Telephone numbers are available 24 hours a day for individuals to call and talk with a consultant.
- ★ The staff will research a topic and send results.

NOTES:

- ★ Referrals for private counseling sessions and legal consultations are available.
- ★ There are separate numbers for TTY/TDD service and to reach Spanish-speaking consultants. Simultaneous translation in more than 150 languages is available.

To talk to a Military OneSource consultant:

Stateside: call 1-800-342-9647
Collect from Overseas: 800-3429-6477 (use applicable access codes, 122-001-010 for Japan, S-KT, Singapore and Thailand, 001 for Korea, S-Darcom and 00 for all others.)
Collect from Overseas: 1-484-530-5908
For Spanish (En español llame al): 1-877-888-0727
TTY/TDD: 1-800-346-9188
VoIP: 1-800-342-9647

Navy Legal Services http://www.jag.navy.mil

The Department of the Navy legal assistance program provides free attorney assistance to uniformed service members, their family members and dependents, and other eligible clients for some types of personal legal matters.

All legal assistance services are provided subject to the availability of staff legal resources. Legal assistance is provided at all Naval Legal Service Offices (NLSO), regional legal service providers and at their detachments and branch offices. Attorneys counsel clients on numerous topics but not on any that involve military justice or actions against the United States government. Some of the types of information provided include:

- ★ Adoption.
- ★ Advance medical directives.
- ★ Domestic relations.
- ★ Immigration and naturalization.
- ★ Consumer issues.
- ★ Landlord-tenant issues.
- ★ Servicemembers Civil Relief Act.
- ★ Notary service.
- ★ Powers of Attorney.
- ★ Wills.

NLSO offers no-cost consultation and services. Various legal issues have a financial component, including divorce and nonsupport, leases and contracts. NLSO provides counseling and assistance with personal legal problems, claims services, etc.

Navy-Marine Corps Relief Society (NMCRS) http://www.nmcrs.org/services.html

The Navy-Marine Corps Relief Society (NMCRS) is a private, nonprofit organization staffed primarily by volunteers. It provides educational and emergency financial assistance. There are no fees for services. Those eligible for services include:

- ★ Active-duty and retired Navy and Marine Corps personnel.
- ★ Family members of active-duty and retired personnel.
- ★ Family members of Navy and Marine Corps personnel who died on active duty or in a retired status.
- ★ Reservists on extended active duty (more than 30 days).
- ★ Indigent mothers (65 years or older) of deceased service members who have limited resources and no family to provide for their welfare.
- ★ Ex-spouses "20-20-20" (un-remarried former spouses whose marriage to a service member lasted for at least 20 years while the service member was on active duty).
- ★ Uniformed members of the National Oceanic and Atmospheric Administration (NOAA).

Services provided include:

1. Interest-free loans or grants to deal with emergency needs, such as:
   - ♦ Emergency transportation.
   - ♦ Funeral expenses.
   - ♦ Medical/dental bills (patient's share).
   - ♦ Food, rent and utilities, including deposits.
   - ♦ Disaster relief assistance.
   - ♦ Pay problem or delay.
   - ♦ Essential vehicle repairs.
   - ♦ Unforeseen family emergencies.
2. When the service member can afford to repay, financial assistance is provided as an interest-free loan. It is normally repaid by allotment. If repayment would cause a hardship, assistance may be provided as a grant, or a combination of grant and interest-free loan. NMCRS does not, however, assist with the purchase of non-essentials, nor does it supplement the income of persons who live beyond their means.
3. Education loans and grants are provided solely on the basis of the applicant's financial need, in accordance with policies established by the society's Board of Directors. All applicants must have at least a 2.0 grade-point average (on a 4.0 scale).
4. Lifetime benefits information assistance is available to the surviving spouse (or child, if there is no spouse) of a service member who dies on active duty after Jan. 1, 2004. The benefit is provided on behalf of NMCRS by the Armed Forces Service Corporation (AFSC) and entitles the surviving spouse or guardian to a lifetime of no-cost benefits

information support. No charges ever accrue to the survivor. The survivor receives an immediate analysis of the benefits available, tailored to the specific situation. Help is also available with claim processing and to answer questions about survivor benefits and family assistance needs. Each year for the rest of the surviving spouse's life, AFSC sends updated entitlement information and notifies the spouse whenever changes occur.

5. Money management services, such as developing a budget, and classes on budgeting and ways to save are offered.
6. Emergency food may be available via food lockers or vouchers to the commissary or local grocery store.
7. Layettes with more than $100 worth of baby items are available. Check with the local NMCRS to see if there are income requirements or if recipients are asked to participate in a Budget for Baby workshop.
8. Thrift shops are available at many installations. They re-sell usable clothing, furniture, household goods and uniforms at nominal cost. NMCRS volunteers manage these thrift shops.
9. Visiting nurse services are available by request at some local offices to check on a newborn, change bandages or provide other medical advice and assistance to the homebound.

Naval Services FamilyLine http://www.cnic.navy.mil/familyline

Naval Services FamilyLine is a volunteer, nonprofit organization dedicated to empowering sea service families to meet the challenges of military lifestyle through information and resource assistance. Established in 1965 by and for Navy families, FamilyLine also supports Marine Corps and Coast Guard families.

Naval Services FamilyLine distributes the following publications:

- ★ *Social Customs and Traditions of the Sea Services* acquaints the spouse with some of the social customs, traditions and organizations that are part of the sea services community.
- ★ *Guidelines for the Spouses of Commanding and Executive Officers* contains information and helpful suggestions to assist the spouse of new COs or XOs.
- ★ *Guidelines for the Spouses of Master Chiefs or Chiefs of the Boat* offers helpful hints and information for spouses of new CMCs and COBs.
- ★ *Guidelines for the Spouses of Chief Petty Officers* was developed by senior enlisted spouses. It offers helpful hints and information for spouses of new CPOs.
- ★ *Launching Clubs and Family Readiness Groups* gives suggestions on how to start a new club or readiness group, as well as ideas for activities and projects for those already established.
- ★ *Military Families: Money and Mobility* is provided by the National Military Family Association and addresses the unique financial concerns of military personnel and their families.

- ★ *IA Family Handbook* provides information on what to expect when your Sailor does an Individual Augmentee assignment.
- ★ *Are You Ready? Guidelines for Navy Family Emergency Preparedness* provides an explanation of entitlements, allowances and benefits and explains the mobilization process. A variety of resources are offered, including checklists to assist you in making sure all your important documents are in order.
- ★ The Naval Services FamilyLine Portfolio for new spouses includes the following booklets and brochures: *Welcome Aboard, Sea Legs, Money and Mobility, Social Customs and Traditions of the Sea Services, Navy Wives' Clubs of America, Helping Hand, TRICARE-at-a-Glance, Be Money Wise*, COMPASS information sheet and Federal Voting Assistance Program.

COMPASS, an orientation program in which spouses mentor spouses on the Navy lifestyle, is sponsored by FamilyLine. Volunteers answer telephone calls and e-mail to provide information and referral services to sea service families.

Contact FamilyLine at:

Naval Services FamilyLine
Washington Navy Yard, Bldg. #154
1043 Harwood Street, SE,
Washington, DC 20374

Toll Free: 1-877-673-7773
Fax: (202) 433-4622
E-mail: nsfamline@aol.com
Web site: http://www.cnic.navy.mil/familyline

Naval Criminal Investigative Service (NCIS) http://www.ncis.navy.mil

Naval Criminal Investigative Service is the Navy's primary law enforcement and counterintelligence arm. It works closely with local, state, federal and foreign agencies to counter and investigate the most serious crimes, including:

- ★ Terrorism
- ★ Espionage
- ★ Homicide
- ★ Sexual assault
- ★ Certain instances of domestic abuse
- ★ Child abuse
- ★ Arson
- ★ Procurement fraud

NCIS is always involved when any of these crimes happen on an installation. When these crimes occur outside the gates, NCIS works closely with local civilian authorities. NCIS maintains a worldwide presence with agents even stationed aboard large Navy ships. Special

NOTES:

agents operate from 14 field offices, including one operational unit dedicated to counterespionage and more than 140 individual locations around the globe.

Personnel Support Detachment (PSD)

Ombudsmen frequently receive questions about the Defense Eligibility Enrollment System (DEERS) and identification cards. The Navy's Personnel Support Activity (PSA) is the agency that provides administrative, personnel, pay and transportation support, including:

- ★ DEERS support.
- ★ Family and service member identification cards.
- ★ Transportation services.
- ★ Travel claim processing.
- ★ Transition processing.
- ★ Medical accession.

Each installation has a local Personnel Support Detachment to provide assistance to service members and their families.

School Liaison Program http://militaryk12partners.dodea.edu/reference_navySLs.html

School Liaison Officers (SLO) can help parents connect to new schools when making a PCS move. SLOs work with local school districts to ensure school personnel are aware of the stress military families may face due to frequent moves and extended deployments. Parents, school personnel and community members with questions on school-age military child education are encouraged to contact their local SLO.

SLOs prepare students, parents, schools and Navy leaders to respond to PCS and deployment issues that affect school-age children. They help Navy families be the best advocates for their child's education. They also will connect Navy Child and Youth Education Services' Youth Sponsorship program to school districts serving Navy families.

SLOs will provide six core services:

- ★ School transition services: Focus is on PCS moves and "leveling the playing field" for transitioning military children and youth.
- ★ Deployment support: SLOs will serve as a conduit, connecting educators to the Navy deployment support system to provide information about the cycles of deployment and tools that are available to assist them when working with Navy children.
- ★ Command, School, Community Communications: The SLO will provide support as the subject-matter expert for commanders on K-12 issues to connect command, schools and community resources.

- ★ Home school linkage and support: SLOs will assist Navy families by gathering and sharing information on home-schooling issues, policies and legislation from local school districts. In addition, they will use Navy Child and Youth Programs resources to support these families.
- ★ Partnerships in Education (PIE): PIE creates a volunteer network of resources to support all installation and community members who have a stake in the success of all youth.
- ★ Postsecondary preparation: SLOs will leverage installation and school resources to provide graduating military students access to post-secondary information and opportunities.

TRICARE http://www.tricare.mil

TRICARE is the health care program for active-duty military, active-duty service families, retirees and their families, survivors and other beneficiaries. Reservists and National Guardsmen are eligible for TRICARE coverage when they are on active duty, and pre- and post-mobilization. It is a fully integrated system that brings together the health care resources of the Army, Navy, Air Force and Coast Guard. TRICARE supplements these services with civilian health care professionals to provide better access and high-quality service, while maintaining the ability to support military operations.

The four most common TRICARE programs:

- ★ TRICARE Prime
- ★ TRICARE Extra
- ★ TRICARE Standard (formerly called CHAMPUS)
- ★ TRICARE Reserve Select

TRICARE provides a dental benefit, a pharmacy program and TRICARE for Life for most Medicare-eligible uniformed service retirees. There is also a Program for Persons with Disabilities (PFPWD) that can help with some of the costs associated with specialized medical equipment and services. In addition, mental health services are available. Each TRICARE program has its own eligibility and enrollment requirements. Individuals must be registered in DEERS to be eligible for any TRICARE benefits. Enrollment for TRICARE coverage is subject to location, eligibility category and the specific program requirements.

Costs and enrollment fees differ by program.

A working spouse may be eligible for TRICARE coverage even if they have other health insurance. However, they should inform their health care provider so that benefits can be coordinated.

Health benefits advisers are available at the local TRICARE Service Center or military treatment facility to help families with questions about services.

NOTES:

Local Resources

Some local resources in my area:

_____

_____

_____

_____

_____

_____

Recommending the Right Resource (I&R Resource Cards)

Scenario 1

A Sailor and her family are traveling cross-country for a PCS move to your command. They are in a car accident in Kansas. Everyone is OK, but their car needs emergency repairs that they cannot afford.

Answer:_____

Scenario 2

A new Navy spouse has questions about her Sailor's pay, but the command is deployed. Where might she be able to get answers?

Answer:_____

Scenario 3

All of Janie Jones' children are now in school and she would like to get a job. Where can she go for help?

Answer:_____

Scenario 4

A mother of a 2-year-old thinks her child might be displaying signs of autism. Where do you refer her?

Answer:_____

Scenario 5

A young couple relocates to your command. The wait for military housing is long and they cannot afford the deposits for an apartment even though they could afford the monthly rent and utilities. What suggestions do you have for them? (Offer at least two.)

Answer:_____

Scenario 6

A spouse calls and tells you she is not getting her court-ordered child support payments from her former husband, who is a chief at the command. What do you recommend?

Answer:_____

Scenario 7

You receive a call from an activated Reservist's spouse assigned to your command asking where to get more information about the Servicemembers Civil Relief Act. Where do you direct the caller?

Answer:_____

Scenario 8

Susie Smith's son turned 10 and is eager to get an ID card. Where do you direct them?

Answer:_____

Scenario 9

Jim and Betsy are having marital problems and would like to get counseling. Where do you refer them?

Answer:_____

Scenario 10

An anonymous caller contacts you and tells you he thinks his neighbor, a Sailor at your command, may be involved in child pornography. Whom do you suggest he contact?

Answer:_____

Scenario 11

A new Navy spouse calls you with questions about a bill received for medical care. Where do you refer the caller?

Answer:_____

NOTES:

Scenario 12

The CO asks you to assist in forming a command Family Readiness Group. Where can you go for help?

Answer:_____

Scenario 13

It is 1 p.m. on a weekday and Marsha James is frantic. She is the wife of ET3 James and mother of 2-month-old Charlotte. She is calling to ask what to do, because her electricity is going to be turned off at 5 p.m. and Charlotte has health issues that require the use of electricity. Where should she turn?

Answer:_____

Resource Management

Ombudsmen need to be familiar with commonly used resources within their community.

This allows them to provide basic information and referrals quickly and efficiently.

Learn about resources:

- ★ Through fellow ombudsmen.
- ★ By reading local publications.
- ★ Searching the Internet.
- ★ Contacting the local Chamber of Commerce or United Way.
- ★ Through the Fleet and Family Support Center.
- ★ Public service announcements on television and radio.
- ★ Networking.
- ★ Attending the local Ombudsman Assembly and other relevant meetings.
- ★ Reviewing the local telephone book.
- ★ Contacting Military OneSource.
- ★ Taking advanced training.

When gathering information about an organization, ask:

- ★ What services are offered?
- ★ Is the agency a nonprofit organization?
- ★ How much do the services cost?
- ★ Are services confidential?

- ★ Are the staff members professional, licensed or certified?
- ★ Are appointments available in a timely manner?
- ★ Does the agency have experience working with military personnel and their families?
- ★ Are they known to have a good record with the Better Business Bureau?

Although it may seem daunting at first, becoming familiar with resources is relatively easy. In fact, there will be many resources referred to so often that ombudsmen will have the telephone number or Web address memorized!

Keep resources current by reviewing them at least every six months. Anytime an ombudsman makes a referral, they should ask the caller to contact them if any of the information provided is no longer current. In addition, ombudsmen should make follow-up calls to ensure callers got the information they needed. Follow-up provides ombudsmen with the opportunity to ensure resource accuracy, demonstrates they care about the caller and offers an opportunity to provide additional information, if needed.

Resource Organization

To dispense information, ombudsmen must "have it or know where to get it."

Most ombudsmen maintain some type of resource file. Some choose to organize resources alphabetically, and others group them into categories, such as:

- ★ Child care.
- ★ Resources for the disabled.
- ★ Housing.
- ★ Medical.
- ★ Employment.
- ★ Domestic abuse.
- ★ Recreation.
- ★ Food.
- ★ Money.

Everyone has their own system. Some use:

- ★ A loose-leaf notebook.
- ★ File folders.
- ★ Computer listings.
- ★ Rolodex.
- ★ Stacks of similar resources.
- ★ Business cards.
- ★ Bulletin boards.

NOTES:

Whatever system, it is important to keep it up-to-date. In some areas, there are so many resources it would be impossible to stay abreast of all of them. Stay current with the most-referred-to organizations and have the name and number of FFSC and Military OneSource handy. Callers can be referred directly to these resources or the ombudsman can contact the FFSC and get back to the caller. Personally visit agencies or attend a briefing about frequently referred agencies.

4. Summary

A wealth of resources is available to assist service members and their families. Providing information about these resources can be the most valuable service ombudsmen provide to those in need.

MODULE 7:
CRISIS CALLS AND DISASTERS

Introduction

Although most of the calls ombudsmen handle will be routine, they need to be prepared to handle individual crises. This chapter prepares ombudsmen to deal with families experiencing:

- ★ Domestic abuse.
- ★ Child abuse.
- ★ Sexual assault.
- ★ Suicide.
- ★ The death of a loved one.

It also looks at disasters, including:

- ★ Disaster preparedness.
- ★ Possible ombudsman disaster assistance roles.
- ★ Disaster assistance organizations.
- ★ Dealing with the media.

Crisis

Since ombudsmen may deal with these types of calls infrequently, they may feel anxious or unsure about how to handle them. Ombudsmen should remember the importance of their information and referral (I&R) role.

An ombudsman's role during a crisis is to:

- ★ Recognize the crisis.
- ★ Refer for assistance.
- ★ Report crisis incidents as required by law, military directives and/or their commanding officer.

NOTES:

Domestic Abuse

Domestic abuse is:

- ★ Domestic violence or
- ★ A pattern of behavior resulting in emotional/psychological abuse, economic control and/or interference with personal liberty when such violence or abuse is directed toward a person of the opposite sex who is:
  - ♦ A current or former spouse;
  - ♦ A person with whom the abuser shares a child in common; or
  - ♦ A current or former intimate partner with whom the abuser shares or has shared a common domicile.

Domestic violence is:

- ★ An offense under the United States Code or the Uniform Code of Military Justice that involves the use, attempted use or threatened use of force or violence against a person of the opposite sex, or
- ★ A violation of a lawful order issued for the protection of a person of the opposite sex, who is:
  - ♦ A current or former spouse;
  - ♦ A person with whom the abuser shares a child in common; or
  - ♦ A current or former intimate partner with whom the abuser shares or has shared a common domicile.

Recognizing Domestic Abuse

According to DoD Instruction 6400.06, the DOD recognizes that domestic abuse can fall into three categories.

- ★ Physical
  - ♦ Hitting
  - ♦ Kicking
  - ♦ Slapping
  - ♦ Biting
  - ♦ Burning
  - ♦ Throwing objects
  - ♦ Sexual assault
- ★ Emotional or psychological
  - ♦ Yelling
  - ♦ Name-calling
  - ♦ Threats

- Isolation
- Blaming
- Shaming
- Intimidation
- Obsessive behavior (extreme jealousy, dominance, rage)

★ Economic

- Stealing
- Withholding basic necessities (food, clothes, medications, shelter)
- Withholding money or credit cards
- Making someone account for every penny spent
- Sabotaging someone's job (making them miss work, calling constantly)

Individuals who abuse their spouse or partner choose to be abusive or use violence. The following are some risk factors:

★ Cultural tolerance for violence against women.

★ Rigid beliefs about gender roles.

★ Childhood experiences of witnessing family violence.

★ Poor communication and anger management skills.

★ Financial problems.

★ Deployments and reunions (can heighten the risk if other risk factors exist).

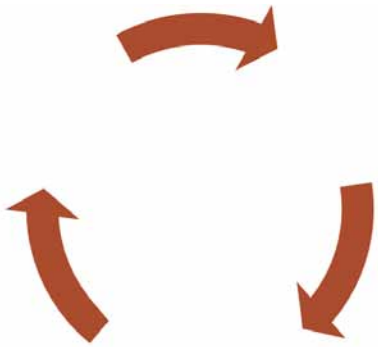
★ Marital conflict and instability.

★ Desire for power and control in relationships.

★ Exhibits anger and hostility toward partner.

Spouse/partner abuse often occurs in conjunction with alcohol or drug abuse, but violence is not caused by substance use. Eliminating substance abuse does not eliminate the abuse.

Cycle of Violence



The cycle of violence explains the dynamics of how domestic abuse often, but not in all cases, becomes a pattern. It encompasses the following three stages:

1. Tension building:
   - Stress builds.
   - Victim senses danger.
   - Minor conflicts may occur.
   - Victim hopes that things will get better.

NOTES:

2. Violent episode:
   - Abuser blames victim for the abuse.
   - Victim may escape and return after the abuse ends.
   - Serious injury or death may occur.
3. Honeymoon phase:
   - May last days, months or years.
   - Family in shock.
   - Batterer feels remorseful, ashamed and guilty.
   - Batterer seeks forgiveness and may be kind and loving.
   - Victim denies and minimizes the abuse to cope.

Reporting Domestic Abuse

Physical and sexual assaults that occur within the family merit the same concern and level of intervention as any assault between unrelated persons. All allegations of domestic abuse should be reported to the FFSC Family Advocacy Program Family Advocacy Program (FAP) counselor. The ombudsman must inform the family member of the importance or reporting cases of domestic abuse. Ombudsmen should consider domestic abuse to have been alleged if the spouse discloses to the ombudsman an incident of abuse, a third party (e.g., a child) discloses to the ombudsman that they witnessed domestic abuse, or the ombudsman has first-hand knowledge of an incident of domestic abuse. Trained professionals should determine the validity of any allegations, not the ombudsman or the command.

An ombudsman who suspects domestic abuse should advise the individual that support is available and provide information on available FFSC FAP or community services.. If the ombudsman feels that the life, health or safety of an individual is in imminent danger, contact 911 or the local emergency services. The ombudsman is required to report the situation immediately to FAP and the appropriate command. Safety is the ultimate concern for anyone involved in an abusive situation. If there is no FFSC located near your command, report the domestic abuse to the command and provide local resource information.

Ombudsmen should know the reporting options for victims of domestic abuse. As of August 2007, adult victims of domestic abuse have two reporting options:

★ ***Restricted reporting:*** allows a victim to seek medical attention, counseling or other human services by reporting *only* to a victim advocate, victim advocate's supervisor or health care professional without requiring that notice be provided to the alleged offender's commander or to a criminal investigative organization. Restricted reporting is intended to give adult victims additional time, while benefiting from receiving relevant information and support, to make more informed decisions about reporting the domestic abuse incident to the appropriate commander.

- ★ ***Unrestricted reporting:*** Victims of domestic abuse who want to pursue an official command or criminal investigation of an incident should use current reporting channels, such as chain of command, FAP or law enforcement. Victim advocacy services and FAP clinical services will be offered to the victim and, at the victim's request, any forensic medical examination deemed appropriate.

Anytime a spouse tells an ombudsman about domestic abuse, the ombudsman is *required* under OPNAVINST 1750.1F to report it, because an ombudsman cannot offer the restricted/unrestricted reporting options. However, the ombudsman should try to keep family members informed of these options so the victim can use them *before* making the decision to talk about the abuse with their ombudsman.

Is it Abuse? (Class activity)

After a Family Readiness Group (FRG) meeting, one of the spouses in your command asks to speak with you in private. You find a quiet adjoining room. She seems uncomfortable and is having difficulty getting started. You try to put her at ease. After a few minutes, she discloses that she is having some marital problems and would like to know where she can go to get help. Before you can interject, she goes on to say that she and her husband had an argument over the weekend that got loud and out of hand.

a. Is this a reportable situation? If so, why? If not, why not?

_____

_____

b. What do you do now?

_____

_____

c. What information can you provide about available help?

_____

_____

Continuing on, the spouse adds that her oldest child, who was home at the time, became distraught when her husband grabbed her and threatened to hit her if she did not stop nagging him.

While relating this, she demonstrates by pulling back her closed fist.

a. Is this a reportable situation? If so, why? If not, why not?

_____

_____

NOTES:

b. What do you do now?

_____

_____

c. What should you tell the spouse?

_____

_____

Child Abuse

Child abuse definitions vary by state. Child abuse is defined as the physical or mental injury, sexual abuse or exploitation, or negligent treatment of a child. It does not include discipline administered by a parent or legal guardian to their child, provided it is reasonable in manner and moderate in degree and otherwise does not constitute cruelty.

Recognizing Child Abuse

The earlier child abuse is caught, the better the chance of recovery and appropriate treatment for the child. Child abuse is not always obvious. By learning some of the common warning signs of child abuse and neglect, you can catch the problem as early as possible and get both the child and the abuser the help they need.

Warning signs may include, but are not limited to:

- ★ Excessive withdrawal, fearfulness or anxiety about doing something wrong.
- ★ Showing extremes in behavior (extremely compliant or extremely demanding; extremely passive or extremely aggressive).
- ★ Frequent injuries or unexplained bruises, welts or cuts.
- ★ Wearing inappropriate clothing to conceal injuries, such as long-sleeved shirts on hot days.
- ★ Untreated illnesses and physical injuries.
- ★ Making strong efforts to avoid a specific person, without an obvious reason.
- ★ Displaying knowledge or interest in sexual acts inappropriate to his or her age, or even seductive behavior.

Reporting Child Abuse/Neglect

When allegations of child abuse or neglect come to the attention of an ombudsman, FFSC FAP and the commanding officer or POC shall be notified. FAP will also inform the member's command, and law enforcement officials, if necessary.

A child's safety and well-being are protected by law. All states and U.S. territories have mandatory child abuse/neglect reporting statutes. All Department of Navy personnel, as well as ombudsmen, must report any incident or suspected incident of child abuse occurring on a military installation or involving persons eligible for FAP services to a counselor for the local FAP.

The threshold for reporting is low in that even the suspicion of child abuse/neglect must be reported. Suspected child abuse incidents that do not involve individuals eligible for FAP services should be reported to the nearest local law enforcement authorities and state child protective services agency. Ombudsmen must inform the family member of the requirement to report domestic abuse.

When making a report, the following information is needed:

- ★ Names of those involved.
- ★ Type of abuse.
- ★ Information about the situation—What happened? Were weapons used? Is there a history of violence? Were threats to harm or kill made?
- ★ Some way for FAP to contact the family, such as name, address, Social Security number or command.

Sexual Assault

Sexual assault is defined as intentional sexual contact characterized by use of force, physical threat, abuse of authority or when the victim does not or cannot consent. Sexual assault includes:

- ★ Rape.
- ★ Nonconsensual sodomy.
- ★ Indecent assault.
- ★ Attempts to commit such acts.

NOTES:

SEXUAL ASSAULT MYTHS AND FACTS

Read each statement and circle "T" if you believe the statement is true or "F" if you believe the statement is a false.

T F 1. A rapist is sexually driven.

T F 2. Most victims are assaulted by strangers.

T F 3. Most victims of sexual assault do not report it.

T F 4. People who are sexually assaulted ask for it because of the way they dress, excessive drinking, being out late, and being alone.

T F 5. It is impossible to sexually assault someone against their will. If they did not want to be assaulted they could have fought or run away. If there are no bruises or injuries, there was no assault.

In a sexual assault, the majority of the crime scene is the victim's body. Therefore, if the victim chooses to report the crime and seek justice, they must make some decisions while they most likely are still in shock. Most often the victim of a sexual assault is acquainted with their attacker. The attacker may be a friend, neighbor, co-worker or even their spouse (marital rape). This type of rape is called acquaintance rape. Other types of rape include stranger rape and gang rape. There are many misperceptions about sexual assault. It is not the ombudsman's job to determine whether an assault occurred but to be supportive and provide whatever assistance is necessary.

Assisting Victims of Sexual Assault

When an ombudsman receives a call from a sexual assault victim, they can follow the PACT model as discussed in Chapter 6: Information and Referral. Some additional steps also need to be taken. Unlike professional victim advocates who must first establish a relationship when working with a victim, ombudsmen are a step ahead in the initial contact in that the caller contacted them. Therefore, the caller already sees the ombudsman as someone who can help.

It will be important to the caller to link them with a sexual assault victim advocate as soon as possible. Victim advocates are Fleet and Family Support Center (FFSC) staff, rape crisis center staff, volunteers and active-duty personnel who have been trained to assist a sexual assault victim though the initial trauma, investigative, medical and legal procedures associated with the crime.

Problem

If the caller identifies himself or herself as a recent victim of a sexual assault, ask:

- ★ What is your name (if unknown)?
- ★ Where are you now?
- ★ Are you safe?
- ★ If currently in danger: Can you get to a safe place? If the caller is in danger, get their location and call 911 or the police.
- ★ Do you need medical attention?

It is important to get as much identifying information as possible in case the telephone connection is interrupted or the police need to be contacted.

Assess

Ask open-ended questions to get information about:

- ★ What happened?
- ★ When did it happen?

This is important because the assault may have just occurred or it may have occurred several weeks ago. Knowing what the current situation is allows one to proceed appropriately.

Inform the caller that sexual assault is a crime. As a crime victim, one has rights:

- ★ They can report the crime and make a statement, or not.
- ★ They can have a professional advocate, chaplain or friend with them during the police interview.
- ★ They can seek medical treatment, or not.
- ★ They can allow physical evidence to be recovered from their body, or not.
- ★ They can have a professional advocate, friend or family member with them during the medical exam.

Ombudsmen should ask if the caller wants them to contact the police. If the assault victim does not want to prosecute the offender, encourage them to seek medical treatment. Even if they do not believe they are injured, they are at risk for sexually transmitted diseases and pregnancy, and they need medical evidence should they later choose to proceed with legal options.

NOTES:

If the victim wants to proceed with legal action, they should be instructed to preserve potential evidence. This means the victim should be instructed not to:

- ★ Bathe or shower.
- ★ Brush their teeth.
- ★ Change clothes.
- ★ Drink or eat.
- ★ Smoke a cigarette.
- ★ Use the bathroom.

Choose

Explore options by asking questions. Help an assault victim restore their power by encouraging them to make decisions. Strongly encourage them to at least accept a referral to a professional advocate. The Sexual Assault Prevention and Response (SAPR) Coordinators are available through FFSC or avodvocates are available at a local rape crisis center (whose number is listed in the local phone book).

Ask:

- ★ Do you have a friend or neighbor who can be with you?
- ★ Is there a family member you would like me to notify?
- ★ Do you need a ride to the emergency room for medical treatment?
- ★ Do you want me to call the police, or do you have anyone there who can call?
- ★ Do you have children? If so, where are they now? Who can take them for a while?

Try

Ombudsmen should close a call by agreeing to the actions to be taken by the caller and by the ombudsman. At minimum, the ombudsman should get the caller to agree to either contact a victim advocate or allow the ombudsman to contact a victim advocate. The caller is most likely in shock and will need assistance once the reality of the assault is realized. Offer to contact the caller later in the day or the following day to demonstrate concern and to ensure contact with the advocate was made.

Suicide

Ombudsmen may get a call from a person who is so overwhelmed by their current situation they are considering suicide and have called the ombudsman for help.

Recognizing Suicide Warning Signs

Suicidal warning signs may include:

- ★ Talking about death or a preoccupation with death.
- ★ No hope for the future.
- ★ Self-loathing or self-hatred.
- ★ Seeking out lethal means.
- ★ Getting affairs in order (composing a will, giving things away, saying goodbye) .

Conditions associated with increased risk of suicide include:

- ★ Death or terminal illness of relative or friend.
- ★ Divorce, separation, broken relationship.
- ★ Loss of health.
- ★ Loss of job, home, money, status, self-esteem, personal security.
- ★ History of alcohol or drug abuse.

Depression that seems to quickly disappear for no apparent reason is cause for concern. The early stages of recovery from depression can be a high-risk period for suicide.

Difficult times include holidays, anniversaries and the first week after discharge from a hospital; just before and after diagnosis of a major illness; just before and during disciplinary proceedings.

Emotional changes associated with risk for suicide include:

- ★ Overwhelming pain that threatens to exceed the person's ability to cope with it.
- ★ Hopelessness or the feeling that the pain will continue or get worse; things will never get better.
- ★ Powerlessness – the feeling that one's resources for reducing pain are exhausted.
- ★ Feelings of worthlessness, shame, guilt, self-hatred, that no one cares.
- ★ Person becomes sad, withdrawn, tired, apathetic, anxious, irritable or prone to angry outbursts.

Behavioral changes associated with risk for suicide include:

- ★ Giving away possessions or making a will.
- ★ High-risk behaviors that may include speeding and reckless driving.
- ★ Explicit statements of suicidal ideation or feelings.
- ★ Self-inflicted injuries such as cuts, burns or head banging.
- ★ Inappropriately saying goodbye.
- ★ Declining performance in school, work or other activities.
- ★ Social isolation or association with a group that has different moral standards than those of the family.

NOTES:

- ★ Declining interest in sex, friends or activities previously enjoyed.
- ★ Neglect of personal welfare, deteriorating physical appearance.
- ★ Alterations in either direction in sleeping or eating habits.

How to Assist Individuals at Risk for Suicide

Ombudsmen should not worry about using the right words if they get a call from a potentially suicidal person. A concerned tone of voice and knowledge of resources to help the caller is what is most important.

Listen

Let the person unload despair and ventilate anger. If given an opportunity to do this, they may feel better by the end of the call. No matter how negative the call seems, the fact that it exists is a positive sign – a cry for help. Be sympathetic, nonjudgmental, patient, calm and accepting. The caller has done the right thing by getting in touch with another person. The 1-800-273-TALK (8255) Suicide Prevention Lifeline is staffed by trained professionals 24 hours a day to help in an immediate crisis

Provide as a resource with other resources available.

Ask: Are you having thoughts of suicide?

Asking the question does not put the idea in someone's head. This demonstrates to the caller that they are being taken seriously, that it is OK to talk about their pain and that help is available. Avoid arguments, problem solving, advice giving, quick referrals, belittling or making the caller feel that they have to justify suicidal feelings.

Many times the caller will simply say they are not thinking about harming themselves.

- ★ If the caller says they are contemplating suicide, ask:
- ★ Have you thought about how you would do it? (PLAN)
- ★ Do you have what you need? (MEANS)
- ★ Have you thought about when you would do it? (TIME FRAME)

Ninety-five percent of all suicidal callers will answer "no" at some point in this series of questions or indicate that the time is set for some date in the future. Simply talking about their problems for a length of time helps a suicidal person by giving relief from loneliness and pent-up feelings, increasing awareness that another person cares and allowing feeling of being understood. They also get tired – their body chemistry changes. Talking about their emotional pain takes the edge off their agitated state.

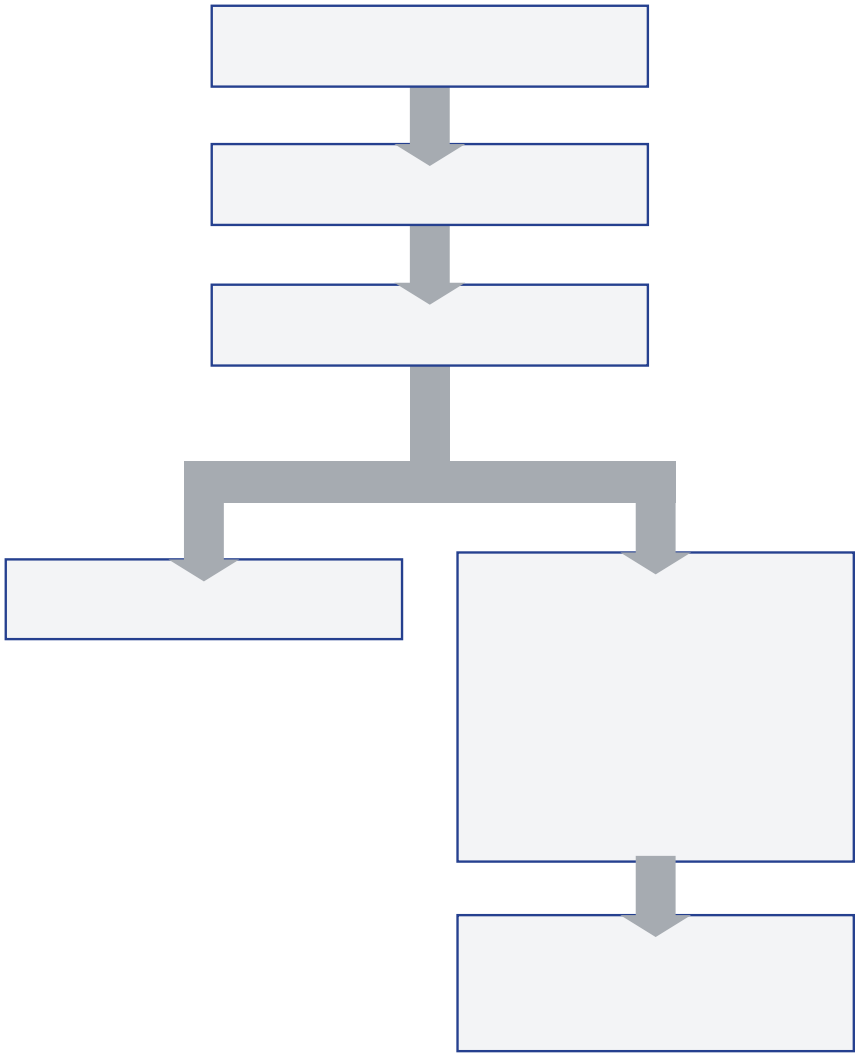
If drugs have been ingested

Get the details (what, how much, alcohol, other medications, last meal, general health) and call 911. Keep the person on the phone and use another phone line (if available) to call.

Notify the command

Ombudsmen should keep the situation confidential within Navy regulations and the law but notify the command as directed by the commanding officer.

POSSIBLE SUICIDAL CALLER



NOTES:

Death of a Loved One

The Five Stages of Grief

An ombudsman may be contacted to help a family member deal with the death of a loved one. The death of a parent, child, spouse or even pet can be devastating. Many Sailors and their families are young and have not experienced the death of a loved one before. According to Elisabeth Kübler-Ross, a psychiatrist who wrote extensively about death and dying, there are five stages associated with grieving:

- ★ Denial
- ★ Anger
- ★ Bargaining
- ★ Depression
- ★ Acceptance

Not everyone goes through all of them or in a prescribed order. These stages are often experienced in sequence, but individuals can cycle through these feelings in a different order and can return to previous phases as grief is processed.

1. *Denial*

   Upon hearing bad news, the most common reaction is shock and disbelief:

   - "That is not possible."
   - "There must be some mistake."
   - "You must have the wrong person."

   Time seems to briefly suspend itself, at least until the reality of the truth sets in.

2. *Anger*

   Anger may quickly set in. It may be directed at the messenger who delivers the news, the doctor, the person who caused the pain, even at God. There is a need to know why this happened and whether the loss could have been prevented—who is at fault? Some may turn their anger inward and blame themselves for what happened.

3. *Bargaining*

   People in crisis will make attempts to negotiate, either with another person involved or with God:

   - "Please give me one more chance and I promise things will be better."
   - "I will change."
   - "If you will reverse this, then I will ___ in return."

   No matter what is said or done, things will not go back to the way they were before. And that is when the next phase hits.

4. *Depression*

   Although Dr. Kübler-Ross called this phase depression, it is more accurate to describe it as a combination of loss and loneliness. The crisis survivor may experience remorse, regret or guilt that they are still able to enjoy life while their loved one no longer can. This intense sadness can leave an individual with sparse energy for work, chores, child care or outside activities.

5. *Acceptance*

   In time, and with support, individuals come to terms with the reality of the situation, recognize it as a fact of their new life, and gradually let go of the intense grief and move beyond suffering. Even with their new circumstances, they can find peace.

   There is no timetable for bereavement. Each person's experience is unique. For some, a few weeks' or months' time brings a sense of peace and renewed hope; others experience wave after wave of grief for years, with varying frequency and intensity.

Military-Related Deaths

Those whose loved ones die as a result of combat, a training exercise or other military-related cause may also:

- ★ Be preoccupied with how their loved one died: Did they feel pain, were they conscious, how long did the pain last?
- ★ Be angry at others who survived and find it difficult to talk to their significant others. They may wish that other people had died, not their loved one, and these wishes make them feel guilty.
- ★ Encounter practical problems in body identification, death notification procedures, funeral arrangements, body transportation and reclaiming the deceased's property. In some disasters, it is impossible to reclaim a body and they may only reclaim body parts, or have nothing to bury or to cremate.
- ★ Feel guilt about something they did or did not do when they last saw or talked with their loved one before they died. For example, they may have had an argument or marital problems.
- ★ Blame the victim for their own death, particularly if there was a warning before the event or the service member volunteered for duty.

Casualty Assistance Calls Officer (CACO)

A command CACO is responsible for making personal notification to the next of kin that their active-duty service member is dead, unaccounted for or reported missing. The CACO's role also extends to assisting with funeral arrangements as well as helping the survivors file the proper paperwork for receipt of their survivor benefits.

It is never appropriate for an ombudsman to accompany a CACO on the official notification visit or to contact the family about the casualty before CACO notification. An ombudsman may choose to offer support to a family after the CACO notifies the family through information and referrals, or just by being a listening ear for the grieving family.

NOTES:

Crisis Intervention

Crisis intervention can be described as emotional first aid. The goals of crisis intervention are to:

- ★ Restore individuals to their pre-crisis level of functioning.
- ★ Cushion the effect of the stressful event by offering practical and emotional support.
- ★ Identify and mobilize resources to cope with the crisis event.
- ★ Understand events leading to the crisis.

Remember, not every problem may be an actual crisis by definition, but the individual may experience it as a crisis. Perception is the key! Do not alienate the individual by placing one's own definition of crisis on the caller. Crises are different for each person. The ombudsman's role is to assist, not to judge.

The National Organization for Victim Assistance http://www.trynova.org suggests that helpers prepare to experience distress when working with a crisis victim. Ombudsmen should:

- ★ Be mentally available to a victim by putting their own thoughts and concerns aside.
- ★ Be prepared physically by eating properly, getting enough sleep and exercise.
- ★ Be aware of how they generally deal with stress.
- ★ Make sure they have dealt with their own issues.
- ★ Diversify activities. Make time for fun.
- ★ Know resources.
- ★ Educate themselves about reactions to crisis.
- ★ Establish and nourish a meaningful belief system.
- ★ Cultivate a support system.

In a crisis, it is tempting to try to take the problem away from the individual. However, it is important for the person experiencing the crisis to be able to deal with the trauma as it unfolds. Otherwise the trauma may never be adequately incorporated into the individual's overall life experiences. It can also damage the individual's self-esteem and increase feelings of helplessness and powerlessness.

A command ombudsman may take a more directive role if one or more of the following conditions exist:

- ★ The individual is in danger (i.e. if the attacker is still present).
- ★ The individual is so overwhelmed they have limited or no capability to care for themselves.
- ★ The individual is injured.

If these conditions do not exist, it is more appropriate to take a facilitative role. Ombudsmen can provide additional information to empower a crisis victim, give referrals to professional services and follow up to see whether the chosen option is working. By empowering an individual in crisis, the individual grows. They gain valuable coping and problem-solving skills, the ability to tolerate frustrating and painful situations, knowledge of resources and a sense of accomplishment.

Crisis Intervention Do's and Don'ts

Do:

- ★ Make sure the individual is safe.
- ★ Listen attentively, but do not force them to talk.
- ★ Get the caller's name and phone number without becoming intrusive.
- ★ De-escalate distressed clients by talking in a soft, calm voice and encouraging them to focus on what they are requesting.
- ★ Show concern, support, acceptance, hope and a positive attitude. This is wonderful medicine and has a more powerful impact than most people realize.
- ★ Be tolerant of intense emotions. Be sensitive to the fact that a crisis brings a flood of emotions. Be careful not to take things personally.
- ★ Be nonjudgmental. The individual has to take the path that is best for them.
- ★ Maintain confidentiality. Inform the individual of situations that may have to be reported.
- ★ Listen. It seems so simple, yet so many of us are not good at it! Sometimes a listening, concerned, understanding ear is all that is needed.
- ★ Use caring words and phrases such as:
  - ♦ "I'm sorry that this has happened."
  - ♦ "I cannot imagine how difficult this must be for you. I'd like to be with you for a while if you wish."
  - ♦ "Would you like me to help you with …"
  - ♦ "It's not your fault."
  - ♦ "What you're feeling is normal."
  - ♦ "I do not know how you feel, but I would like for you to please share your feelings with me."

Don't:

- ★ Give unofficial information about injuries or casualties.
- ★ Make physical contact unless permission is asked or they initiate it.
- ★ Focus the conversation on one's self.
- ★ Give advice or opinions unless asked.

NOTES:

- ★ Offer false hope. No one has a magic wand to make everything better for an individual.
- ★ Become a hero, or rescuer, or get in over one's head. Helpers should not bring people home, offer to take care of their children or promise punishment for wrongdoers.
- ★ Fail to get assistance when needed. It is not a sign of weakness or ignorance to ask for help.
- ★ Use phrases such as:
  - ♦ "I know how you feel."
  - ♦ "It's God's will."
  - ♦ "You are so strong. I know you can handle this."
  - ♦ "Tell me what I can do."
  - ♦ "It was a blessing that …"
  - ♦ "You'll get over this."
  - ♦ "Just be thankful that …"

Disasters

In addition to assisting family members to cope with individual crises, ombudsmen may be called upon to assist in a larger-scale crisis involving a command emergency or a community, state or national disaster.

DISASTER CHECKLIST

SELF CARE

- ☐ Alert your family and your spouse's family about the incident.
- ☐ Arrange your child care. If your children are older, leave money in case they need to order out for food later in the day. Leave phone numbers of neighbors and close friends.
- ☐ Contact your support system and ask them to assist you, if needed.

CRISIS RESPONSE

- ☐ Begin a notebook or log to note all information gathered and disseminated.
- ☐ Establish a point of contact (POC) at squadron, group, or Immediate Superior in Command (ISIC). Identify expectations such as who calls whom, how often, the type of information to be shared, etc.
- ☐ Contact CO, XO and CMC spouses and establish plans for communication.
- ☐ Activate emergency call tree.
- ☐ Update Careline.
- ☐ Contact public affairs officer (PAO), if needed.
- ☐ Get command roster and any emergency data forms you might have.
- ☐ Keep your cell phone charger nearby.
- ☐ Work with squadron or group regarding informational meeting for families. Contact: PAO, Fleet and Family Support Center (FFSC), chaplain or others as appropriate.
- ☐ Identify a command spouse or other ombudsman to act as volunteer coordinator. Work with the volunteer coordinator to determine the needs of families and identify resources.

AFTER CARE

- ☐ Contact squadron/group and Casualty Assistance Calls Officer (CACO) regarding visitations/needs of casualty families.
- ☐ Possibly visit families in conjunction with CO, XO or CMC spouses.
- ☐ Attend memorial service.
- ☐ Contact FFSC to coordinate a critical incident stress debriefing, if needed.
- ☐ Follow up with casualty families.
- ☐ Follow up with volunteer coordinator.
- ☐ Follow up with squadron/group.

NOTES:

Disaster Preparedness

Disasters can strike quickly and without warning. They can force families to evacuate from their neighborhoods or be confined to their homes. Local officials and relief workers will be on the scene after a disaster, but they cannot reach everyone right away.

During a major crisis such as Hurricane Katrina, the Sept. 11 attack or the USS Cole terrorist attack, Ombudsmen have:

- ★ Served as the point of contact (POC) for evacuated families to get information about the crisis and for Sailors to get information about the status of their families.
- ★ Staffed family assistance or community support centers — facilities set up by the Navy to provide information and support services to those affected by a major crisis.
- ★ Coordinated food and clothing drives.
- ★ Answered toll-free telephone lines established by the Navy for families from out of the area to get information.

Ombudsmen can help command families prepare for a disaster by:

- ★ Publishing short articles about the need for disaster preparation in the ombudsman newsletter and periodically listing Web sites that provide tips for family disaster readiness.
- ★ Using the Careline to provide notice of impending crises and command or installation guidance. Include command instructions/reporting phone number if evacuation is advised. Provide out-of-state or cell phone number for ombudsmen.
- ★ Distributing print materials about disaster preparedness at FRG meetings and at the command.
- ★ Drafting periodic notices to remind Sailors to prepare their homes and families for disaster, and asking the executive officer (XO) to include them in Plan of the Day, Plan of the Week or Plan of the Month (POD/POW/POM).

Many Web sites have information about disaster preparedness that include checklists or booklets that can be downloaded and personalized for families. Three excellent sites include:

1. Department of Homeland Security http://www.ready.gov.
2. Federal Emergency Management Agency http://www.fema.gov/areyouready.
3. The American Red Cross http://www.redcross.org.

Additional ombudsmen efforts to prepare families for potential disasters may include:

- ★ Helping families who are new to the area become familiar with the types of disasters most likely to occur and how to best prepare for them.

- ★ Suggesting families develop an emergency communication plan.
- ★ Providing lists of items to include in a disaster supply kit.
- ★ Publicizing evacuation routes, emergency public shelters, caring for animals and information specific to people with disabilities before disasters occur and when a disaster is imminent.

Types of Disasters

Command Emergencies

Command emergencies are incidents that affect the command. Command crises may include:

- ★ Death of Sailor(s) in a vehicle accident
- ★ Helicopter or plane crash
- ★ Accident at sea
- ★ Terrorist attack
- ★ Training incident

Ombudsmen are often called upon to provide information to command families during a command crisis. Ombudsmen may also have specific roles in command disaster preparedness drills. They should check with their POC to discuss their role during a command crisis. Regardless of the kind and extent of the command emergency, the ombudsman is never to act independently or without explicit guidance from the command. The ombudsman should be thoroughly aware of the commanding officer's policies and expectations in a crisis or natural disaster occurring where the command families live. Roles ombudsmen have taken on during a command crisis include:

- ★ Initiating the phone tree to inform family members of an incident.
- ★ Coordinating meal delivery for a grieving family.
- ★ Representing command families with local and national media.
- ★ Arranging a group meeting of family members to provide information and support.
- ★ Arranging transportation and accommodations for out-of-town guests.
- ★ Sending flowers to a funeral on behalf of the command.
- ★ Arranging emergency child care.
- ★ Posting up-to-the minute information on the Careline.

Natural Disasters

Installation, community, state or national crises have a broader impact. They may include natural disasters such as:

- ★ Hurricanes
- ★ Wildfires

NOTES:

- ★ Earthquakes
- ★ Tornadoes
- ★ Extreme winter storms
- ★ Volcanic eruptions
- ★ Floods
- ★ Pandemics such as avian flu (bird flu) or H1N1 flu (swine flu)

Man-made Disasters

Man-made disasters include:

Terrorists attacks

Civil unrest

Nuclear meltdowns

Operation Prepare

To help families prepare and cope with a disaster, CNIC's *Operation Prepare* program suggests three simple steps:

1. **Be informed:**
   - ♦ Know what emergencies are most likely to affect you and your family.
   - ♦ Learn your local emergency warning system.
   - ♦ Educate yourself and your family on the different ways to prepare for a disaster.
2. **Have a plan:**
   - ♦ Prepare multiple emergency plans for the various types of disaster (e.g., what to do, where to go, whom to call).
   - ♦ Communicate your emergency plan with everyone in your family.
   - ♦ Practice your emergency plan and update it every six months.
3. **Make a kit:**
   - ♦ Assemble an emergency kit with essential supplies for survival plus medicine and items for special needs and pets.
   - ♦ Store valuable documents in a portable and waterproof container.

Navy Family Accountability and Assessment System (NFAAS)

There are two things Navy families should do immediately following a declared disaster: muster with their command and complete a needs assessment with the Navy Family Accountability and Assessment System (NFAAS).

NFAAS is a survey tool to assess disaster-related needs. The system allows families to assess 19 categories, including: medical, missing family locator, transportation, housing and personal property, financial, employment, child care, education, legal services, counseling, and mortuary and funeral assistance.

NFAAS allows personnel to do the following:

- ★ Report accounting status
- ★ Update contact/location information
- ★ Complete needs assessment
- ★ View reference information

Ombudsmen Readiness

Ombudsman duties during a disaster may include:

- ★ Setting up a meeting with command families to share information or answer questions regarding an incident.
- ★ Sending out messages to a deployed command that families are safe after an incident.
- ★ Using the command roster and phone tree to update families with news from the commanding officer (CO).
- ★ Calling command families with information about the situation, such as evacuation routes and the locations for temporary shelters.
- ★ Coordinating assistance efforts with a sister command or squadron.
- ★ Updating the Careline.
- ★ Quelling rumors.

When helping during a disaster, all actions must be authorized by and coordinated through the command.

Contact the following resources if assistance is needed:

- ★ Local FFSC
- ★ Ombudsman Assembly chair
- ★ Command POC

Disaster Assistance

Family Disaster Assistance

Before the need arises, it is helpful for ombudsmen to be familiar with the following organizations/programs that provide assistance during crises:

- ★ Local military installation
- ★ State emergency management

NOTES:

- ★ The Federal Emergency Management Agency
- ★ The American Red Cross
- ★ Casualty Assistance Calls Officers (CACOs)
- ★ Navy-Marine Corps Relief Society
- ★ United Services Organization (USO)

Local Military Installation

Each Navy installation has a disaster response plan. The plan takes effect when a crisis occurs that involves a number of Sailors, Marines and/or their families. A Family Assistance Center (FAC) may be opened on the installation to provide:

- ★ A place for those affected by the crisis to gather or seek safe haven.
- ★ Information as it becomes available.
- ★ Notification of the status of loved ones involved in the disaster.
- ★ Services such as food, shelter and financial assistance.

Ombudsmen not affected by the crisis may be asked to help at an FAC by:

- ★ Answering phones.
- ★ Operating a check-in desk.
- ★ Helping family members.
- ★ Staffing a child care area.
- ★ Assisting with food/comfort services.
- ★ Documenting donations.

State Emergency Management

Each state has an emergency management agency responsible for coordinating the state's response to a major disaster. This includes supporting local governments as needed or requested and coordinating assistance with the Federal Emergency Management Agency (FEMA). During an emergency, the agency is likely to report directly to the governor of the state.

Most state agencies:

- ★ Research, write, implement and review emergency plans and procedures.
- ★ Hold drills with agencies and departments statewide such as police, rescue and fire departments.
- ★ Maintain a comprehensive telecommunications network among an emergency operations center, local and federal governments, weather services, etc.
- ★ Coordinate public information and awareness efforts.

- ★ Coordinate efforts with FEMA when the governor declares a state of emergency to request a presidential disaster declaration. This allows the flow of money and services to begin.

Federal Emergency Management Agency (FEMA)

FEMA is part of the Department of Homeland Security and is in charge of helping people before and after a disaster. FEMA is called in to help when the president declares a disaster. Disasters are declared after hurricanes, tornadoes, floods, earthquakes or other similar events strike a community.

Before FEMA can respond, the governor of the state must ask for help from the president.

FEMA workers help disaster victims find a place to stay if their homes are damaged or destroyed. FEMA also helps provide resources to repair homes and works with city officials to fix public buildings that have been damaged. The agency teaches people how to prepare for a disaster and how to make their homes as safe as possible. FEMA works with communities to help them construct safer buildings that are less likely to be damaged. It also trains firefighters and emergency workers, and runs a flood insurance program.

American Red Cross

The American Red Cross responds to about 70,000 disasters each year. Most of these responses are to house or apartment fires. They also respond to large-scale disasters such as hurricanes, floods, earthquakes, tornadoes, hazardous materials spills, transportation accidents, explosions and other natural and man-made disasters.

The Red Cross disaster relief focuses on meeting people's immediate emergency, disaster-caused needs. When a disaster threatens or strikes, the Red Cross provides shelter, food, and health and mental health services to address basic human needs. In addition to these services, the core of Red Cross disaster relief is the assistance given to individuals and families affected by a disaster, enabling them to independently resume their normal daily activities.

The Red Cross also feeds emergency workers, handles inquiries from concerned family members outside the disaster area, provides blood and blood products to disaster victims and helps disaster victims get access to other available resources.

Casualty Assistance Calls Program

The mission of the Navy Casualty Assistance Division is to provide timely, compassionate and caring assistance for families in times of need. The Navy Casualty Assistance Division consists of:

- ★ Primary Response
- ★ Survivor Benefits and Entitlements
- ★ Casualty Case Settlement
- ★ Prisoner of War/Missing in Action

NOTES:

Navy Casualty Assistance personnel are available via a toll-free phone number: 1-800-368-3202. In the event of a mass casualty situation, an emergency coordination center is staffed by active duty and personnel from Navy Personnel Command at Millington, Tenn., and provides assistance by:

- ★ Answering telephone inquiries.
- ★ Providing family members in the casualty assistance area with information and referral.
- ★ Acting as a clearinghouse for information in mass casualty scenarios.

The Casualty Assistance Calls Program trains Navy personnel to make death and injury notification visits. This program is managed regionally by Casualty Assistance Calls/Funeral Honors Support (CAC/FHS) program coordinators. Casualty Assistance Calls Officers (CACOs) not only make notifications but also work with the family to:

- ★ Provide immediate financial death benefits.
- ★ Make funeral arrangements.
- ★ Coordinate military honors.
- ★ Process insurance and other financial claims.
- ★ Ensure personal effects are returned.

The CACO may work with the family as long as necessary. For information, go to http://www.npc.navy.mil/CommandSupport/CasualtyAssistance.

Navy-Marine Corps Relief Society (NMCRS)

The Navy-Marine Corps Relief Society (NMCRS) assists service members and their eligible family members promptly and with compassion. The society provides:

- ★ Assistance with gas, food and lodging to support a pre-disaster evacuation that has been ordered by the base commander or other local authorities.
- ★ Assistance with immediate basic living expenses of families whose homes are uninhabitable or who have lost their food supply due to loss of electricity.

United Services Organization (USO)

The USO is chartered by Congress and is a nonprofit, charitable corporation. The USO relies on donations from individuals, organizations and corporations to support its programs. The mission of the USO is to provide support to military service members and their families. During disasters, USO centers in the United States and throughout the world provide a variety of services. They:

- ★ Accept donations from individuals, organizations and corporations who want to assist military families.
- ★ Expand hours and services provided at the centers to accommodate the needs of those affected by a disaster.

- ★ Provide food and a place to relax to service members and their families.
- ★ Assist families to locate temporary housing, clothing and food.
- ★ Offer emotional support and encouragement.

Media Relations

During a military crisis and anytime the media makes a request of the Navy to talk with military family members, an ombudsman may be the "go to" person to represent Navy families. If approached to do an interview, the ombudsman should let the command POC know of the request and receive their approval before talking to the media. Using the media is a good way to:

- ★ Get accurate information to Navy families.
- ★ Provide reassurance.

During a crisis, print, radio and television media may want to talk with family members affected by the crisis. Ombudsmen should always work with their public affairs officer (PAO) when talking with the media. When in front of the media, ombudsmen are not simply representing themselves; they are representing other Navy families and the Navy as a whole. Ombudsmen should review key points with the PAO. Ask for a practice session. Get feedback and tips for improvement.

Many polished media personalities treat interviews like short briefings or presentations. The media presentation consists of:

- ★ Introductions.
- ★ Content.
- ★ Contact information.

When talking with the media have a clear message. Ombudsmen should have no more than three points they want to communicate. One of the three points should be a telephone number for individuals to contact for more information. Print media is usually the least intimidating. The PAO may even be able to get an agreement to review the story before it goes to press.

Television Tips

Ombudsmen should prepare for a television appearance so that the audience is focused on their message and not the ombudsman's physical appearance. The PAO should be able to help. Consider the following tips:

- ★ Know the color of the set's background. If not, take two different color jackets For example, if the set background is royal blue and the ombudsman wears royal blue clothing, their body will fade into the background. They will look like a talking head!
- ★ Remove large, gaudy, noisy and shiny jewelry; it is distracting to the audience.
- ★ Keep answers short. Have two or three main points and talk in sound bites, not lengthy sentences.

NOTES:

- ★ Remove eyeglasses unless the lenses are nonreflective.
- ★ Look at the interviewer. Do not let your eyes wander around the set or shift back and forth to the camera.
- ★ Powder nose, cheeks and forehead. Even males need a matte finish so they do not look like they are sweating.
- ★ Use gestures if this is normal behavior, but keep them more contained.
- ★ Manage facial expressions all the time so as not to be caught off guard when the camera starts rolling. Smile when appropriate and assume the microphone is on unless told otherwise. Smiling makes a speaker seem more approachable and believable, and helps the interviewee feel confident and in control.
- ★ Ask the interviewer to post contact information on the screen during the interview.

Radio Tips

Unlike television, appearance is relatively unimportant on the radio. A radio interview is often done via the telephone. The interviewer will typically ask the interviewee their name and the command they represent. The interviewer will ask a series of questions and will ask for contact information at the end of the interview.

Since the ombudsman knows their name and contact information, they simply need to focus on their message. Again, the three-point rule applies. What is the message that needs to be conveyed? Also:

- ★ Remember to talk slowly and clearly.
- ★ Try to delete the annoying filler words such as "um" and "you know."
- ★ Have water handy to prevent dry mouth.
- ★ Talk in short sentences.
- ★ Sound confident and calm.

Summary

Command family members may look to their command ombudsman in a crisis. Dealing with a crisis may seem overwhelming. It is important to:

- ★ Remain calm.
- ★ Listen carefully.
- ★ Take notes as needed.
- ★ Provide information.
- ★ Report as required.

It is imperative that ombudsman provide adequate crisis intervention, or emotional first aid, to appropriately intervene and assist family members in getting needed assistance. Should ombudsmen have any questions or concerns about their role during a disaster, they should address them with their command for clarification.

MODULE 8: DEPLOYMENT AND MOBILIZATION

1. Introduction

The business of the Navy is to go to sea. Throughout history, Sailors were single, young men. That remained true until the last quarter of a century when the face of the Navy began to change. Today, the Navy still has young, single men, but there are also young women, single parents and, for the first time, more married Sailors than single Sailors. Few other occupations require extended periods away from home of six months or more, duty nights, sudden and unplanned deployments, and war. This module provides an overview of:

- ★ The spiral of deployment.
- ★ Navy communities.
- ★ Readiness and deployment success strategies.

2. The Spiral of Deployment

The spiral of deployment is a good tool for understanding the emotional ups and downs that service members and their families may experience during the entire continuum of deployment. It is used as a way to describe Navy spouses' reactions to deployment.

Families' descriptions of the issues they faced pre-deployment, during deployment, post-deployment, and then gearing up again indicate a spiral. When entering the second or third deployment of their spouse's sea tour, families carry unresolved anxieties and expectations from previous deployments along with the skills they have gained. Families never come back to the same place they started.

SPIRAL OF DEPLOYMENT

	Time	Emotions:	Behavior	Ombudsman roles
STAGE 1 Anticipation of Loss		★ Tension ★ Fear ★ Anger ★ Sadness	★ Denial ★ Arguing ★ Honey do list	Normalize Provide information
STAGE 2 Detachment and Withdrawal	Final days before deploying	★ Focused ★ Sadness ★ Anger ★ Numb	★ Stop sharing thoughts/ feelings ★ Withdrawal ★ Packing	Encourage preparation completion Provide checklist and resources
STAGE 3 Emotional Disorganization	"D" day to 6 weeks after departure	★ ★ ★ ★ ★	★ Discouraged ★ Cry ★ Ignore routine ★ Get busy ★ Move "back home"	Suggest involvement
STAGE 4 Recovery and Stabilization	2 to 8 weeks into the deployment	★ Pride ★ Confident ★ Lonely ★ Sad	★ ★ ★	Encourage goal setting
STAGE 5 Anticipation of Homecoming		★ Excitement, joy ★ Apprehension ★ Anxious	★ Goal accomplishment ★ Shopping ★ Cleaning ★ Fantasizing	Normalize/encourage realistic expectations
STAGE 6 Return Adjustment and Renegotiation	Few days after arrival	★ Awkward ★ Happy ★ Excitement, joy	★ Negotiating ★ Honeymooning ★ Face-to-face communication	
STAGE 7 Reintegration and Stabilization	2 to 6 weeks after deployment (can go up to six months)	★	★ Routines re-established	Recognize success, lessons learned, coping strategies

Stage 1: Anticipation of Departure

Time frame: This stage occurs four to six weeks before a planned deployment. It is a time of tension and confusing emotions.

Emotions/behaviors:

- ★ Couples: Partners may alternately feel denial and anticipation of loss. They also may be angry and resentful about the increased hours the service member spends preparing for the deployment. As reality sinks in, tempers may flare as couples attempt to take care of all the items on a family pre-deployment checklist while striving to make time for each other. Service members feel guilty about leaving their families. Arguments and bickering are common. Although irritating, it can be a useful way for a couple to distance themselves emotionally in preparation for the separation.
- ★ Children: Parents must be sure to tell their child about the upcoming deployment and reassure children that they will be cared for in the deployer's absence.
- ★ Single Sailors: Single Sailors may eagerly anticipate the opportunity to put their training into action. They may also be concerned about the unknown aspects of the deployment.

Ombudsman roles: Ombudsmen can help command family members understand the spiral of deployment by providing information on deployment and helping them to understand that what they are feeling is normal. Ombudsmen should be aware of their own personal feelings regarding an up-coming deployment as well as those of their command family members.

Stage 2: Detachment and Withdrawal

Time frame: Occurring in the final days before deployment, in many ways this can be the most difficult stage.

Emotions/behavior:

- ★ Couples: Service members become 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. Both partners stop sharing their thoughts and feelings with each other. This is a natural response, as separation is imminent. Although physically together, they have separated emotionally. This can be especially difficult if it is seen as a rejection rather than as a reaction to trying circumstances. Often the non-deploying spouses think, "If you have to go, go." And Sailors think, "Let's get on with it!"
- ★ Children: Children may be confused and upset with the deploying parent. Younger children may feel their behavior caused their parent to leave.
- ★ Single Sailors: Single Sailors are often working extremely hard and trying to get their affairs in order before deploying.

Ombudsman roles: Ombudsmen can help families by encouraging the completion of preparations. Provide deployment checklists and referral to resources that assist with pre-deployment procedures such as the Fleet and Family Support Center (FFSC) and Navy Legal Services.

NOTES:

Stage 3: Emotional Disorganization

Time frame: This stage varies in length from the actual time of deployment and up to six weeks after departure.

Emotions/Behavior:

- ★ Couples: The non-deploying partner may feel an initial sense of relief followed by guilt. Many feel disorganized, depressed, or restless. Old routines have been disrupted and new ones not yet established. They often feel overwhelmed as they face total responsibility for family affairs. A few are stuck in this stage, which can cause problems throughout the remainder of the deployment and beyond.
- ★ Children: Children may show signs of emotional upset. Schoolwork may suffer. Behavior may regress.
- ★ Single Sailors: Both service members in a relationship and single service members are usually excited at first. Then they may become lonely or angry at the command for having to be separated from their families and homeport.

Ombudsman roles: Ombudsmen can suggest that family members at home become involved with various activities, such as joining the Family Readiness Group (FRG), community support groups, volunteer organizations, sports activities or enrolling in college classes.

Stage 4: Recovery and Stabilization

Time frame: At some point during the deployment and after Stage 3, new routines are established for much of the deployment.

Emotions/behavior:

- ★ Couples: Those at home have begun to feel more comfortable with the reorganization of roles and responsibilities. New sources of support and a new sense of independence and freedom are developed. They may also develop increased confidence and a positive outlook.
- ★ Children: With time, settle into more comfortable and adaptive behavior.
- ★ Single Sailors: Service members may be at a point where the newness and adventure of the deployment has worn off and monotony sets in.

Ombudsman roles: Ombudsmen can suggest that family members set personal goals to accomplish during deployment. Encourage family members throughout the remainder of deployment to reach those goals.

Stage 5: Anticipation of Homecoming

Time frame: Homecoming preparation begins at different times for those at home and those on deployment. Typically, it is about four to six weeks before the command is due to return home.

Emotions/behavior:

- ★ Couples: Spouses and partners who remained at home realize that they have not finished everything they wanted to do during the separation. There is a feeling of joy and excitement in anticipation of being together again. Feelings of apprehension surface as well at the prospect that the service member may not like some of the changes and decisions made during their absence. Service members in relationships are excited and anxious, too, wondering whether they will be accepted or needed by their families and if their children will remember them.
- ★ Children: Younger children take their cues from their caretaker. Older children may have similar feelings as their parents. They will be excited, joyous and may feel anxious if they believe they did not live up to their deployed parent's expectations.
- ★ Single Sailors: Many service members indicate their anticipation of homecoming does not begin until they are sure they are actually returning to homeport. They are eager for some time away from the command and concerned that friendships developed with their married colleagues may change upon homecoming.

Ombudsman roles: Ombudsmen can help normalize what family members are feeling by providing information on return and reunions or homecoming. Encourage realistic expectations of what will happen on the return of their loved one.

Stage 6: Return Adjustment and Renegotiation

Time frame: Renegotiation of relationships occurs at homecoming and a few days after arrival.

Emotions/behavior:

- ★ Couples: It takes time together, with shared feelings and experiences, to really become a couple again. Many spouses feel a loss of freedom and independence and resent the partner making decisions that should be made together. Service members often feel like strangers in their own homes. During this stage, the couple has to make major adjustments in roles and responsibilities; the marriage cannot and will not be exactly as it was before the deployment. Each partner has had varied experiences and has grown in different ways, and these changes must be accommodated. Being aware of each other's needs is crucial at this point. There is, however, an opportunity offered to few civilian couples; the chance to evaluate what changes have occurred within themselves, to determine what direction they want their growth to take, and to meld all this into a renewed relationship.

NOTES:

- ★ Children: Just as parents need time to re-establish relationships, so do children. It is best for the returning parent initially not to make drastic changes to the children's routine, rules, and responsibilities. Children will likely go to the parent who has remained at home with them for the first few days upon their deployed parent's return for permission, questions, and assistance.
- ★ Single Sailors: Single Sailors may need to renegotiate relationships with roommates, friends, and family. They may choose to develop new relationships.

Ombudsman roles: Ombudsmen may be receiving an influx of concerned or upset phone calls during this time. Refer these callers to a counselor or chaplain, if necessary.

Stage 7: Reintegration and Stabilization

Time frame: Can take up to six months as the couple and family stabilize their relationships anew.

Emotions/behavior:

- ★ Couples: Spouses feel more relaxed and comfortable with each other. There is a renewed sense of being a couple and a family. They are back on the same track emotionally and can enjoy the warmth and closeness of being a couple again.
- ★ Children: Young children may worry that their parent will leave again. Duty nights can be challenging. Older children are usually delighted that their family is reunited even though they may, at times, resent the discipline enforced by having two parents at home.
- ★ Single Sailors: Single Sailors are pursuing interests away from work such as athletics, college, hobbies, and developing relationships.

Ombudsman roles: Ombudsmen can help families recognize their success in surviving a deployment, highlight lessons that they learned and emphasize any coping strategies that they may have developed that could be used for their next separation.

Deployment Preparation

Before a planned extended deployment, most commands host events to prepare Sailors and their families. A lawyer is usually brought to the command to prepare wills and powers of attorney. Families are invited to attend pre-deployment briefs hosted by the command. Small commands typically host one pre-deployment brief on a weekday evening for married Sailors and ensure all are able to attend; and host two briefs for single Sailors during the workday so that all can attend.

Deployment Readiness Checklist

The following checklist covers the practical financial and personal preparation needed to be deployment ready.

DEPLOYMENT CHECKLIST

LEGAL CONSIDERATIONS

_____ Do you have a will?

_____ Is your Record of Emergency Data (Page 2) current?

_____ Do you need to leave powers of attorney with anyone?

_____ Do you need to leave a medical authorization with the person who is caring for your dependent children?

_____ Are all ID cards/DEERS enrollments current?

FINANCIAL PLANNING

_____ Do you have a written monthly spending plan?

_____ Does your spending plan include amounts for:

- ★ Port visits?
- ★ Phone calls?
- ★ Gift/souvenir purchases?
- ★ Utility bills?
- ★ Savings?

_____ Does your spending plan include amounts for:

- ★ Sea pay?
- ★ Family Separation Allowance?
- ★ Possible promotion during deployment?
- ★ Re-enlistment bonuses or other special payments?

_____ Do you/your spouse have access to MyPay?

_____ Are you enrolled in the Thrift Savings Plan?

_____ If married, do you both understand and agree to how finances will be handled during the deployment?

TAXES

_____ If you plan to do your taxes while deployed, do you have all the records you will need?

_____ Do you have a specific power of attorney if someone else will be doing your taxes?

BANKING DECISIONS

_____ Is your pay set up the way you want? (DDS to correct account(s)? Split pay? Any allotments or automatic check drafts?

_____ If married, have you considered establishing separate checking accounts?

_____ Have you considered joining a credit union?

BILLS

_____ How will you be making payments to your creditors? Do they all have your correct address?

_____ How will you be paying your rent/mortgage/utilities?

_____ Are there any annual expenses due while you are deployed? If so, how will they be paid?

_____ If married, have you decided who will be using which credit cards during the deployment?

_____ Is your renter's/homeowner's insurance current?

VEHICLES

_____ If single, do you have a safe place to store your vehicle or is someone taking care of it for you?

_____ Are vehicle insurance, tags, registration/title and base/inspection stickers current?

_____ Is all routine maintenance current?

_____ Have you left the name of a trusted mechanic/repair garage with your family?

EMERGENCY PLANS

_____ Do you have a least one month's pay saved in case of a financial emergency?

_____ If married, have you considered signing a pre-authorization form with Navy-Marine Corps Relief Society?

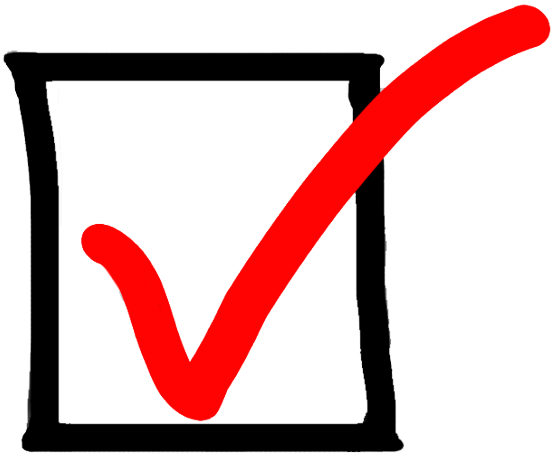
_____ If married, does your spouse know how to access the TRICARE health care system, particularly when outside the local area?

_____ Does your family know your complete official mailing address, command name and your Social Security number?

_____ Does your family know to use the American Red Cross in case of an emergency?

_____ Does your family have the name and number to the command ombudsman?

_____ Does your family have a disaster preparedness plan and place to meet/call?



Family Emergencies during Deployment

A service member may or may not be able to return to the states during a family emergency. It is recommended that families follow command procedures for notifying a service member about an emergency while deployed. Commands usually recommend families contact the American Red Cross, which will verify the emergency and contact the command.

Families may also contact the command ombudsman. Depending on the direction from the commanding officer (CO), ombudsmen may instruct family members to contact the Red Cross or the ombudsman may contact the command. Emergency messages are delivered to the Sailor by a chaplain, command master chief (CMC), commanding officer (CO), or executive officer (XO) who can assure the service member has support.

An ombudsman should discourage a family from telling the service member directly about an emergency. If a family member sends an e-mail or tells the service member about an emergency during a telephone call, then no one at the command is aware and available to provide emotional support.

Integrating Command Personnel Component Families

Individuals who may not normally be assigned to the command – a squadron, an air wing, midshipmen, foreign Navy personnel, activated reservists, etc. – may become a part of it during a deployment. Check with the CO to determine their expectations for integrating the families of these individuals. Most will want the ombudsman to:

- ★ Respond to calls for information or emergencies.
- ★ Provide the Careline number and encourage use by all.
- ★ Send copies of the ombudsman newsletter.
- ★ Invite families to command and FRG functions.
- ★ Keep families informed about homecoming events.

Many times when groups of commands deploy together, one or more leadership spouses will organize a meeting or a luncheon and invite leadership spouses from each command. This allows everyone an opportunity to meet, plan social activities and coordinate homecoming festivities. Teamwork is key, as all are part of the Navy family.

Maintain Command Communication

The days and weeks before deployment are hectic. Before the command deploys, it is essential to have a plan for communication. Command ombudsmen should make sure they:

- ★ Are familiar with the CO's emergency leave policy and expectations for verification.
- ★ Are aware of the types of situations about which the CO and command point of contact (POC) want to be informed.
- ★ Create a plan for regularly scheduled e-mail communication.
- ★ Have a telephone number for the command that generally is not made available to others.
- ★ Have the command's mailing address.

NOTES:

- ★ Develop a plan to receive updated official command rosters.
- ★ Arrange for the CO or CMC to provide regular verbal or written updates for the Careline.
- ★ Know their POC at the squadron, group, or other command who can assist while the command is deployed.
- ★ Arrange funding for printing and distribution of the ombudsman newsletter.

Homecoming

Return and reunion briefs for deployed service members generally take place aboard ship at the request of the command. FFSC staff members meet the ship and present programs during the transit home. For submarines and land-based air squadrons, return and reunion briefs can be provided at their last in-port availability.

The command's FRG usually plans homecoming festivities. The ombudsman, FRG leader or a senior spouse may be asked to relay plans to the CO for approval. FRG leadership, or another member of the command support team, should contact the FFSC or chaplain to have an educational homecoming discussion for command families.

The focus of homecoming programs is:

- ★ Planning for homecoming
- ★ Realistic expectations
- ★ Dealing with change
- ★ Children's reactions
- ★ Resources for additional help

Navy Communities

Activated Reservists

The focus of the U.S. Navy Reserve is to provide mission-capable units and individuals to the Navy and Marine Corps throughout the full range of operations during times of peace or war. In today's environment, this mandate takes on added meaning and responsibilities as the Reserve plays an increasingly active role in the day-to-day planning and operational requirements of the active Navy. It is a significant force multiplier, enabling the fleet to meet growing global commitments.

Reservists may be:

- ★ Former Sailors.
- ★ From other branches of the service.
- ★ Personnel with no previous military experience.

When individuals join the Navy, they must commit to eight years of service. Not all of it has to be served as an active-duty Sailor. Part of the eight years may be spent in the Reserve force.

The Navy Reserve force consists of the:

- ★ Ready Reserve.
- ★ Standby Reserve.
- ★ Retired Reserve.

When Navy Reservists are recalled to active duty for an extended period, the gaining command assumes responsibility for the Sailors and their families. To ensure the geographically dispersed Reservist's family receives the support services to which they are entitled, the losing command's ombudsman should contact the gaining command's ombudsman to coordinate services.

Challenges of Mobilization for Families

Mobilization brings service members into readiness for immediate service in time of war or crisis. With a downsized Navy, there is a greater need to immediately deploy service members and/or to activate Selected Reserve (SELRES) in time of war, crisis or in support of a mission.

Mobilization brings challenges to service members and their families. For Sailors with no previous Navy service or those who were active duty in another service branch, mobilization can be a particular challenge.

These challenges include:

- ★ Reservists may mobilize with little notice or time for preparation.
- ★ Reservists and their families may be unprepared practically, emotionally and financially for separation.
- ★ Family members may have no prior experience with and do not understand military life.
- ★ Military support services may be unavailable locally.

Mobilization Preparation

To meet these challenges, mobilized personnel that are not located near a fleet concentration area may host a family day event. Typically, family days are held on the day the service member must travel to the command. This allows the service member and their family to travel together. An activation/mobilization checklist is provided that requires the service member to prepare their:

- ★ Pay and direct deposit.
- ★ Service record.
- ★ Security clearance.
- ★ Legal matters.
- ★ Medical records.
- ★ Personal concerns.

SAMPLE ACTIVATION MOBILIZATION CHECKLIST

Activation Mobilization Checklist

DOCUMENTS YOU MUST BRING FOR ACTIVATION/MOBILIZATION

(As applicable for you and your family members)

PAY/DIRECT DEPOSIT/ALLOTMENT

- ☐ Voided personal check or deposit slip (displaying bank address/telephone, bank routing/account numbers).
- ☐ Bank account information (bank address/telephone, bank routing/account numbers) for each desired allotment.
- ☐ Copy of current mortgage(s) (with principal/interest/tax/insurance breakdown) and documentation of one month's average utilities, OR copy of house or apartment rental agreement and documentation of one month's average utilities.
- ☐ Copy(s) of current child support agreement(s).
- ☐ If Medical Corps (MC), Dental Corps (DC), Medical Service Corps (MSC) (Clinical), Nurse Corps (NC) certified copies or proof of the following:
  - ☐ Current license/certificate
  - ☐ Current BCLS, ACLS, PALS, etc.
  - ☐ Current demographic information, if MC
  - ☐ Internship
  - ☐ Residency
  - ☐ Board certification in specialty or board certification qualifications.

SERVICE RECORD/PSD

- ☐ Certification of discharge/separation (DD-214) for all former periods of active duty.
- ☐ Birth certificate or passport (for those deploying OCONUS).
- ☐ Birth, adoption or guardianship certificates for dependents.
- ☐ Social Security numbers for self and dependents.
- ☐ Certified copy of marriage certificate for present marriage.
- ☐ Certified copies of documentation terminating any previous marriage (divorce/annulment/spouse's death certificate).
- ☐ Certification of full-time enrollment for self and college-age dependents (from school registrar).
- ☐ Signed statement from licensed physician for dependent parent/children over 21 years of age who are incapacitated.
- ☐ Current DON Family Care Plan Certification (NAVPERS 1740/6).

SECURITY CLEARANCE

- ☐ Certified copy of naturalization papers.
- ☐ Names/addresses of personal/professional references (minimum of three each required).
- ☐ Names/addresses/dates of employment for the past 10 years (or since graduation from high school).

A family day is an event where service providers are brought together in one place for the convenience of the families needing readiness support. Representatives from the following are typically present:

- ★ Administrative personnel to complete Service Member Group Life Insurance election forms and to update the service member's Record of Emergency Data, Page 2.
- ★ Personnel support detachment to allow family members to obtain ID cards.
- ★ A representative who can address the Uniformed Services Employment and Reemployment Rights Act of 1994.
- ★ Legal services to complete simple wills and powers of attorney.
- ★ A TRICARE representative.
- ★ A Red Cross representative.
- ★ The command ombudsman.
- ★ A chaplain.
- ★ A Fleet and Family Support Center representative, if available in the area.
- ★ Other agencies are represented as invited by the command.

Ombudsman Support to Navy Reserves

Providing information and referral to Reserve family members can be a challenge. The Reserve ombudsman may be remotely located from most of the command/unit family members. This makes the use of technology critical for the timely distribution of information important for family members. Toll-free phone numbers, telephone answering machines, computers, etc., should be used if available and authorized by the CO.

In addition, the ombudsman must thoroughly research resources available in the areas where their command/unit family members live. Assistance can often be available for authorized benefits at other military installations. Information on resources can be found on the Military OneSource Web site at http://www.militaryonesource.com.

Entitlement to some services can change based on the duration of periods of active duty served. The local Navy Reserve Activity will be able to provide specific eligibility information. Another good source of information can be found at http://www.dod.mil/ra in the mobilization section and at the Navy Family Ombudsman Program Web site, http://www.ffsp.navy.mil. The local command career counselor or personnel office staff can provide additional information about Reserve categories and entitlements. The Navy Reserve ombudsman will mostly deal with drilling Reservists and their family members.

When Reservists are recalled to active duty for an extended period, family members usually do not relocate with them. This same situation may pertain to service members leaving family members at a former duty station and going as "geographic bachelors" to the new command. The gaining command now assumes responsibilities for the Sailors and their family members. This can be a challenge for the gaining command's ombudsman. To ensure the Reservist's family receives services to which they are entitled, the Navy Reserve ombudsman should contact the gaining command's ombudsman to coordinate services.

NOTES:

At the discretion of the respective COs, the two ombudsmen may agree to share responsibility for those family members who do not accompany the Sailor to the area of the active-duty assignment. To be better equipped to serve newly activated Sailors and their families, ombudsmen should:

- ★ Work with the command support team to establish and administer family readiness programs.
- ★ Educate Reservists and their families to use a mobilization checklist, get dependent identification cards, complete wills, powers of attorney, or guardianship agreements.

These programs should be conducted on an ongoing basis to adequately prepare Reservists and their families for mobilization.

Before it happens:

- ★ Understand the command's mobilization plans and processes. Ensure both the Reserve and supported, or receiving, command's ombudsman contact information is included in mobilization packages.
- ★ Be able to refer Reservist families to mobilization information such as the Mobilization Toolkit on the DOD Reserve Affairs Web site, http://www.defenselink.mil/ra.
- ★ Network with the Navy Reserve ombudsman and other ombudsmen to be able to serve mobilized families who live all over the country. To locate an ombudsman for a specific command, go to the Navy's Ombudsman Registry at www.ombudsmanregistry.org.

Geographically Dispersed Families

When factoring in families (parents, grandparents, siblings) of single Sailors, families of Sailors who move away from the homeport during deployments or sea duty, recruiting duty, and the Navy Reserve community, it is highly likely that there will be some family members that live outside of the local area. It can be challenging to help them feel a part of the command family and the Navy family. Some things ombudsmen can do to maintain a connection with geographically dispersed families include:

- ★ Keep them informed.
- ★ Maintain a current Careline message.
- ★ Distribute newsletters at least monthly during a deployment.
- ★ Maintain an e-mail distribution list. Send short notices and uplifting messages on a regular basis.
- ★ Be available to respond to calls.
- ★ Have a toll-free telephone number so geographically dispersed families can contact the ombudsman at no cost.

It is imperative to get approval from service members to provide information to individuals who are not listed on the official command roster. There may be a reason the service member does not want to maintain contact with family members.

Individual Augmentees

Introduction to IAs

Individual augmentees (IAs) are Sailors with needed skills that are sent temporarily from their current command to assist or augment another command. The Navy tries to use volunteers, but when there are none with the required skills, non-volunteers are sent.

IA assignments are not new to the Navy; it has always used service members to support another command as needed. For example, if a destroyer was getting ready to deploy and the independent corpsman could not get under way for some reason, then an independent corpsman from another command would be assigned to deploy with the destroyer, generally until the assigned corpsman could meet the ship or until another corpsman was permanently assigned.

One of the new twists to the concept of Sailors augmenting other commands is that they are augmenting other branches of the services – primarily the Army and Marine Corps. Another difference is Sailors are supporting Soldiers and Marines on the ground most often in Iraq or Afghanistan. Other Sailors are supporting ground efforts in Africa and in Guantanamo Bay, Cuba, but Sailors can be sent anywhere they are needed in support of the Overseas Contingency Operation (OCO) (formally referred to as the Global War on Terrorism).

Although IA deployments are becoming more common and accepted, there are some unique aspects to an IA deployment when compared to a traditional Navy deployment. Some of the ways that an IA deployment differs from a traditional deployment include:

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The Command Ombudsman may be able to assist with these by:

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NOTES:

IA Process

Several organizations have a major role in the IA deployment process and family support. Ombudsmen should be familiar with them:

- ★ United States Fleet Forces Command (USFF)
- ★ The Navy Expeditionary Combat Command (NECC)
- ★ The Expeditionary Combat Readiness Center (ECRC)
- ★ Navy Mobilization Processing Sites (NMPS)
- ★ Command Individual Augmentee Coordinator (CIAC)
- ★ Fleet and Family Support Program (FFSP)

United States Fleet Forces Command (USFF)

NAVADMIN 160/08 issued in July 2008, announced the assignment of US Fleet Forces Command (USFF) as the executive agent, and supported commander for IA Sailors and IA family support across the IA Continuum. USFF is dedicated to providing consistent, comprehensive support to IAs and their families throughout the entire IA process. Each IA Gram focuses on a particular topic of support and the associated responsibilities. All IA Grams, current and future ones, can be found on USFF's Web site at www.ia.navy.mil.

USFF:

- ★ Is dedicated to providing consistent, comprehensive support to IAs and their families throughout the entire IA process
- ★ Issues regular IA Grams with up-to-date information pertaining to IA matters
- ★ Has established a web site for up-to-date IA support information (www.ia.navy.mil)
- ★ Has a Facebook page at www.facebook.com titled "U.S. Navy Individual Augmentees" and is on Twitter at www.twitter.com/Navy_IA.

Navy Expeditionary Combat Command (NECC)

NECC centrally manages the current and future readiness, resources, staffing, training, and equipping of approximately 40,000 expeditionary Sailors who are currently serving in every theater of operation. NECC serves to manage, oversee, and consolidate all of the expeditionary forces service members.

NECC is a global force provider of adaptive force package of expeditionary capabilities to joint war-fighting commanders. Expeditionary Sailors are deployed around the globe in support of the new "Cooperative Strategy for 21st Century Seapower," a joint maritime strategy signed by the Chief of Naval Operations, Commandant of the Marine Corps and Commandant of the Coast Guard that applies maritime power to the curial responsibility of protecting U.S. in an increasingly interconnected and multi-polar world.

Expeditionary Combat Readiness Center (ECRC)

The Expeditionary Combat Readiness Center (ECRC) is part of the Navy Expeditionary Combat Command. The ECRC provides support to IA Sailors and their families. It:

- ★ Provides training on services available for families.
- ★ Is the primary stateside POC for all theater-related family issues.
- ★ Is the conduit for communications with U.S. Naval Forces Central Command (COMUSNAVCENT) for family issues.
- ★ Moderates Navy Knowledge Online "Family Community of Practice" site.
- ★ Contact the ECRC at http://www.ecrc.navy.mil.
- ★ Navy Knowledge Online's Web portal www.nko.navy.mil has the most current information for Sailors and their families regarding IA tours. A mandatory deployment checklist is posted for all IA Sailors to complete. Fleet and Family Support Centers publish handbooks for IA Sailors, commands and families. Handbooks and more are available at http://www.ffsp.navy.mil.

Navy Mobilization Processing Sites (NMPS)

Navy Mobilization Processing Sites (NMPS) handle both active duty IAs and RC MOB IAs. The purpose of the processing site is to ensure the Sailor is ready to deploy (with RC MOB personnel also demobilizing at NMPS at the conclusion of their IA tour). Deployment briefings and reviews of medical, dental, training and personnel records are completed and the Sailor is determined to be ready to deploy. Most IA Sailors spend only a few days at NMPS.

Command Individual Augmentee Coordinator (CIAC)

A CIAC (pronounced "kayak") is the essential link between the parent command and the IA/GSA Sailor and their family. The CIAC does not replace the command Ombudsman, but instead acts in liaison with the ombudsman in supporting the command's IA Sailors and their families.

The CIAC maintains at least monthly contact with IA Sailors via telephone or Internet and keeps a record of contacts in Navy Family Accountability and Assessment System (NFAAS). They should also contact the IA's family at least monthly, and more often if requested by service member and family. All Sailor and family contacts will be recorded in NFAAS at https://www.navyfamily.navy.mil. CIACs will inform the CO of any issues affecting their IA Sailors/families.

The CIAC should be the first point of contact for the IA Sailor and their family if they have problems/questions/issues at anytime during their IA deployment. The CIAC should also be the command's subject matter expert on all matters as they relate to IA's, and will ensure that their IA Sailors are prepared for deployment (completed all requirements as noted on the Sailor's orders and in the checklist), supported throughout the deployment cycle, and welcomed back home. It has been proven that a proactive and involved CIAC can mark the difference between a positive and a negative IA tour.

NOTES:

Fleet and Family Support Program (FFSP)

The Fleet and Family Support Program (FFSP) provides unified, customer-focused, consistent and efficient FFSP programs and services to support sustained mission and Navy readiness. They provide the right services at the right time, to strengthen personal and family competencies to meet unique challenges of the military lifestyle.

Encourage command families to take advantage of the services provided through their local FFSC. Families can also follow FFSP on Facebook at www.facebook.com by searching for the Fleet and Family Support Program page, and Twitter at www.twitter.com/Fleet_Family. Links are also available on the FFSP Web site at www.ffsp.navy.mil.

Additional services are available through Fleet and Family Readiness programs such as Family Readiness, Fleet Readiness and Housing. FFR has a page on Facebook at www.facebook.com/navyffr.

Parent Command Roles and Responsibilities

There are a number of ways the parent command can maintain the connection between IA Sailors, their families, and the command. Commands:

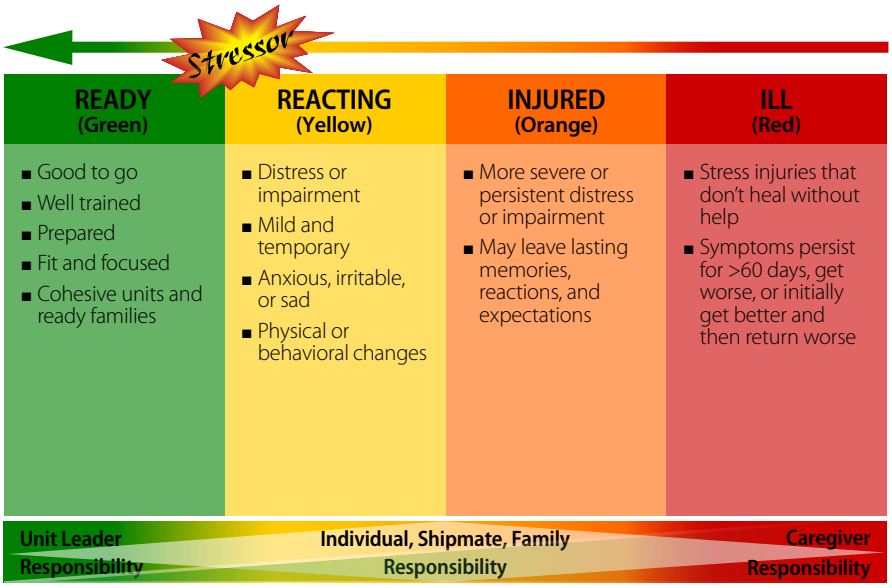
- ★ Will assign at least one Command IA Coordinator (CIAC) and instruct them to maintain at least monthly contact with IA Sailors via telephone or Internet and keep a record of contacts in Navy Family Accountability and Assessment System (NFAAS).
- ★ May periodically acknowledge those serving in IA assignments in the command plan of the day (POD).
- ★ Should periodically make a telephone call or send a letter or e-mail from the Commanding Officer, Executive Officer or Command Master Chief to the IA Sailor and/or their family.
- ★ Ensure welcome home arrangements have been made when a Sailor from the command returns from an IA assignment.
- ★ Welcome IA Sailors back from their temporary duty during All Hands calls, in the POD, via a command newsletter, or other means.
- ★ Reorient IA Sailors to the command. While attendance at a full session of command indoctrination may not be necessary, a command "update" is in order.

Ombudsman Roles and Responsibilities

The command ombudsman should:

- ★ Be informed of the unique aspects of IA assignments.
- ★ If requested by your command, maintain monthly contact with IA families unless otherwise directed by the family, via telephone, Internet or in person and document contacts in the Ombudsman Registry.
- ★ Communicate with CIAC and know who the IA Sailors are at their command.

- ★ Know the local Individual Deployment Support Specialist (IDSS) at the FFSC.
- ★ Inform the CO and CIAC of any concerns expressed by IA families.
- ★ Include IA families on any command correspondence such as newsletters, telephone trees, social rosters, etc.
- ★ Link IA families to the ECRC publicly accessible Web site: http://www.ecrc.navy.mil. ECRC IA Family Support's toll free line 1-(877)-364-4302 is available to help with questions regarding IA issues.
- ★ Ensure IA families are aware of the USFF IA Web site at www.ia.navy.mil
- ★ Be aware of the operational stress continuum and utilize to identify possible need for referrals to the local Fleet and Family Support Center, chaplain, medical, veterans affairs or Military OneSource.



- ★ Inform IA families about the existence of any IA-specific resources such as in person and virtual IA discussion groups, newsletters and the IA Family Handbook available at www.ffsp.navy.mil.

Combat Operational Stress Injuries

Combat/Operational Stress injuries may occur when individuals are faced with overwhelming or abnormal stressors that exceed in intensity or duration and affect the ability of the individual to adapt. Symptoms of stress injury normally resolve over time as the injury heals, but intervention may be needed to promote healing in some cases.

Stressors can be of three types, differing mostly in the cause of the injury:

- ★ Traumatic stress injury
- ★ Fatigue stress injury
- ★ Grief

NOTES:

Combat and operational stressors may include components of more than one type of stress injury, since trauma, fatigue, and grief are not mutually exclusive.

Post Traumatic Stress Disorder (PTSD)

PTSD is the most severe form of deployment related stress problems. If you have noticed on-going behavioral changes in a Sailor, you might want to encourage them to speak to a medical professional, FFSC counselor, chaplain, or Military One Source. Family members and Sailors may go to www.afterdeployment.org for more information on the signs and symptoms of PTSD.

Traumatic Brain Injury

The National Institute of Neurological Disorders and Stroke (NINDS) describes Traumatic Brain Injury (TBI) as a form of acquired brain injury, which occurs when a sudden trauma causes damage to the brain. Symptoms of a TBI can be mild, moderate, or severe, depending on the extent of the damage to the brain.

Anyone who has experienced such an injury should receive medical attention as soon as possible. For more information, visit the NINDS Web site at http://www.ninds.nih.gov/disorders/tbi/tbi.htm.

Global Support Assignment (GSA)

GSA tours are similar to IA tours, but specifically support the Global War on Terrorism. They are filled largely by volunteers drawn in by their PCS-friendly timeframe, rather than sailors "pulled" from their unit in mid-mission. The Navy first introduced the GSA detailing concept in June 2007, via NAVADMIN 147/07. The plan allows Sailors to negotiate eight-month or 14-month Permanent Change of Station (PCS) orders to an Expeditionary Combat Readiness Center for an assignment in theater in support of the global war on terrorism.

In addition to billets in Iraq and Afghanistan, GSA detailing will also cover assignments to the Horn of Africa, Kuwait, Bahrain, Germany, South America, Cuba, Kosovo, Philippines, and even stateside duty in Tampa, Fla., and Arlington, Va.

Additional Special Commands

Within the Navy, there are several types of communities or commands, known as Type Commands (TYCOMS). Each has a similar structure but a different mission and culture. Navy TYCOMS include:

- ★ Surface
- ★ Aviation
- ★ Submarine
- ★ Reserve commands

- ★ Construction battalions
- ★ Special warfare
- ★ Shore commands
- ★ Training commands
- ★ Recruiting commands
- ★ Pre-commissioning units

Each Navy community has a unique deployment cycle based upon their specific mission. All members of the family feel the effects of deployment in their own unique way, and all have to cope with their own tasks and emotions. The length of deployment, the mission, presence or absence of communication, and the level of danger affect service members and their families.

Surface Community

The surface community consists of ships that sail the surface of the seas, with the exception of aircraft carriers that belong to the aviation community. Characteristics of the surface community include:

- ★ Communications are variable. E-mail, Sailor phones and mail are available, but not always on a regular basis. It is possible, however, to communicate with the deployed service member.
- ★ Crews on many surface ships consist of both male and female sailors.
- ★ The Navy is experimenting with "sea swapping," or leaving the ship deployed and rotating complete crews.
- ★ Missions vary from showing the flag to combat.
- ★ Naval amphibious vessels transport Marines.
- ★ Ships can make port calls.
- ★ Ships vary in the number of personnel from less than 100 to almost 3,000.
- ★ Examples include: USS Momsen (DDG 92), USS Austin (LPD 4), and USS Whirlwind (PC 11).

Air Community

The aviation or air community consists of both aircraft and aircraft carriers. Characteristics of the air community include:

- ★ The deployment cycle is similar to that of the surface community.
- ★ Some aviation squadrons deploy on ships, while others deploy to land-based locations.
- ★ Missions may be classified.
- ★ Some squadrons have detachments, or dets, which are a small number of the crew who are separated from the rest of the squadron.

NOTES:

- ★ Communications are variable. E-mail, Sailor phones and mail are available, but not always on a regular basis. It is, however, possible to communicate with the deployed service member.
- ★ Examples include: USS George H.W. Bush (CVN 77), Navy Strike Fighter Squadron (VFA) 82 and Carrier Airborne Early Warning Squadron (VAW) 115.

Submarine Community

The submarine community consists of two types of submarines: fast attack and ballistic missile (Trident), also known as boomers. Characteristics of the submarine community include:

- ★ Crews are all-male and specially selected.
- ★ Missions are often classified.
- ★ Fast-attack subs have one crew that deploys irregularly for six to eight months at a time.
- ★ Tridents have blue/gold crews on rotating 90-day deployment cycles. It is almost impossible to communicate on a regular basis. E-mail is inconsistent. Family grams (incoming messages from family members) are limited to 40 words and only a limited number are allowed per deployment.
- ★ There may or may not be port calls.
- ★ Examples include: USS Asheville (SSN 758), USS Wyoming (SSBN 742), and USS Columbus (SSN 762).

Reserve Commands

In general, Reservists:

- ★ Are a source of trained, mission-capable individuals and units to the active-duty Navy.
- ★ May or may not have active-duty military experience.
- ★ Do not necessarily live near a Navy port.
- ★ Currently comprise 20 percent of the active-duty force.
- ★ May be called to active-duty service as individuals or an entire unit.

Construction Battalions

Construction battalions are more frequently known as CBs or "Seabees." Characteristics of the CB community include:

- ★ Deploy to sites throughout the world to complete construction projects for both the military and civilian communities.
- ★ May deploy as a battalion (full group) or as detachments (small groups).
- ★ Normally fly to their deployment site.

- ★ As indicated in their name, the mission of CBs is to build or construct. Often they construct a base, field hospital, etc. in advance of other troops.
- ★ Often deploy for seven months and are home for seven months.
- ★ Examples include: Naval Mobile Construction Battalion ONE (NMCB 1), Naval Construction Regiment (NCR) and Seabee Readiness Group (SRG).

Naval Special Warfare

Naval Special Warfare Command includes SEALS (sea, air, and land), explosive ordnance disposal (EOD), etc. Characteristics of these commands include:

- ★ Small groups of highly trained Sailors operating as a cohesive unit on sea, air, or land.
- ★ Although SEALs are all male, female support personnel may be deployed as part of a squadron.
- ★ Often on highly classified missions.
- ★ For security purposes, family members are generally not aware of the service member's whereabouts.
- ★ Communication is minimal or non-existent.
- ★ Generally fly to and from their deployment site.
- ★ Deployment can occur with little or no notice for an unspecified period of time.
- ★ The work-up is an intensive training schedule that takes the sailors away from their families. On average, a SEAL is away from his family 223 days a year.
- ★ Examples include: Explosive Ordnance Disposal Group Two (EOD-2), Naval Special War Group One (NSWG-1), and Naval Special Warfare Operational Support Group (OSG).

Shore Stations

Shore stations are commands whose mission is to support seagoing units. They do this through providing services such as piers, tugs, medical facilities, maintenance facilities, supplies, etc. Some shore commands have deploying detachments; the entire command does not deploy at the same time. Small groups of service members may deploy together. This affects unit cohesiveness since the entire unit is rarely together. Naval Station Norfolk and Naval Station San Diego are examples of shore stations.

Recruiting Commands

Navy recruiting commands generally cover a large geographic area or region. Within the region, one or two active-duty Sailors are assigned to a smaller territory where they attract and encourage civilian men and women to join the Navy. Personnel assigned to recruiting duty have recruitment goals and often work long hours to achieve these goals. They may be physically housed with recruiters from other service branches and are often in locations far from Navy installations. Family members are isolated from other military families and installation services.

NOTES:

- ★ Primary task of recruiters is to encourage civilians to join the Navy.
- ★ Often long work hours.
- ★ Families frequently isolated from military installations and other military families.
- ★ Ombudsmen are appointed for each Navy Recruiting District Headquarters.

Pre-commissioning Units

While a ship or submarine is being built, it is not referred to as a ship or a boat but as a pre-commissioning unit (PCU). A PCU has leadership assigned but generally does not have a full crew until the ship becomes habitable. PCUs:

- ★ Are housed in buildings until boat/ship is habitable.
- ★ Are generally not fully manned.
- ★ Crews attend training.
- ★ Crew, families, and ombudsman may be geographically separated.
- ★ Programs, protocols, and procedures must be developed.
- ★ Funding is not in place for all programs and services.

Readiness and Deployment Success Strategies

Being separated from loved ones is hard, yet most Navy families manage to remain strong. What are their success strategies? Although each family develops their own ways of successfully managing extended separations, some common themes of successful families include:

- ★ Developing a support system.
- ★ Being adequately prepared in such areas as finances, home and vehicle maintenance.
- ★ Ongoing communication during the course of the separation.
- ★ Goal setting and achievement.
- ★ Maintaining trust.
- ★ Maintaining physical and emotional health.
- ★ Using available resources – including their command ombudsmen.

Yellow Ribbon Program

The Yellow Ribbon GI Education Enhancement Program (Yellow Ribbon Program) is a provision of the Post-9/11 Veterans Educational Assistance Act of 2008. The Yellow Ribbon Program is the overarching program for reintegration for National Guard and Reserve members and their families.

Its mission is to provide National Guard and Reserve members and their families with information, services, referrals, and proactive outreach opportunities throughout the deployment cycle. The program benefits families by helping to provide education and access to services for a wide variety of questions and concerns that Service members and their families may have regarding their health, benefits, or other deployment related challenges unique to the Reserve Components. Benefits directly available to families may include referrals, relationship, financial or other counseling through Military OneSource, VA Vet Centers, TRICARE, and other state and local programs.

See http://www.yellowribbon.mil for more information.

Returning Warrior Workshops (RWW)

The Returning Warrior Workshop (RWW) is a reintegration program that offers tools for those returning from the traumas of life in war. The program is available to Sailors who have recently returned from a mobilization or deployment as an IA and a guest (spouse, significant other, parent, brother, or sister) of their choice. The event is held at a hotel over a weekend and all lodging, meals, and conference fees are covered. The intent of the workshop is to give the Sailor and their loved ones a chance to reconnect

Whether the trauma was caused by the constant, everyday stress of soldiers at war or the horrors of actual battlefield experiences, RWW seek to address the challenges and difficulties faced by soldiers upon their return home, to their families and loved ones to their lives.

Trained facilitators lead Warriors and their guest through a series of presentations and tabletop discussions that address returning home from extended deployments, post combat stress, and transition back to civilian life. The goals of RWW include:

- ★ Honoring the Warrior and the Warrior's guest for their service to our country.
- ★ Providing information about the many resources available for the family that will assist with reintegration into civilian life.
- ★ Raising awareness with the service member and the family about the symptoms associated with combat stress and provide the active duty member with resources for assessment and referrals.

Topics covered include:

- ★ Warrior Transitions
- ★ Spiritual Balance and Well Being
- ★ Telling Your Story/Improving the Process
- ★ Transformational Growth
- ★ Military Families
- ★ Combat Operational Stress
- ★ Financial Management
- ★ Couples Communication

NOTES:

- ★ Why I Want to Go Back
- ★ Stress Management

RWW is held at different locations across the country throughout the year to welcome returning warriors and help them integrate back into civilian life.

For more information, please visit http://www.ia.navy.mil/rww.htm.

Summary

Command leadership focuses on maintaining command readiness for deployment – training, equipment, and safety. Ombudsmen can help the command ensure service members and their families are prepared. Preparation is the key to deployment success for the command, Sailors, and their families

MODULE 9:
COURSE REVIEW AND SUMMARY

1. Introduction

Module 9 reviews all the topics covered with the hope that when you are asked, "Are you ready?" your answer will be an enthusiastic "Yes!"

2. Course Review

Review the major topics by writing down two key learning points you remember from each module.

★ Module 1: Ombudsman Program Overview

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★ Module 2: Managing Your Responsibilities

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★ Module 3: Code of Ethics

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★ Module 4: Command Relationships

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★ Module 5: Communication Skills

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★ Module 6: Information and Referral

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NOTES:

★ Module 7: Crisis Calls and Disasters

★ Module 8: Deployment and Mobilization

3. OBT Jackpot Game

(A game of OBT Jackpot will be played in class to review the content and materials from your training.)

4. What's Next?

Now that you've completed OBT we hope that you are full of confidence, and ready to "hit the decks running." However, over time, questions will arise that are new to you; situations will occur that you've not encountered and you may be tasked with actions that you are unsure about. You may remember talking about something in OBT, but the details escape you. It's important to remember that you will always have resources and support available to you.

★ Your commanding officer (CO) should be your primary contact for day-to-day issues you deal with. You should have a goal of regular communications with the CO, and be sure to request an open door policy in case you need it. We strongly suggest that you request a meeting with your CO and POC now that you've completed OBT to discuss some of the things you've learned. Use the checklist found in the Ombudsman Program Manual to help guide this meeting. It's to everyone's benefit to be sure that the entire command leadership team is clear on the many roles and responsibilities each has.

★ The command POC, usually the CMC or COB, is someone with whom you should become very comfortable. They can help with the daily events that occur and point you in the right direction.

★ The Command Support Team spouses may be a resource for you. They are often willing to work as an advisor to the ombudsman. Many will attend OBT with you so that they have a clear understanding of the Ombudsman Program and its workings. Ask your CO or POC if their spouses are interested in taking on such a role.

★ Another great resource for the command ombudsman is the Ombudsman Coordinator. This FFSC staff member maintains the roster for all installation ombudsmen. They ensure that all ombudsmen receive updated information, and they communicate with the various commands at the installation. The Reserve Family Support Administrators provide the same service to Reserve ombudsmen. If you haven't met your Ombudsman Coordinator, or spoken to them recently, give them a call or send an e-mail. Re-establish and/or nurture that connection.

- ★ Become familiar with the programs provided at your FFSC. FFSC staff are more than willing to provide support to ombudsmen and family members when needed.
- ★ Are you attending Ombudsman Assembly Meetings? Advanced Trainings? If you live near an FFSC, please make every effort to participate in these events. Not only is attendance required per OPNAVINST 1750.1F, but they provide valuable training, program updates and a chance to network with other ombudsmen.
- ★ If you don't live near an FFSC and can't attend meetings and trainings, check out the Ombudsman Program webinars. CNIC offers three standardized 90-minute webinars as of Spring 2010—OBT Orientation, Reserve OBT-I&R, and Reserve OBT-Family Readiness. Additional monthly topical webinars are offered both by CNIC and throughout many regions. The schedule for CNIC's offerings can be found on the Ombudsman Registry at www.ombudsmanregistry.org or the FFSP Web site at www.ffsp.navy.mil. Guidance for creating an account and using the webinar platform is given at the same location. Check with your ombudsman coordinator for regional webinars.
- ★ The Ombudsman Registry is more than the location to submit your monthly/quarterly worksheet. Registered users receive important information via E-Blast—feel free to use the content of any E-Blast in your command newsletter. Ombudsmen and family members can contact and find ombudsmen using the registry. If you have problems or questions, use the support feature to request assistance. In addition, the Ombudsman Forum gives you a safe place to post messages to other ombudsmen on varying topics. Be sure to observe OPSEC when posting.
- ★ The FFSC and Ombudsman Program Discussion Groups on Facebook are a resource for information updates, current concerns and issues, and a chance to talk with other ombudsmen. To join the Ombudsman Program Discussion Group, you must be registered in the Ombudsman Registry.
- ★ Finally, the *Navy Family Ombudsman Program Manual* is a great resource for ombudsmen. When you have questions, the first place to go is your manual to see if you can find the answer there. Thumb through it and become familiar with it. Take some additional time to review the Ombudsman Program instruction in Appendix C. This is one document you should be fully familiar with.

5. Summary

Congratulations on your hard work – you just completed 16.5 hours of training! You have learned new topics and terminology, gained an understanding of the roles and responsibilities of a command ombudsman, and practiced ways to handle the more critical parts of the job. Remember that any time you have questions or concerns, talk with your CO for help or guidance, and use your support network.

Thank you for volunteering to become an ombudsman and thank you for the work that you do to support our military families!

OMBUDSMAN BASIC TRAINING COURSE EVALUATION

Navy Family Ombudsman Program
Standardized Evaluation Form and Critique Sheet
Ombudsman Basic Training

Name: _____ (Optional)

Command: _____ (Optional)

Overall rating of course (please check one)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My knowledge has increased after attending OBT.					
I found the material easy to understand.					
The activities helped me learn the material.					
The instructor was knowledgeable and competent.					
The instructor encouraged my participation.					
The learning environment was comfortable.					
This course has met my expectations.					
This course has helped prepare me in my role as an ombudsman or member of the command support team.					

Overall Rating of Course (circle one): 1 = Very Poor 2 = Poor 3 = Fair 4 = Good 5 = Excellent

What did you like most about the course? _____

What did you like least about the course? _____

Is there anything else you would like to share? _____

_____

_____

APPENDIX A
ACRONYMS

ARC	American Red Cross
ANFA	Affected Navy Family Assistance
BEQ	Bachelor Enlisted Quarters
BOQ	Bachelor Officer Quarters
BUPERS	Bureau of Naval Personnel
CACO	Casualty Assistance Calls Officer
CACP	Casualty Assistance Calls Program
CBQ	Combined Bachelors Quarters
CCCS	Consumer Credit Counseling Services
CDO	Command Duty Officer
CFS	Command Financial Specialist
CIAC	Command Individual Augmentee Coordinator
CMC	Command Master Chief
CMCSLC	Command Master Chief Spouse Leadership Course
CNIC	Commander Navy Installations Command
CNO	Chief of Naval Operations
COB	Chief of the Boat
COT	Certified Ombudsman Trainers
CSLC	Command Spouse Leadership Course
DEERS	Defense Enrollment Eligibility Reporting System

NOTES:

DFAS	Defense Finance Accounting Service
DOD	Department of Defense
ECRC	Expeditionary Combat Readiness Center
EFMP	Exceptional Family Member Program
FAP	Family Advocacy Program
FFSC	Fleet and Family Support Center
FFSP	Fleet and Family Support Program
FRG	Family Readiness Group
FRP	Fleet Response Plan
FSA	Family Support Administrator
GMT	General Military Training
GSA	Global Support Assignment
IA	Individual Augmentee
I&R	Information and Referral
IDC	Independent Duty Corpsman
IDSS	Individual Deployment Support Specialist
ITO	Invitational Travel Orders
IRR	Individual Ready Reserve
LES	Leave and Earning Statement
MOS	Military OneSource
MTF	Military Treatment Facility
NCIS	Naval Criminal Investigative Service
NECC	Navy Expeditionary Combat Command

NFAAS	Navy Family Accountability and Assessment System
NKO	Navy Knowledge Online
NLSO	Navy Legal Services Office
NMCRS	Navy Marine Corps Relief Society
NMPS	Navy Mobilization Processing Sites
NSFL	Naval Services FamilyLine
OAL	Ombudsman-at-Large
OBT	Ombudsman Basic Training
OCO	Overseas Contingency Operation
OOD	Officer of the Deck
OPAG	Ombudsman Program Advisory Group
OPSEC	Operation Security
OSC	Operational Stress Control
OCO	Overseas Contingency Operation
PAO	Public Affairs Officer
PCO	Prospective Commanding Officer
PCS	Permanent Change of Station
PFM	Personal Financial Management
PNOK	Primary Next of Kin
POC	Point of Contact
POD	Plan of the Day
POM	Plan of the Month
POW	Plan of the Week
PRD	Projected Rotation Date

NOTES:

PSA	Public Service Announcement
PSD	Personnel Support Detachment
PTSD	Post Traumatic Stress Disorder
PXO	Prospective Executive Officer
ROAB	Regional Ombudsman Advisory Board
ROBT	Reserve Ombudsman Basic Training (webinars)
RTT	Regional Train the Trainer
SAPR	Sexual Assault Prevention and Response
SAVI	Sexual Assault Victim Intervention
SELRES	Selected Reserve
TBI	Traumatic Brain Injury
USFF	US Fleet Forces Command

APPENDIX B
RESOURCES

Disaster Preparedness

Casualty Assistance Calls Program http://jointservicehonors.org/service/navyCACO.pdf

Federal Emergency Management Agency http://www.fema.gov/areyouready/

Homeland Security http://www.ready.gov/

The American Red Cross http://www.redcross.org/

The National Organization for Victim's Assistance http://www.trynova.org/

Navy Family Accountability and Assessment System (NFAAS) https://navyfamily.navy.mil

Operation Prepare https://www.cnic.navy.mil//CNIC_HQ_Site/OperationPrepare

Financial Resources

Consumer Credit Counseling Services (CCCS) http://www.nfcc.org

Consumer Information Center www.pueblo.gsa.gov

Defense Finance Accounting Service http://www.dfas.mil/

Federal Trade Commission www.ftc.gov

Internal Revenue Service www.irs.gov

My Pay https://mypay.dfas.mil/mypay.aspx

National Better Business Bureau www.bbb.com

Navy-Marine Corps Relief Society http://www.nmcrs.org/index.html

Women, Infants, Children Program (WIC) http://www.fns.usda.gov/wic/

Ombudsman Program Management

Claim for Reimbursement

http://contacts.gsa.gov/webforms.nsf/0/4366F7D7DC67B9AC85256A720047DB33/$file/SF1164.pdf

CNIC Gateway https://www.cnic.navy.mil

Fleet and Family Support Program www.ffsp.navy.mil

Military Insignia http://usmilitary.about.com/od/theservices/a/rankchart.htm>.

Military Instructions http://doni.daps.dla.mil/default.aspx

NOTES:

Navy Mail Center http://www.daps.dla.mil/

Ombudsman Registry www.ombudsmanregistry.org

Resources

211 http://www.211.org

American Red Cross http://www.redcross.org

Department of Defense Reserve Affairs http://www.defenselink.mil/ra/

Lifelines http://www.lifelines.navy.mil/

Military HOMEFRONT http://www.militaryhomefront.dod.mil

Military OneSource http://militaryonesource.com

National Guard Family Program http://www.jointservicessupport.org

Naval Services FamilyLine http://www.cnic.navy.mil/familyline

Naval Criminal Investigative Service http://www.ncis.navy.mil

Navy Legal Services http://www.jag.navy.mil/html/NLSONCLegalassistance.htm

Navy Reserve http://navyreserve.navy.mil

School Liaison Program http://militaryk12partners.dodea.edu/reference_navySLs.html

TRICARE www.tricare.osd.mil/

U.S. Department of Labor http://www.dol.gov/vets/programs/userra/userra_fs.htm

Stress Management

America's Continuing Education Network http://www.ace-network.com/index.html

American Academy of Family Physicians http://www.aafp.org/fpm/20000400/39over.html

Coping.org http://www.coping.org/

Department of Defense Stress Awareness http://www.defenselink.mil/specials/stressawareness

Military OneSource www.militaryonesource.com/

Navy Knowledge Online https://www.nko.navy.mil/

DEPARTMENT OF THE NAVY
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2000 NAVY PENTAGON
WASHINGTON, DC 20350-2000

OPNAVINST 1750.1G CH-1
CNO
07 Mar 2012

OPNAV INSTRUCTION 1750.1G CHANGE TRANSMITTAL 1

From: Chief of Naval Operations

Subj: NAVY FAMILY OMBUDSMAN PROGRAM

Encl: (1) Revised enclosure (2)
(2) Revised enclosure (5)
(3) Revised enclosure (7)

1. Purpose. To transmit updates concerning the Chief of Naval Operations (CNO) ombudsmen-at-large program as described in enclosures (2), (5) and (7). Updates to enclosures (2) and (5) encourage ombudsmen-at-large to serve as members of the Ombudsman Program Advisory Group (OPAG). Additional updates to enclosure (2) provide additional options for ombudsmen-at-large official travel, make clear that the immediate office of the CNO will process individual travel authorizations for ombudsmen-at-large, and note that CNO will serve as the accepting official for ombudsmen-at-large volunteer services. The update to enclosure (7) expands the types of ombudsmen-at-large travel expenses that will be approved.

2. Action. Remove enclosures (2), (5) and (7) of the basic instruction and replace with enclosures (1), (2) and (3), respectively, of this change transmittal.

J. M. BIRD
Vice Admiral, U.S. Navy
Director, Navy Staff

Distribution:
Electronic only, via Department of the Navy Issuances Web site
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DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
2000 NAVY PENTAGON
WASHINGTON, DC 20350-2000

OPNAVINST 1750.1G
CNO
21 September 2011

OPNAV INSTRUCTION 1750.1G

From: Chief of Naval Operations

Subj: NAVY FAMILY OMBUDSMAN PROGRAM

Ref: (a) U.S. Navy Regulations, 1990
(b) OPNAVINST 3120.32C
(c) Navy Family Ombudsman Program Manual, 2010
(d) 5 U.S.C. §552a
(e) 10 U.S.C. §1588
(f) OPNAVINST 5380.1B
(g) SECNAVINST 5211.5E
(h) COMNAVCRUITCOMINST 1754.1E
(i) 28 U.S.C.
(j) SECNAVINST 1754.1B
(k) 18 U.S.C.
(l) DoD 5500.7-R, Joint Ethics Regulations, August 93
(m) Joint Federal Travel Regulations, Appendix E
(n) NAVSO P-1000, Vol. 9, Ch. 5
(o) OPNAVINST 5218.7C
(p) BUPERINST 1710.11C
(q) SECNAVINST 1752.3B
(r) SECNAVINST 1752.4A
(s) OPNAVINST 1754.5B

Encl: (1) Policy Waiver Request Procedures
(2) Chief of Naval Operations Ombudsmen-at-Large Duties
(3) Fleet and Family Support Center Duties in Support of Ombudsmen
(4) Ombudsman Registry
(5) Ombudsman Program Advisory Group and Region Ombudsman Advisory Boards
(6) Ombudsman Assembly
(7) Program Support
(8) Reporting Requirements for Child Abuse, Domestic Abuse and Sexual Assault

1. Purpose. To provide policy and assign responsibility for the Navy Family Ombudsman Program. References (a) through (s) apply. This instruction is a complete revision and should be reviewed in its entirety.

2. Cancellation. OPNAVINST 1750.1F.

3. Applicability. The provisions of this instruction apply to all active and reserve Navy commands and units.

4. Discussion

a. The Navy Family Ombudsman Program is a Navywide program established to improve mission readiness through improved family readiness. A strong command ombudsman program, both ashore and afloat, will help ensure that families have the information necessary to meet the challenges of a military lifestyle. Per references (a) and (b), commanders and commanding officers are charged with the responsibility for the morale, health, and welfare of command personnel and inherently their families. The ombudsman program helps commanders and commanding officers have 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.

b. Every command, afloat and ashore, is required to appoint an ombudsman. Fleet, force, and region commanders should appoint ombudsmen for their staff, and may also appoint an ombudsman who can advise the commander on fleet, force, and region-wide matters.

c. Appointed ombudsmen may serve in an advisory capacity to the commander on matters affecting Service members and families within their area of command responsibility, and are authorized to perform official funded travel in conjunction with this role. This is solely for the purpose of reporting current family status updates and emergent issues to the commander and commanding officer. Fleet, force and region ombudsmen may take a mentoring role to fellow ombudsmen if desired by the commander or commanding officer. However, there is no hierarchy within the ombudsman program and there are no prescribed supervisory roles over other ombudsmen. Supervision of ombudsmen is the responsibility of the commander or commanding officer.

d. The Ombudsman Program was introduced to the U.S. Navy by Z-gram 24 on 14 September 1970 by the Chief of Naval Operations (CNO), Admiral Elmo Zumwalt. Admiral Zumwalt adapted this program from a 19th century Scandinavian custom originally established by the King to give ordinary private citizens an

avenue to express their grievances to high government officials. To improve family readiness, the primary focus of the Navy Family Ombudsman Program is command communications, information, and referral, while still providing an avenue for hearing about the welfare of command families.

e. Ombudsman Appreciation Day is 14 September (or the Friday preceding the 14th, if it falls on a weekend). While the 14th is of significance to the history of the program, commands are authorized to celebrate the event at any time deemed appropriate during the month of September or as soon as possible thereafter.

f. The command ombudsman is a volunteer who is the spouse of an active duty or selected reserve command member. If the commander or commanding officer is unable to select the spouse of an active duty or selected reserve command member, refer to enclosure (1) for waiver procedures. The ombudsman supports the command mission by providing communications, outreach, resource referral, information, and advocacy to and for command families.

g. For the purpose of this instruction, the term command master chief also includes a chief of the boat or a command senior enlisted advisor.

5. Action

a. The CNO may appoint in writing one or more Navywide family ombudsmen-at-large. The spouse of the Master Chief Petty Officer of the Navy and another spouse of a senior flag officer has been appointed to fill these positions. Support for ombudsmen-at-large will be specified in their appointment letters and at enclosure (2).

b. OPNAV Equal Military Personnel Plans and Policy (N13) will provide a representative to serve as a member of the Ombudsman Program Advisory Group (OPAG) to stay abreast of family readiness issues that have application to other family-related programs.

c. Commander, Navy Installations Command (CNIC) shall:

(1) Maintain policy, establish procedures, and implement the Navy Family Ombudsman Program.

(2) Publish and maintain reference (c), and post additional guidance and procedures for operation to the ombudsman section of the Fleet and Family Support Program (FFSP) Web site at www.ffsp.navy.mil.

(3) Ensure the program effectively addresses family readiness issues, per reference (d).

(4) Adequately resource the program at management, regional, and local levels to provide sufficient training supported through Fleet and Family Support Centers, materials, Web site maintenance, and marketing. For a complete list of Fleet and Family Support Center support requirements, see enclosure (3).

(5) Establish training requirements and ensure sufficient training is held to support those requirements. Training will only be provided by CNIC qualified trainers using approved curriculum.

(6) Coordinate Ombudsman Basic Training (OBT) with region commanders, recruit commands, and the Navy Reserve Forces Command to ensure that command ombudsmen are normally able to receive this training prior to (or within 6 weeks of) appointment. Schedules can be found on the Ombudsman Registry at www.ombudsmanregistry.org or FFSP Web site at www.ffsp.navy.mil.

(7) Provide guidance on Ombudsman Advanced Training topics, curriculum, and delivery.

(8) Train, certify, and decertify Certified Ombudsman Trainers (COT), per enclosure (3).

(9) Conduct a bi-annual symposium with ombudsman program COT to obtain recommendations for changes to program curriculum, delivery, and to disseminate ombudsman program updates.

(10) Establish an OPAG. The group will serve as a working group and will include augmentation by representatives of other activities as needed to advise on policy, special projects, and curriculum development.

(11) Provide guidance in the establishment of Region Ombudsman Advisory Boards (ROAB).

(12) Establish and maintain an ombudsman Web site and registry at www.ombudsmanregistry.org. The purpose is to provide additional information on the program and to provide an ombudsman locator. Ensure all official information, announcements and updates will be posted on the Ombudsman Registry. See Enclosure (4) for more information.

(13) Establish and maintain an automated ombudsman data collection system located at this Web site to collect program statistics and workload data.

(14) Develop a comprehensive outreach and marketing plan to educate Service members and their families about the ombudsman program. The plan will include key support services, e.g., FFSPs, child development centers, chaplains, school liaison officers, and family readiness groups, as well as ombudsmen at the local installation level to provide coordinated services in support of Service members and their families. Optimize marketing efforts with an end—state that maximizes family readiness.

d. Commander, Naval Education and Training Command will:

(1) Incorporate ombudsman program training in applicable curricula as necessary to ensure Navy leadership is aware of the importance of the program and able to carry out their responsibilities to achieve a successful command ombudsman program.

(2) Provide a representative from command leadership school to serve as a member of the OPAG to ensure the most up to date information is being taught to attendees of the leadership school courses.

e. Region commanders shall:

(1) Establish an ROAB to support and provide advice on issues relating to the Navy Family Ombudsman Program. The board will provide feedback to CNIC on trends and issues in their region concerning the ombudsman program. Board composition and duties are described in enclosure (5).

(2) Coordinate with type and local commanders to ensure that sufficient ombudsmen assemblies exist in their region to support the area ombudsmen. Procedures for establishing ombudsmen assemblies can be found in enclosure (6).

(3) In coordination with the Fleet and Family Support Centers, be responsible for conducting OBT and advanced training. Navy Reserve Forces Command shall offer OBT at remote sites within the Continental United States.

(4) Ensure that appropriate roles for ombudsmen are included in region and installation plans for disaster preparedness (especially in the establishment of emergency community support centers and or family assistance centers) and ombudsmen are included in disaster preparedness exercises.

(5) Ensure outreach and marketing plan includes the family readiness alliance network for each installation.

f. Commanders and commanding officers shall:

(1) Establish and execute the Navy Family Ombudsman Program per this instruction.

(2) Ensure that command family members have access to the services of an ombudsman.

(a) Appoint sufficient command ombudsmen to provide required services to command families.

1. All ombudsmen must be appointed per references (e) and (f). Guidance for selecting, appointing, and supervising ombudsmen is provided in the Leadership Toolkit compact disc, available on the FFSP Web site at www.ffsp.navy.mil.

2. Small commands having few family members, or tenant commands, may arrange with one or more other commands, or the installation command, to share the ombudsman services of the other or host command. Such agreements must be at the concurrence of all commands and ombudsmen involved and should be specified in writing, including any agreed-upon provisions for support of the combined ombudsman program as stipulated in enclosure (7).

(b) Ensure their command ombudsman information is added to the Ombudsman Registry (as soon as official appointment is made) at www.ombudsmanregistry.org. The commander or commanding officer, or designee, shall update the registry as changes occur.

(3) Accept volunteer services from the ombudsman per reference (f) by completing DD 2793 Volunteer Agreement for Appropriated Fund Activities and Non-appropriated Fund Instrumentalities with the ombudsman.

(4) Ensure that the command ombudsman receives required training and provide him or her with a copy of this instruction, reference (c), and a letter of appointment containing other specific instructions. Upon appointment, the sponsoring command is responsible for printing and issuing these documents to the ombudsman.

(a) OBT is required for all ombudsmen and must be documented per reference (f). This training provides the information and skills training necessary for an ombudsman to properly execute the duties required by this instruction and the commander or commanding officer.

(b) The ombudsman should attend OBT before assuming ombudsman duties, but not later than 6 weeks after appointment. If the ombudsman is unable to attend training prior to assuming ombudsman duties, the command will ensure that the ombudsman completes the OBT orientation Webinar training, an overview of OBT. Class schedules and registration links can be found at www.ombudsmanregistry.org or www.ffsp.navy.mil. This Webinar does not replace the requirement to attend OBT as soon as possible.

(5) Ensure that the command ombudsman receives a regularly updated command roster to include inbound personnel and families. References (d) and (g) provide for the release of roster information to the ombudsman without the consent of the individuals listed when the ombudsman is acting in an official capacity.

(6) Communicate regularly with the command ombudsman.

(a) Commanders and commanding officers should assign a point of contact (POC) for the ombudsman; this is often the command master chief. Decide what issues and events are to be handled through the POC and which should come directly to the commander or commanding officer.

(b) Introduce the ombudsman to members of the command support team (CST). The CST is generally comprised of the commanding officer, executive officer, command master chief and their spouse, chaplain (if one is assigned), the ombudsman, and any other advocates assigned to work with the program. Although not in a supervisory role, other members of the command chain of support can help the ombudsman by virtue of their Navy experience. It is recommended that leadership spouses and others in advocacy roles attend OBT with the command ombudsman if space is available and at no extra cost to the government. This training will provide important guidelines and direction in assisting the ombudsman, and cover the requirements of confidentiality. Also, in the event an ombudsman leaves suddenly, for any reason, a trained member of the CST can fill the position until another ombudsman is selected and trained.

(7) Ensure the command ombudsman receives adequate equipment, material, and funding support per enclosure (7).

(8) Establish specific funding resources for support of the command’s family ombudsman program. References (e) and (f) authorize use of appropriated funds or non-appropriated funds in support of the ombudsman program. Pursuant to reference (f) reimbursable items may include official travel by fleet, force, and region ombudsman; childcare; mileage; parking; tolls; communication equipment when used in an official capacity. Travel and training expenses must be paid by the command or reimbursed per enclosure (7). The command ombudsman’s POC should be familiar with the reimbursement process and ensure that authorized reimbursements occur in a timely fashion. It is ultimately the responsibility of the commanders and commanding officers to ensure their ombudsman is reimbursed for authorized expenses in a timely manner.

(9) Ensure that current and reporting command personnel (including single personnel) and their family members are aware

of who the command ombudsman is, what services they provide, and how to contact them. Include the ombudsman in the command indoctrination program. Provide a generic command e-mail address for the ombudsman or ombudsmen.

(10) Ensure the Navy Family Ombudsman Program is included in appropriate command inspections and reviews.

(11) Ensure that appropriate role(s) for the operational unit ombudsman is(are) included in the operational unit disaster preparedness plan as well as including roles for operational unit ombudsmen in installation plans for disaster preparedness. This includes roles for ombudsmen in the establishment of emergency family assistance centers or community support centers. All ombudsmen should be included in disaster preparedness exercises.

(12) Ensure that data from the ombudsman monthly worksheets is entered in the automated ombudsman data collection system at www.ombudsmanregistry.org by the ombudsman or command designated personnel. Reserve ombudsmen are required to submit a quarterly worksheet. Unit ombudsmen will submit their own worksheets if assigned. If a unit does not have an ombudsman, the Navy Operational Support Center (NOSC) ombudsman or NOSC ombudsman coordinator will submit their worksheets in a combined worksheet for the NOSC. NOSC ombudsman and ombudsman coordinators will act as the unit’s ombudsman to provide support to the Navy Reserve families. See enclosure (4) for additional guidance.

(13) Be aware of the following provisions for appointing ombudsmen:

(a) Probation Periods. A probationary term may be established when appointing an ombudsman. The recommended probation periods are 6 months for a first time ombudsman and 3 months for an experienced ombudsman.

(b) Term of the Ombudsman Appointment. The ombudsman’s term of service automatically expires when the ombudsman’s spouse transfers from the command, is discharged, transfers to the Fleet Reserve, or retires. A letter of resignation is also required whenever there is a change of command; however, the new commander or commanding officer may

request that the current ombudsman remains until a new ombudsman is trained and in place, or may offer to reappoint the incumbent.

(c) Ombudsman Resignation. A letter of resignation from the ombudsman to the command is required as stated above, or at any time the ombudsman can no longer fulfill the duties of the position.

(d) Termination of Service for Cause. The commander or commanding officer should terminate the appointment when the ombudsman violates the Code of Ethics, knowingly fails to execute their responsibility regarding the issues required to be reported, knowingly submits an unauthorized claim for ombudsman funds outside the boundaries established by regulation and the commander or commanding officer, or if the commander or commanding officer considers the ombudsman’s behavior to be detrimental to the command.

(14) Be aware of additional considerations for appointing command ombudsmen serving outside of the Continental United States, and those serving at recruiting and reserve commands and units.

(a) Outside of the Continental United States. Living overseas presents different challenges and rewards for an ombudsman. Major challenges involve language, isolation, communication, transportation, and cultural differences. These factors should be taken into consideration when appointing an ombudsman.

(b) Recruiting Commands. At a minimum, an ombudsman is to be appointed for each Navy recruiting district headquarters. An ombudsman will be appointed for Commander, Navy Recruiting Command; Navy Recruiting Orientation Unit; and each Navy recruiting region headquarters. Due to the varying geographical characteristics of each Navy recruiting district, more than one command ombudsman may be required to adequately serve the needs of command families. Where additional ombudsmen are deemed necessary, one ombudsman should be designated to coordinate the family newsletter and serve as a central POC for general information; however, additional command ombudsmen shall report to their commander or commanding officer, not the

designated ombudsman. Reference (h) provides supplemental guidance for the recruiting command family ombudsman program.

(c) Navy Reserve Ombudsmen. At a minimum, an ombudsman is to be appointed for each NOSC. Additional ombudsmen may be assigned to Navy Reserve units within the NOSC. The NOSC ombudsman should serve as a central POC for general information; however, additional unit ombudsmen shall report only to their commander or commanding officer.

(15) Be knowledgeable about personal protections afforded to ombudsmen. An ombudsman, while providing services under this instruction, shall be considered to be an employee of the government only for the purposes designated in references (d) and (f) concerning compensation for disability or death of employees resulting from personal injury sustained while in the performance of their duty, and claims for damages or losses for property loss, personal injury or death per reference (i).

(16) Ensure support is provided to the ROAB as needed or requested by the region commander, including materials and clerical assistance, to perform their designated duties as described in enclosure (5).

g. Ombudsmen shall:

(1) Attend OBT prior to beginning duties (required) and advanced training to expand knowledge and improve skills. If a former ombudsman is reappointed at the current command or assigned to a new command, the OBT course must be completed if more than 18 months have passed since the last assignment or if more than 3 years have elapsed since attending the OBT course.

(2) Serve as the liaison between command families and the command, keeping the commander or commanding officer informed regarding the general morale, health, and welfare of the command’s families.

(3) Communicate regularly with command and command family members. Contact families upon arrival as soon as possible to introduce themselves and explain how they can be of help to the family.

(4) Develop and distribute a command-approved monthly or quarterly newsletter, or if not possible, contribute to a command-approved column in appropriate publications

(5) Obtain command approval on all official correspondence before printing, distributing, or mailing.

(6) Establish and maintain an up-to-date and timely telephone tree or use the Careline to rapidly distribute and gather information.

(7) Become knowledgeable about all programs offered from the local Fleet and Family Support Center, chaplains, and other support agencies to be able to keep family members informed of available resources and confidently recommend the services. Reference (j) gives ombudsmen the authority to request and receive support from Fleet and Family Support Centers.

(8) Represent the command at local ombudsman assembly meetings.

(9) Maintain well-organized, active, and up—to—date communication records on the performance of ombudsman duties. The ombudsman will comply with the provisions of reference (g).

(10) Serve as a source of emergency and crisis information. Perform other official roles, functions, or duties assigned by the commander or commanding officer.

(11) May collaborate with the family readiness group (FRG) on behalf of the command, but shall not serve as an FRG officer. Additionally, the ombudsman may participate in the FRG in a personal capacity, but not as the official ombudsman. Ombudsmen are not responsible for coordinating and conducting command-sanctioned homecoming activities.

(12) Provide immediate action when reportable issues or life endangering situations come to their attention by reporting to the appropriate official or organization and the commander or commanding officer. Additional guidance for required reporting can he found at enclosure (8). Mandatory reporting is required for:

(a) All suspected child abuse and neglect,

(b) Alleged domestic abuse,

(c) Suspected and or potential homicides, violence, or life endangering situations,

(d) All suspected and or potential suicidal risks, and

(e) Other issues identified by the commander or commanding officer as reportable.

(13) Adhere to the strictest code of confidentiality to protect the privacy of individuals and maintain the credibility of the Navy Family Ombudsman Program. For issues requiring immediate attention, the safety and well—being of every individual takes precedence over their right to confidentiality.

(14) Receive training on the provisions of the Privacy Act and reference (g), in proper referrals, and maintaining a current resource list.

(15) Avoid conflicts of interest in dealings with the command and family members. Criminal laws and regulations re1ating to conflicts of interest are described in references (k) and (l).

(16) Collect data on services provided and time expended, and provide this data monthly to the commander or commanding officer. A copy of the ombudsman telephone log is to be provided to the command as directed. Data from the ombudsman monthly and or quarterly worksheets will be entered into the automated data reporting system by the ombudsman or command designated POC.

(17) Coordinate services for families during mobilization or geographic separation. In any situation in which family members remain in one community while the Service member reports to another location for duty, such as mobilization of a unit, executing individual augmentation orders, or executing permanent change of station orders, the losing command retains responsibility for local support services to family members remaining in their area and for assisting

family members in connecting with the gaining command ombudsman, FRG or other family support activity. The gaining command assumes responsibilities for official command communication with the Sailors and their family members.

(a) The Navy Reserve or losing command ombudsman shall contact the gaining command's ombudsman to coordinate services to ensure the family receives services to which they are entitled. Contact information can be obtained from the Ombudsman Registry or from the Fleet and Family Support Center ombudsman coordinator at the gaining command. The Fleet and Family Support Center ombudsman coordinator's contact information may be found on the FFSP Web site at www.ffsp.navy.mil.

(b) Ombudsmen from both the losing and gaining commands will coordinate or share responsibility for those family members who do not accompany the Sailor to the area of the active duty assignment.

(18) Perform other assigned duties. In addition to responding to the needs of the command's families, the commander or commanding officer may direct the ombudsman to:

(a) Assist in the organization and implementation of the command welcome program (command sponsorship program), and participate in the indoctrination and orientation programs for new command members.

(b) Represent the command on committees, boards, and working groups in the military or serve as a military family liaison to civilian community organizations that are providing service and support to command families.

(c) Work closely with the other members of the CST.

(d) Establish, maintain, or contribute an up-to-date and timely command telephone "Careline" to provide information to families.

(19) Submit a letter of resignation to the commander or commanding officer when the ombudsman's spouse transfers from

the command, is discharged, transfers to the Fleet Reserve, or retires. A letter of resignation is also required whenever there is a change of command.

(a) The ombudsman may be reappointed by the new commander or commanding officer or requested to remain until a new ombudsman can be appointed and trained.

(b) The ombudsman will confer with the commander, commanding officer, or POC about turnover of any personal notes or records on unresolved issues to the incoming ombudsman. All other correspondence, personal notes, and records will be destroyed per command procedures for handling personal-confidential Privacy Act-protected information. The command roster will be turned over to the command, or destroyed, and a new copy will be issued to the new ombudsman. The ombudsman's e-mail list will be deleted.

(20) Be familiar with reference (c), which includes sample forms, letters, and additional guidance for performing ombudsman duties.

6. Records Management. Records created as a result of this instruction, regardless of media and format, shall be managed per Secretary of the Navy (SECNAV) Manual 5210.1 of November 2007.

7. Forms and Reports

a. Forms

(1) The following forms are available for down load from the Department of Defense (DoD) Forms Management Program Web site at http://www.dtic.mil/whs/directives/infomgt/forms/index.htm.

(a) DD 2793 (May 2009) Volunteer Agreement for Appropriated Fund Activities and Non-Appropriated Fund Instrumentalities

(b) DD 1351—2 (May 2011) Travel Voucher or Sub-voucher (Automated travel programs used by a command may be substituted.

(c) DD 2606 (July 1998) Department of Defense Child Development Program Request for Care Record

(2) SF 1164 (Rev. 11-77) Claim for Reimbursement for Expenditures on Official Business is available for download via the General Services Administration Web site at http://www.gsa.gov/portal/forms/type/SF.

(3) Ombudsman monthly/quarterly worksheets are available online at www.ombudsmanregistry.org.

b. Reports Control. Data collection requirements described in reference (c) are exempt from reports control per SECNAV Manual 5214.1 of December 2005.

J. M. BIRD
Vice Admiral, U.S. Navy
Director, Navy Staff

Distribution:
Electronic only, via Department of the Navy Issuances Web site http://doni.daps.dla.mil/

POLICY WAIVER REQUEST PROCEDURES

1. It is Navy personnel policy to hold firmly to the requirement that persons appointed as Navy family ombudsmen be the spouse of active duty members of the command or selected reserves. However, it is recognized that there are circumstances in which it may be in the best interest of the command to name another individual. To request a waiver from eligibility requirements for ombudsman appointment and other issues within the ombudsman program, the following applies:

a. The requesting command will forward a waiver request to the ombudsman program manager at CNIC. The request should contain the reasons for the request and any extenuating circumstances that necessitate a waiver to the policy (per guidance below). The letter, including a POC with phone number and e-mail address, should be forwarded via the appropriate chain of command.

Commander, Navy Installations Command (N913)
Attn: Ombudsman Program Analyst
716 Sicard St., SE, Suite 1000
Washington Navy Yard, DC 20374-5140

b. For reserve commands, an endorsement from the Commander, Navy Reserve Forces Command ombudsman program POC must be obtained.

Family Support Program Manager
Commander
Navy Reserve Forces Command
1915 Forrestal Drive
Norfolk, VA 23551-4615

c. The Director, Fleet and Family Readiness or his or her designee will approve or deny the waiver request.

2. Waivers will be issued for the remainder of the commander's or commanding officer's assignment, unless otherwise specified and will not exceed 3 years. Waivers may be requested for the following persons and the command should address in the waiver request letter the candidate's ability to meet the requirements (requirements noted "*" are not negotiable):

a. Parent and or family member of single members:

(1) Lives in vicinity of the command, or has close connection with the command.

(2) Has experience as a recent (within 5 years) military member or family member.

(3) Has demonstrated interest in the command and ability to attend training and perform duties of the role. *

(4) Application to command demonstrates appropriate attributes, skills, and volunteer experience.

(5) Is nominated by the command, not self-nominated. *

(6) Command demonstrates that other efforts to recruit spouse volunteers have not been successful.

b. Active duty, former active duty, Selected Reserve, civilian, or spouses of civilian members of the command:

(1) Currently an active member or recently retired (within 2 years) from the command.

(2) Has demonstrated unique abilities to perform the role of liaison between families and the command. *

(3) Has demonstrated interest in the command and the ability to attend training and perform duties of the role. *

(4) Is nominated by the command, not self-nominated. *

(5) Command demonstrates that other efforts to recruit spouse volunteers have not been successful.

c. Family member of retired members of the command:

(1) Has demonstrated an interest in the command and the ability to attend training and perform duties of the role. *

(2) Was formerly an ombudsman or an ombudsman at time of member’s retirement.

(3) Is nominated by the command, not self-nominated. *

(4) Command demonstrates that other efforts to recruit spouse volunteers have not been successful.

CHIEF OF NAVAL OPERATIONS OMBUDSMEN-AT-LARGE DUTIES

1. The CNO may appoint, in writing, one or more ombudsmen-at-large. They are the spouse of the Master Chief Petty Officer of the Navy and another spouse of a senior flag officer. The ombudsman-at-large is responsible for advising the CNO and or Master Chief Petty Officer of the Navy on matters affecting Sailors and their families. The ombudsmen-at-large will be tasked by the CNO and report directly to CNO. Specific duties will be addressed in the letter of appointment. Additional duties that may be performed by the ombudsmen-at-large are:

a. Act as a focal point for the important flow of information to Navy ombudsmen, Sailors, and their families.

b. Be an advocate of the Navy and the Navy Family Ombudsman Program.

c. Understand available Navy family programs and provide vital, timely, and responsive information to the Navy community.

d. Encouraged to serve as a member of the OPAG.

e. Meet periodically with CNO, as CNO determines necessary.

2. Per reference (f), the CNIC ombudsman program manager shall be the accepting official for any additional volunteers assisting the ombudsman-at-large in the performance of official duties. The ombudsman-at-large shall supervise the volunteers as part of their official duties.

3. The ombudsman-at-large may travel to Navy sites with the CNO, the Commander, Navy Installations Command, the Naval Inspector General, the Master Chief Petty Officer of the Navy and other senior officials at CNO’s discretion. The ombudsman-at-large may also visit commands, meet with command ombudsmen and family members, and attend meetings and conferences. During these visits, information important to the successful operation and improvement of the ombudsman program may be learned. Ombudsmen-at-large are encouraged to share this information with the CNIC ombudsman program manager per guidance from the CNO.

4. The CNO will be the accepting official for the volunteer services provided by the ombudsman-at-large via a DD Form 2793. See enclosure (7), paragraph 6. Individual travel authorizations for ombudsman-at-large will be processed through the immediate office of the CNO.

5. The ombudsman-at-large will be provided training and support per the provisions of reference (f).

a. An ombudsman-at-large not currently familiar with the ombudsman program must attend Ombudsman Basic Training prior to or as soon as possible after appointment, and other training to ensure continued familiarization with the ombudsman program.

b. In addition to the support provided by the immediate office of the CNO, as described in paragraph 4 above, CNIC and the Master Chief Petty Officer of the Navy’s offices have been designated by the CNO to provide support to the ombudsmen-at-large per the provisions for command support of ombudsmen in this instruction.

6. The term of service for the ombudsman-at-large automatically expires and a letter of resignation is required when their spouse retires from active duty or transfers to the Fleet Reserve. A letter of resignation is also required when a new CNO is appointed. The new CNO may request that the current ombudsman-at-large remain until a replacement can be found or reappoint the incumbent.

FLEET AND FAMILY SUPPORT CENTER DUTIES IN SUPPORT OF OMBUDSMEN

1. The Fleet and Family Support Center shall provide a variety of services to support and enhance the effectiveness of local command family ombudsman programs as required by reference (j). Specific services to be provided are as follows:

a. Coordinate and offer the standardized OBT course per assessment of local requirements. This includes advertising the schedule, providing classroom space and arranging for trainers. Only COT may conduct OBT. The use of outside guest speakers is not authorized. To the maximum extent possible, these trainers should include non-Fleet and Family Support Center staff.

b. Report non-completion of OBT to the sponsoring command and explain the circumstances.

c. Help to arrange and provide speakers and trainers for advanced training. Advanced training takes place after successful completion of OBT. Outside guest speakers are permitted during advanced training.

d. Work in conjunction with the ombudsman assembly chairperson to determine topics and coordinate speakers for ombudsman assembly meetings.

2. A member of the Fleet and Family Support Center staff is to be assigned the function of ombudsman coordinator. In addition to the training requirements, the coordinator serves as an advisor and or consultant to local ombudsmen, the ombudsmen assembly, and to commands. The coordinator will not serve as the chairperson for the assembly. Additionally, other Fleet and Family Support Center staff members should provide advice to ombudsmen regarding services offered at the Fleet and Family Support Center.

3. The Fleet and Family Support Center ombudsman coordinator shall:

a. Maintain a current roster of local ombudsmen, including Navy Reserve ombudsmen and recruiting command ombudsmen that are

geographically located near the installation. The roster shall reflect the assignments as listed in the Ombudsman Registry at www.ombudsmanregistry.org.

b. Provide office space, supplies, and assistance with newsletter preparation for ombudsmen and assembly chairs and or coordinators, if required.

c. Provide space for ombudsmen assembly meetings, if available.

d. Provide personal support and guidance for ombudsmen.

e. Coordinate training for ombudsmen assemblies that supports ombudsmen educational and informational needs.

f. Provide commands with program guidance, policy clarification, and recommendations for ombudsmen recognition, if requested.

g. If issues arise that appear to be negatively affecting the local program and family members, the Fleet and Family Support Center site manager or ombudsman coordinator shall notify the respective command. By providing accurate and timely information, the respective commander or commanding officer may then take appropriate action.

h. Provide information regarding Navy and community resources.

i. Refer families to their ombudsman and provide information about the ombudsman program.

j. Assist geographically dispersed family members with gaining access to a local ombudsman.

4. COTs are a valuable resource to the ombudsman program, and CNIC has developed a transfer policy for COTs. CNIC's ombudsman training coordinator will be informed of all transferring COTs and will assist with the transfer process. Transferring COTs must meet the current eligibility requirements as listed on the COT application.

5. The outgoing Fleet and Family Support Center ombudsman coordinator or reserve family support administrator will provide the following information for the transferring COT to the incoming Fleet and Family Support Center ombudsman coordinator or reserve family support administrator:

a. COT training dates,

b. Copy of COT certificate,

c. Date last taught OBT, and

d. Letter of recommendation from site manager or director, and ombudsman coordinator. Ombudsmen COTs should have a letter of recommendation from their commanding officer.

6. The receiving site manager or director must inform CNIC's ombudsman training coordinator of their approval for the perspective COT to teach within their region. Acceptance of a COT transfer includes acceptance of any funding needs that may occur for training purposes. This responsibility may be by the incoming Fleet and Family Support Center or the commanding officer of the accepting command.

7. Guidance for decertification of a COT is located in the ombudsman coordinator’s desk guide and in reference (c) located on www.ffsp.navy.mil.

OMBUDSMAN REGISTRY

1. The Ombudsman Registry was established by Task Force Navy Family in August 2005 in response to the hurricanes in the Gulf Coast Region. Its initial purpose was to identify and manage command ombudsman assignments for recall purposes. Additionally, the registry allows CNIC to deliver real time communication and information to commanders, ombudsmen, and ombudsman coordinators. Commands are required to register, assign themselves and their ombudsmen, and ensure that required worksheet data is submitted per this instruction.

a. Every command, afloat or ashore, will ensure their command ombudsman information is added to the Ombudsman Registry at www.ombudsmanregistry.org and will ensure that the registry is updated as changes occur.

b. Commanders or command designees should:

(1) Confirm that their command is listed in the Ombudsman Registry.

(2) Register in the Ombudsman Registry and assign themselves to their command.

(3) Assign the appointed command ombudsman or ombudsmen to the command.

c. Ombudsmen will receive an e-mail confirmation and a temporary password when they have been assigned. They may then update their profile and select a new password of their choice. They should begin collecting data for the ombudsman worksheet.

d. Ombudsman coordinators

(1) Should register in the Ombudsman Registry as ombudsman coordinators.

(2) Will have access to the commands in their area of responsibility (AOR) and should ensure that all commands have completed the actions listed above. They may provide assistance to commanders or command designees and ombudsmen, if needed.

2. Data from the ombudsman monthly and or quarterly worksheets will be entered into the data collection system located within the Ombudsman Registry Web site by the 10th of the month following the end of the reporting period. Reserve command ombudsmen will submit their worksheets quarterly, but may do a monthly worksheet if the commanding officer desires or the unit is mobilized. The commanding officer will determine who will submit the worksheets. In most cases, the ombudsman enters the information. If a command has more than one ombudsman, all monthly and or quarterly worksheets must be combined as the data collection system will only allow one worksheet per command, per month per unit identification code.

a. Statistics from the worksheets are used to help support the ombudsman program in various ways:

(1) Documents time spent and types of contacts that ombudsmen deal with on a daily basis so that resources can be made available to enable ombudsmen to deal with families more efficiently and effectively.

(2) Indicates which Fleet and Family Support Center programs are being utilized the most and which ones need updating.

(3) Indicates the programs the Navy needs to educate our Navy families on to help them become more self-reliant.

(4) Statistics demonstrate to Navy leadership the cost avoidance of having ombudsmen perform the types of services they deliver. The performance of these services by ombudsmen saves many man hours if the Navy had to use their manpower to perform these functions.

b. Ombudsmen cannot submit their required worksheets until they are assigned to their commands and all command information has been updated in the registry.

3. The Ombudsman Registry enables contact with ombudsmen from commands that are affected during national disasters or emergencies in order to provide support to families that need assistance.

4. Real time communication via E-Blast. Updates, program changes, alerts can be sent to all registered ombudsmen, commanding officers or designees, ombudsman coordinators and Fleet and Family Support Center directors via E-Blast.

5. Ombudsman Registry Forum provides a private venue message board for registered ombudsmen to share resources, best practices and advice. The rules of operations security and confidentiality must be followed on this forum.

6. The “Contact Your Ombudsman” feature, located on the login page of the registry, allows interested parties to contact the ombudsman from any registered command. In the event a command is not registered, a notice is sent to the site administrator who will establish contact.

OMBUDSMAN PROGRAM ADVISORY GROUP AND REGION OMBUDSMAN ADVISORY BOARDS

1. The OPAG is a working group of individuals, convened at the discretion of CNIC Family Readiness (N91), to include an OPNAV (N13) representative, CNIC force master chief, FFSP director, ombudsman program manager, Navy Reserve force family support program manager and a representative from the command leadership school. Ombudsmen-at-large are encouraged to serve as a members of the OPAG. The OPAG will include representatives of other activities as needed to advise on policy, special projects, and curriculum development, based on input received from the ROAB.

2. ROABs shall:

a. Be appointed and convened by the region commander, or designee, for the purpose of reviewing the region's ombudsman program. The ROAB will provide feedback from local ombudsman assemblies on policy, implementation or other programmatic issues. Issues presented at the ROAB should be resolved at the local level, when possible. Unresolved questions or issues may be forwarded to CNIC's ombudsman program manager as action items for review. If further review is necessary, the action item will be presented at the next OPAG meeting for discussion.

b. Membership is identified by the region commander and may include both active and reserve personnel, spouses of senior military members (officer and enlisted), a chaplain, command master chiefs and ombudsmen representing commands within the AOR, assembly chairpersons, FFSP ombudsman coordinator(s), an action officer from the region commander, staff legal officer, and any other interested and appropriately positioned person(s).

c. Responsibilities of the ROAB will be to support and advise area assemblies. They are not policy making or supervisory bodies and will not interfere with the operation of individual command family ombudsman programs.

d. The ROAB shall meet semi-annually. The chairperson will forward meeting minutes and any action items, recommended changes and observations requiring higher level review or action to the CNIC ombudsman program manager.

OMBUDSMAN ASSEMBLY

1. The local ombudsman assembly is an important component of the ombudsman program. The assembly is an excellent forum for sharing and exchanging successful practices. As with all informational exchanges, confidentiality must be maintained. Established by the sponsoring command (commanding officer, region commander, or area coordinator) in support of tenant commands, the assembly functions only under the supervision and guidance of the sponsor. The assembly may:

a. Serve as a resource for an ombudsman's professional growth by arranging advanced training.

b. Serve as a liaison for policy discussion and clarification by appropriate local authorities regarding issues of interest to ombudsmen and command family members.

c. Provide such functions as peer mentoring and sharing of common information of interest to all commands.

d. Provide assistance to commands to recognize and show appreciation to their ombudsmen.

e. In the absence of a local Fleet and Family Support Center, maintain a current roster of all area ombudsmen.

f. Perform other functions as directed by the sponsoring command (e.g., provide resource handbooks and materials, publish newsletters, distribute assembly meetings minutes, and maintain a calendar of events).

2. Assemblies are not policy making or supervisory bodies and will not interfere with the operation of individual command family ombudsman programs; however, they may make recommendations about community matters affecting the well being of the area command family members.

3. Because of the structure and diversity of Navy communities and installations, there may be more than one assembly within a geographic area. Assemblies are not hierarchical and do not have authority over another assembly regardless of the rank of

the sponsoring commander. Local commanders may decide that one area assembly consisting of all ombudsmen within the geographic location is sufficient.

4. Each sponsoring command shall have a local ombudsman assembly instruction. An example is provided in reference (c).

5. Assemblies are information-sharing groups and do not function as social clubs. Assemblies shall not establish or maintain treasuries or collect dues for the purpose of sponsoring assembly activities.

6. All appointed ombudsmen of local commands will participate in the assembly. Others, such as senior leadership and senior leadership spouses, command master chiefs, and command chaplains, are encouraged to attend. Representatives of other military or civilian organizations may be invited to attend meetings to share information about their activities and respond to concerns of the membership.

7. Assembly leadership should be selected and appointed in writing by the sponsoring command for a specified term. A sample description of the duties of assembly chairperson is provided in reference (c).

8. The chairperson must be a current ombudsman whose spouse is an active duty or reserve member of a command that is a member of the assembly. The Fleet and Family Support Center ombudsman coordinator cannot serve as the chairperson but can serve as an advisor to the assembly. Duties can include:

a. Representing the sponsoring command as a member of committees, boards, or group meetings (those organizations desiring this representation should submit a request through the assembly’s sponsoring command).

b. Providing information and referral liaison with other military and community organizations.

c. Providing input and feedback to the ROAB regarding the operation and policies of the Navy Family Ombudsman Program and offer recommendations to improve support and standardization of the program worldwide.

9. The sponsoring command shall ensure the assembly has any support needed, including materials and clerical assistance, to perform their designated duties.

PROGRAM SUPPORT

1. Funding. Every command will establish specific funding resources for support of the command's family ombudsman program. References (e) and (f) authorize use of command's appropriated funds or non-appropriated funds in support of the ombudsman program. This includes reimbursement of personal expenses incurred during performance of ombudsman duties, when appropriate. It is important for the commander or commanding officer and the ombudsman to discuss the budget and determine what support can be provided and what will be reimbursed. The ombudsman, based on the authorized budget, must document their expenses and submit SF 1164 Claim for Reimbursement for Expenditures on Official Business to the command for reimbursement. When applicable, receipts must also be submitted.

2. Reimbursable Items. The ombudsman must be acting in an official capacity as directed by the commander or commanding officer to receive reimbursement for:

a. Childcare. Ombudsmen are encouraged to utilize Navy-operated child care programs at no cost by completing DD 2606 Department of Defense Child Development Program Request for Care Record. However, when Navy-operated care is unavailable, reimbursement for childcare or babysitting will be paid with available command funds. Commanders and commanding officers are encouraged to establish caps of reimbursement based on local commercial child care market rates.

b. Mileage, parking, and tolls paid at the current Government privately-owned vehicle rate. Mileage must be documented and parking and tolls require receipts.

c. Communication equipment such as a computer, cell phone, pager, or other electronic devices, long distance calling cards or plans, or Internet service are authorized. Command pre-authorization and approval of equipment expenditures is required for reimbursement. Command-owned equipment may be issued to the ombudsman at the discretion of the commander or commanding officer if they decide the command program will function more effectively. This equipment must be accounted for and returned when the ombudsman resigns the position. The ombudsman must limit use of these items to execution of official duties only.

d. Telephone lines and any necessary telecommunication equipment may be installed in the private residences of persons who provide voluntary services per reference (e). In the case of equipment installed under this authority, the commander or commanding officer may pay the charges incurred for the use of the equipment, for authorized purposes, using appropriated funds or non-appropriated funds. Installation of such equipment must not be done routinely but only after careful consideration and subsequent decision that to do so is necessary for the command family ombudsman program to function effectively.

e. Pre-approved travel expenses incurred during command-directed and authorized participation in the following activities will be paid: training; conferences; and other travel as needed, including ombudsman-at-large travel to Navy sites with senior officials and ombudsman-at-large visits to commands to meet with command ombudsmen and family members (see enclosure (2), paragraph 3).

(1) Local commands may reimburse the ombudsman for costs of childcare and mileage incurred during ombudsman basic and advanced training. To be eligible for reimbursement, the ombudsman must have a letter of appointment and have signed the volunteer agreement. In locations where training is not available, a command may issue invitational travel orders, per reference (l), to enable the ombudsman to complete the course at another installation. All Fleet and Family Support Center ombudsman training schedules, including the Reserve Ombudsman Mobile Training Team, can be found at www.ffsp.navy.mil or www.ombudsmanregistry.org. When OBT is not available in the area, reasonable effort should be used to find the closest training in order to minimize travel expenses.

(2) The command is authorized, budget permitting, to issue invitational travel orders and fund the associated travel, berthing, meals, and incidental expenses for ombudsmen to attend non-local training that will improve their effectiveness, per reference (m). Expenses may be reimbursed or travel advances may be authorized per reference (n). DD 1351-2 Travel Voucher, Subvoucher, or other Command approved travel claim process must be used to claim travel reimbursement. Local travel expenses are to be reported on SF 1164. Receipts must be submitted as required by the command.

3. Other Incidental Expenses. Other incidental expenses may be paid from appropriated funds, per reference (f). The expense can only be incurred and paid directly by the command at the discretion of the commander or commanding officer. These are not expenses reimbursable to the ombudsman.

4. Other Support. Administrative support such as paper, envelopes, pens, copier service, clerical assistance, command telephone cards, use of government mail, and government vehicle transportation should be budgeted and may be provided from appropriated funds or non-appropriated funds, as command resources permit.

5. Newsletter Expenses. The command will assume all costs for production and delivery of the ombudsman newsletter. Content must be approved by the command prior to printing or electronic distribution. If the newsletter is produced solely within the command, the command is responsible for providing technical and administrative support, paper, printer access, and delivery costs (stamps and bulk mail, etc.) If the newsletter is printed and delivered by the Document Automation and Production Service, the command must approve and provide the funding. The local printing officer can provide guidance. Use of government mailing privileges is authorized for official information such as mailing of newsletters, per reference (o). For definitions and additional guidance on use of official mail privileges, see reference (c).

6. Responsibility for Supervision of the Ombudsmen. The Navy has the responsibility for the primary supervision of ombudsmen when they are providing services to the Navy. This responsibility may be delegated to authorized supervisors per reference (f).

a. The commander or commanding officer and the ombudsman, at the time of appointment, must complete a DD 2793. A copy of the signed agreement should be given to the volunteer prior to commencing volunteer services. Part II of the form will be completed at the end of the ombudsman’s term of service in order to document the dates of the volunteer service. A copy of the completed volunteer agreement shall be given to the ombudsman upon termination of service. A sample of this form can be found in reference (c) or the Command Leadership Toolkit – Appointing

an Ombudsman at www.ffsp.navy.mil. Volunteer records shall be retained for 3 years following the termination of volunteer service by the command receiving the service.

b. Commanders and commanding officers shall ensure that neither they nor their paid or volunteer staff violates the provisions of reference (f).

7. Ombudsmen Appreciation and Recognition. Each command will establish a program to recognize the volunteer contributions of their Navy family command ombudsman. Some general guidelines include:

a. Personally support the program, especially with their time.

b. Value the ombudsman’s opinion and advice.

c. Let the ombudsman know they have done a good job, in writing or in person, and look for opportunities to provide official recognition at command functions and in publications.

d. Celebrate Ombudsman Appreciation Day in an appropriate and timely way.

e. Present a personally written letter of commendation or certificate of appreciation at the end of service.

f. Issue an official nametag with command emblem attached, inscribed with the ombudsman's title and name.

g. Purchase an ombudsman pin through the Navy Uniform Service of the Navy Exchange and present to the ombudsman. While it is usually worn separately from the nametag, it can also be attached to it.

h. Include the ombudsman’s name and e-mail address in the plan of the day and or week.

i. The commander or commanding officer may use non-appropriated funds, if available, for individual ombudsman appreciation dinners and ombudsman plaques and awards. Per reference (p), the non-appropriated funds limitation is $50 per ombudsman per year, not to exceed a total of $500 (multiple Ombudsmen) per morale, welfare, and recreation fund per year. Cash awards are not authorized.

**REPORTING REQUIREMENTS FOR
CHILD ABUSE, DOMESTIC ABUSE AND SEXUAL ASSAULT**

1. Child and Spouse Abuse. Incidents of child and domestic abuse must be reported per reference (q). When allegations of child or domestic abuse come to the attention of a command, the Family Advocacy Program shall be notified. The Family Advocacy Program staff shall inform the member's command and law enforcement officials, as indicated by case circumstances.

a. Child abuse is defined as the physical or mental injury, sexual abuse or exploitation, or negligent treatment of a child. It does not include discipline administered by a parent or legal guardian to their child, provided it is reasonable in manner and moderate in degree and otherwise does not constitute cruelty.

b. A child's safety and well-being is protected by Federal and State law. All States and U.S. territories have mandatory child abuse reporting laws. All Department of the Navy personnel, including ombudsman (with the exception of chaplains and attorneys having privileged communication), must report to the Family Advocacy Program any incident or suspected incident of child abuse occurring on a military installation or involving persons eligible for Family Advocacy Program services. The threshold for reporting is very low in that even the suspicion of child abuse or neglect must be reported. The Family Advocacy Program will report suspected child abuse incidents to the responsible state child protective services agency.

c. Abuse occurring between spouses or adult intimate partners merits the same concern as similar incidents between unrelated persons. Domestic abuse is further defined in reference (q).

d. Ombudsmen should be aware that victims of domestic abuse now have two avenues for reporting in the Navy. Victims who want to pursue an official investigation should disclose that they are a victim of domestic abuse to appropriate command, base security, Naval Criminal Investigative Service, and Family Advocacy Program personnel. This process is referred to as unrestricted reporting and results in command, Family Advocacy Program, and law enforcement notification. Victims who would like to receive support, advocacy and care while deciding whether they would like to pursue official investigation may now

disclose domestic abuse to a Family Advocacy Program victim advocate, FFSP clinical counselor or military medical or dental healthcare provider. This restricted report may not be disclosed to a command, law enforcement personnel, or to the Family Advocacy Program (for clinical assessment, case management and Case Review Committee review) unless the victim authorizes disclosure in writing or another exception applies. Any report made to an ombudsman is classified as unrestricted, as the ombudsman is an official representative of the command.

e. All allegations of domestic abuse shall be reported by the ombudsman to the Family Advocacy Program. As a guide, the ombudsman should consider domestic abuse to have been alleged if the spouse discloses to the ombudsman an incident of abuse, a third party (e.g., a child) discloses to the ombudsman that they witnessed domestic abuse, or the ombudsman has first-hand knowledge of an incident of domestic abuse. Trained professionals will determine the validity of allegations, not the ombudsman or the command.

f. An ombudsman who suspects that domestic abuse might be occurring should advise the individual of the restricted reporting option and provide information on contacting a Family Advocacy Program victim advocate or FFSP clinical counselor. It is the responsibility of the FFSP clinical counselor or Family Advocacy Program victim advocate to meet with the individual, fully inform them of the benefits and limitations of each reporting option, and provide safety assessment, safety planning, and other support.

g. If at any time the ombudsman believes that the life, health, or safety of an individual is in imminent danger of domestic abuse, the ombudsman is required to report the situation immediately to the Family Advocacy Program and appropriate command officials. Safety is the ultimate concern for anyone involved in an abusive situation.

2. Sexual Assault. When an adult discloses sexual assault outside the marital or intimate partner relationship, the ombudsman should be aware of the victim’s rights and provide information on available assistance through the Sexual Assault Response Program or through community sexual assault resources. Sensitivity to the victim’s privacy is paramount. If the assault occurred on Navy property or was perpetrated by an

active duty member, the incident must be reported to the installation sexual assault response coordinator, who will take further action per current Navy sexual assault requirements in reference (r).

DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
2000 NAVY PENTAGON
WASHINGTON, DC 20350-2000

OPNAVINST 1750.1G CH-1
CNO
07 Mar 2012

OPNAV INSTRUCTION 1750.1G CHANGE TRANSMITTAL 1

From: Chief of Naval Operations

Subj: NAVY FAMILY OMBUDSMAN PROGRAM

Encl: (1) Revised enclosure (2)
(2) Revised enclosure (5)
(3) Revised enclosure (7)

1. Purpose. To transmit updates concerning the Chief of Naval Operations (CNO) ombudsmen-at-large program as described in enclosures (2), (5) and (7). Updates to enclosures (2) and (5) encourage ombudsmen-at-large to serve as members of the Ombudsman Program Advisory Group (OPAG). Additional updates to enclosure (2) provide additional options for ombudsmen-at-large official travel, make clear that the immediate office of the CNO will process individual travel authorizations for ombudsmen-at-large, and note that CNO will serve as the accepting official for ombudsmen-at-large volunteer services. The update to enclosure (7) expands the types of ombudsmen-at-large travel expenses that will be approved.

2. Action. Remove enclosures (2), (5) and (7) of the basic instruction and replace with enclosures (1), (2) and (3), respectively, of this change transmittal.

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Director, Navy Staff

Distribution:
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DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
2000 NAVY PENTAGON
WASHINGTON, DC 20350-2000

OPNAVINST 1750.1G
CNO
21 September 2011

OPNAV INSTRUCTION 1750.1G

From: Chief of Naval Operations

Subj: NAVY FAMILY OMBUDSMAN PROGRAM

Ref: (a) U.S. Navy Regulations, 1990
(b) OPNAVINST 3120.32C
(c) Navy Family Ombudsman Program Manual, 2010
(d) 5 U.S.C. §552a
(e) 10 U.S.C. §1588
(f) OPNAVINST 5380.1B
(g) SECNAVINST 5211.5E
(h) COMNAVCRUITCOMINST 1754.1E
(i) 28 U.S.C.
(j) SECNAVINST 1754.1B
(k) 18 U.S.C.
(l) DoD 5500.7-R, Joint Ethics Regulations, August 93
(m) Joint Federal Travel Regulations, Appendix E
(n) NAVSO P-1000, Vol. 9, Ch. 5
(o) OPNAVINST 5218.7C
(p) BUPERINST 1710.11C
(q) SECNAVINST 1752.3B
(r) SECNAVINST 1752.4A
(s) OPNAVINST 1754.5B

Encl: (1) Policy Waiver Request Procedures
(2) Chief of Naval Operations Ombudsmen-at-Large Duties
(3) Fleet and Family Support Center Duties in Support of Ombudsmen
(4) Ombudsman Registry
(5) Ombudsman Program Advisory Group and Region Ombudsman Advisory Boards
(6) Ombudsman Assembly
(7) Program Support
(8) Reporting Requirements for Child Abuse, Domestic Abuse and Sexual Assault

1. Purpose. To provide policy and assign responsibility for the Navy Family Ombudsman Program. References (a) through (s) apply. This instruction is a complete revision and should be reviewed in its entirety.

2. Cancellation. OPNAVINST 1750.1F.

3. Applicability. The provisions of this instruction apply to all active and reserve Navy commands and units.

4. Discussion

a. The Navy Family Ombudsman Program is a Navywide program established to improve mission readiness through improved family readiness. A strong command ombudsman program, both ashore and afloat, will help ensure that families have the information necessary to meet the challenges of a military lifestyle. Per references (a) and (b), commanders and commanding officers are charged with the responsibility for the morale, health, and welfare of command personnel and inherently their families. The ombudsman program helps commanders and commanding officers have 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.

b. Every command, afloat and ashore, is required to appoint an ombudsman. Fleet, force, and region commanders should appoint ombudsmen for their staff, and may also appoint an ombudsman who can advise the commander on fleet, force, and region-wide matters.

c. Appointed ombudsmen may serve in an advisory capacity to the commander on matters affecting Service members and families within their area of command responsibility, and are authorized to perform official funded travel in conjunction with this role. This is solely for the purpose of reporting current family status updates and emergent issues to the commander and commanding officer. Fleet, force and region ombudsmen may take a mentoring role to fellow ombudsmen if desired by the commander or commanding officer. However, there is no hierarchy within the ombudsman program and there are no prescribed supervisory roles over other ombudsmen. Supervision of ombudsmen is the responsibility of the commander or commanding officer.

d. The Ombudsman Program was introduced to the U.S. Navy by Z-gram 24 on 14 September 1970 by the Chief of Naval Operations (CNO), Admiral Elmo Zumwalt. Admiral Zumwalt adapted this program from a 19th century Scandinavian custom originally established by the King to give ordinary private citizens an

avenue to express their grievances to high government officials. To improve family readiness, the primary focus of the Navy Family Ombudsman Program is command communications, information, and referral, while still providing an avenue for hearing about the welfare of command families.

e. Ombudsman Appreciation Day is 14 September (or the Friday preceding the 14th, if it falls on a weekend). While the 14th is of significance to the history of the program, commands are authorized to celebrate the event at any time deemed appropriate during the month of September or as soon as possible thereafter.

f. The command ombudsman is a volunteer who is the spouse of an active duty or selected reserve command member. If the commander or commanding officer is unable to select the spouse of an active duty or selected reserve command member, refer to enclosure (1) for waiver procedures. The ombudsman supports the command mission by providing communications, outreach, resource referral, information, and advocacy to and for command families.

g. For the purpose of this instruction, the term command master chief also includes a chief of the boat or a command senior enlisted advisor.

5. Action

a. The CNO may appoint in writing one or more Navywide family ombudsmen-at-large. The spouse of the Master Chief Petty Officer of the Navy and another spouse of a senior flag officer has been appointed to fill these positions. Support for ombudsmen-at-large will be specified in their appointment letters and at enclosure (2).

b. OPNAV Equal Military Personnel Plans and Policy (N13) will provide a representative to serve as a member of the Ombudsman Program Advisory Group (OPAG) to stay abreast of family readiness issues that have application to other family-related programs.

c. Commander, Navy Installations Command (CNIC) shall:

(1) Maintain policy, establish procedures, and implement the Navy Family Ombudsman Program.

(2) Publish and maintain reference (c), and post additional guidance and procedures for operation to the ombudsman section of the Fleet and Family Support Program (FFSP) Web site at www.ffsp.navy.mil.

(3) Ensure the program effectively addresses family readiness issues, per reference (d).

(4) Adequately resource the program at management, regional, and local levels to provide sufficient training supported through Fleet and Family Support Centers, materials, Web site maintenance, and marketing. For a complete list of Fleet and Family Support Center support requirements, see enclosure (3).

(5) Establish training requirements and ensure sufficient training is held to support those requirements. Training will only be provided by CNIC qualified trainers using approved curriculum.

(6) Coordinate Ombudsman Basic Training (OBT) with region commanders, recruit commands, and the Navy Reserve Forces Command to ensure that command ombudsmen are normally able to receive this training prior to (or within 6 weeks of) appointment. Schedules can be found on the Ombudsman Registry at www.ombudsmanregistry.org or FFSP Web site at www.ffsp.navy.mil.

(7) Provide guidance on Ombudsman Advanced Training topics, curriculum, and delivery.

(8) Train, certify, and decertify Certified Ombudsman Trainers (COT), per enclosure (3).

(9) Conduct a bi-annual symposium with ombudsman program COT to obtain recommendations for changes to program curriculum, delivery, and to disseminate ombudsman program updates.

(10) Establish an OPAG. The group will serve as a working group and will include augmentation by representatives of other activities as needed to advise on policy, special projects, and curriculum development.

(11) Provide guidance in the establishment of Region Ombudsman Advisory Boards (ROAB).

(12) Establish and maintain an ombudsman Web site and registry at www.ombudsmanregistry.org. The purpose is to provide additional information on the program and to provide an ombudsman locator. Ensure all official information, announcements and updates will be posted on the Ombudsman Registry. See Enclosure (4) for more information.

(13) Establish and maintain an automated ombudsman data collection system located at this Web site to collect program statistics and workload data.

(14) Develop a comprehensive outreach and marketing plan to educate Service members and their families about the ombudsman program. The plan will include key support services, e.g., FFSPs, child development centers, chaplains, school liaison officers, and family readiness groups, as well as ombudsmen at the local installation level to provide coordinated services in support of Service members and their families. Optimize marketing efforts with an end—state that maximizes family readiness.

d. Commander, Naval Education and Training Command will:

(1) Incorporate ombudsman program training in applicable curricula as necessary to ensure Navy leadership is aware of the importance of the program and able to carry out their responsibilities to achieve a successful command ombudsman program.

(2) Provide a representative from command leadership school to serve as a member of the OPAG to ensure the most up to date information is being taught to attendees of the leadership school courses.

e. Region commanders shall:

(1) Establish an ROAB to support and provide advice on issues relating to the Navy Family Ombudsman Program. The board will provide feedback to CNIC on trends and issues in their region concerning the ombudsman program. Board composition and duties are described in enclosure (5).

(2) Coordinate with type and local commanders to ensure that sufficient ombudsmen assemblies exist in their region to support the area ombudsmen. Procedures for establishing ombudsmen assemblies can be found in enclosure (6).

(3) In coordination with the Fleet and Family Support Centers, be responsible for conducting OBT and advanced training. Navy Reserve Forces Command shall offer OBT at remote sites within the Continental United States.

(4) Ensure that appropriate roles for ombudsmen are included in region and installation plans for disaster preparedness (especially in the establishment of emergency community support centers and or family assistance centers) and ombudsmen are included in disaster preparedness exercises.

(5) Ensure outreach and marketing plan includes the family readiness alliance network for each installation.

f. Commanders and commanding officers shall:

(1) Establish and execute the Navy Family Ombudsman Program per this instruction.

(2) Ensure that command family members have access to the services of an ombudsman.

(a) Appoint sufficient command ombudsmen to provide required services to command families.

1. All ombudsmen must be appointed per references (e) and (f). Guidance for selecting, appointing, and supervising ombudsmen is provided in the Leadership Toolkit compact disc, available on the FFSP Web site at www.ffsp.navy.mil.

2. Small commands having few family members, or tenant commands, may arrange with one or more other commands, or the installation command, to share the ombudsman services of the other or host command. Such agreements must be at the concurrence of all commands and ombudsmen involved and should be specified in writing, including any agreed-upon provisions for support of the combined ombudsman program as stipulated in enclosure (7).

(b) Ensure their command ombudsman information is added to the Ombudsman Registry (as soon as official appointment is made) at www.ombudsmanregistry.org. The commander or commanding officer, or designee, shall update the registry as changes occur.

(3) Accept volunteer services from the ombudsman per reference (f) by completing DD 2793 Volunteer Agreement for Appropriated Fund Activities and Non-appropriated Fund Instrumentalities with the ombudsman.

(4) Ensure that the command ombudsman receives required training and provide him or her with a copy of this instruction, reference (c), and a letter of appointment containing other specific instructions. Upon appointment, the sponsoring command is responsible for printing and issuing these documents to the ombudsman.

(a) OBT is required for all ombudsmen and must be documented per reference (f). This training provides the information and skills training necessary for an ombudsman to properly execute the duties required by this instruction and the commander or commanding officer.

(b) The ombudsman should attend OBT before assuming ombudsman duties, but not later than 6 weeks after appointment. If the ombudsman is unable to attend training prior to assuming ombudsman duties, the command will ensure that the ombudsman completes the OBT orientation Webinar training, an overview of OBT. Class schedules and registration links can be found at www.ombudsmanregistry.org or www.ffsp.navy.mil. This Webinar does not replace the requirement to attend OBT as soon as possible.

(5) Ensure that the command ombudsman receives a regularly updated command roster to include inbound personnel and families. References (d) and (g) provide for the release of roster information to the ombudsman without the consent of the individuals listed when the ombudsman is acting in an official capacity.

(6) Communicate regularly with the command ombudsman.

(a) Commanders and commanding officers should assign a point of contact (POC) for the ombudsman; this is often the command master chief. Decide what issues and events are to be handled through the POC and which should come directly to the commander or commanding officer.

(b) Introduce the ombudsman to members of the command support team (CST). The CST is generally comprised of the commanding officer, executive officer, command master chief and their spouse, chaplain (if one is assigned), the ombudsman, and any other advocates assigned to work with the program. Although not in a supervisory role, other members of the command chain of support can help the ombudsman by virtue of their Navy experience. It is recommended that leadership spouses and others in advocacy roles attend OBT with the command ombudsman if space is available and at no extra cost to the government. This training will provide important guidelines and direction in assisting the ombudsman, and cover the requirements of confidentiality. Also, in the event an ombudsman leaves suddenly, for any reason, a trained member of the CST can fill the position until another ombudsman is selected and trained.

(7) Ensure the command ombudsman receives adequate equipment, material, and funding support per enclosure (7).

(8) Establish specific funding resources for support of the command’s family ombudsman program. References (e) and (f) authorize use of appropriated funds or non-appropriated funds in support of the ombudsman program. Pursuant to reference (f) reimbursable items may include official travel by fleet, force, and region ombudsman; childcare; mileage; parking; tolls; communication equipment when used in an official capacity. Travel and training expenses must be paid by the command or reimbursed per enclosure (7). The command ombudsman’s POC should be familiar with the reimbursement process and ensure that authorized reimbursements occur in a timely fashion. It is ultimately the responsibility of the commanders and commanding officers to ensure their ombudsman is reimbursed for authorized expenses in a timely manner.

(9) Ensure that current and reporting command personnel (including single personnel) and their family members are aware

of who the command ombudsman is, what services they provide, and how to contact them. Include the ombudsman in the command indoctrination program. Provide a generic command e-mail address for the ombudsman or ombudsmen.

(10) Ensure the Navy Family Ombudsman Program is included in appropriate command inspections and reviews.

(11) Ensure that appropriate role(s) for the operational unit ombudsman is(are) included in the operational unit disaster preparedness plan as well as including roles for operational unit ombudsmen in installation plans for disaster preparedness. This includes roles for ombudsmen in the establishment of emergency family assistance centers or community support centers. All ombudsmen should be included in disaster preparedness exercises.

(12) Ensure that data from the ombudsman monthly worksheets is entered in the automated ombudsman data collection system at www.ombudsmanregistry.org by the ombudsman or command designated personnel. Reserve ombudsmen are required to submit a quarterly worksheet. Unit ombudsmen will submit their own worksheets if assigned. If a unit does not have an ombudsman, the Navy Operational Support Center (NOSC) ombudsman or NOSC ombudsman coordinator will submit their worksheets in a combined worksheet for the NOSC. NOSC ombudsman and ombudsman coordinators will act as the unit’s ombudsman to provide support to the Navy Reserve families. See enclosure (4) for additional guidance.

(13) Be aware of the following provisions for appointing ombudsmen:

(a) Probation Periods. A probationary term may be established when appointing an ombudsman. The recommended probation periods are 6 months for a first time ombudsman and 3 months for an experienced ombudsman.

(b) Term of the Ombudsman Appointment. The ombudsman’s term of service automatically expires when the ombudsman’s spouse transfers from the command, is discharged, transfers to the Fleet Reserve, or retires. A letter of resignation is also required whenever there is a change of command; however, the new commander or commanding officer may

request that the current ombudsman remains until a new ombudsman is trained and in place, or may offer to reappoint the incumbent.

(c) Ombudsman Resignation. A letter of resignation from the ombudsman to the command is required as stated above, or at any time the ombudsman can no longer fulfill the duties of the position.

(d) Termination of Service for Cause. The commander or commanding officer should terminate the appointment when the ombudsman violates the Code of Ethics, knowingly fails to execute their responsibility regarding the issues required to be reported, knowingly submits an unauthorized claim for ombudsman funds outside the boundaries established by regulation and the commander or commanding officer, or if the commander or commanding officer considers the ombudsman’s behavior to be detrimental to the command.

(14) Be aware of additional considerations for appointing command ombudsmen serving outside of the Continental United States, and those serving at recruiting and reserve commands and units.

(a) Outside of the Continental United States. Living overseas presents different challenges and rewards for an ombudsman. Major challenges involve language, isolation, communication, transportation, and cultural differences. These factors should be taken into consideration when appointing an ombudsman.

(b) Recruiting Commands. At a minimum, an ombudsman is to be appointed for each Navy recruiting district headquarters. An ombudsman will be appointed for Commander, Navy Recruiting Command; Navy Recruiting Orientation Unit; and each Navy recruiting region headquarters. Due to the varying geographical characteristics of each Navy recruiting district, more than one command ombudsman may be required to adequately serve the needs of command families. Where additional ombudsmen are deemed necessary, one ombudsman should be designated to coordinate the family newsletter and serve as a central POC for general information; however, additional command ombudsmen shall report to their commander or commanding officer, not the

designated ombudsman. Reference (h) provides supplemental guidance for the recruiting command family ombudsman program.

(c) Navy Reserve Ombudsmen. At a minimum, an ombudsman is to be appointed for each NOSC. Additional ombudsmen may be assigned to Navy Reserve units within the NOSC. The NOSC ombudsman should serve as a central POC for general information; however, additional unit ombudsmen shall report only to their commander or commanding officer.

(15) Be knowledgeable about personal protections afforded to ombudsmen. An ombudsman, while providing services under this instruction, shall be considered to be an employee of the government only for the purposes designated in references (d) and (f) concerning compensation for disability or death of employees resulting from personal injury sustained while in the performance of their duty, and claims for damages or losses for property loss, personal injury or death per reference (i).

(16) Ensure support is provided to the ROAB as needed or requested by the region commander, including materials and clerical assistance, to perform their designated duties as described in enclosure (5).

g. Ombudsmen shall:

(1) Attend OBT prior to beginning duties (required) and advanced training to expand knowledge and improve skills. If a former ombudsman is reappointed at the current command or assigned to a new command, the OBT course must be completed if more than 18 months have passed since the last assignment or if more than 3 years have elapsed since attending the OBT course.

(2) Serve as the liaison between command families and the command, keeping the commander or commanding officer informed regarding the general morale, health, and welfare of the command’s families.

(3) Communicate regularly with command and command family members. Contact families upon arrival as soon as possible to introduce themselves and explain how they can be of help to the family.

(4) Develop and distribute a command-approved monthly or quarterly newsletter, or if not possible, contribute to a command-approved column in appropriate publications

(5) Obtain command approval on all official correspondence before printing, distributing, or mailing.

(6) Establish and maintain an up-to-date and timely telephone tree or use the Careline to rapidly distribute and gather information.

(7) Become knowledgeable about all programs offered from the local Fleet and Family Support Center, chaplains, and other support agencies to be able to keep family members informed of available resources and confidently recommend the services. Reference (j) gives ombudsmen the authority to request and receive support from Fleet and Family Support Centers.

(8) Represent the command at local ombudsman assembly meetings.

(9) Maintain well-organized, active, and up—to—date communication records on the performance of ombudsman duties. The ombudsman will comply with the provisions of reference (g).

(10) Serve as a source of emergency and crisis information. Perform other official roles, functions, or duties assigned by the commander or commanding officer.

(11) May collaborate with the family readiness group (FRG) on behalf of the command, but shall not serve as an FRG officer. Additionally, the ombudsman may participate in the FRG in a personal capacity, but not as the official ombudsman. Ombudsmen are not responsible for coordinating and conducting command-sanctioned homecoming activities.

(12) Provide immediate action when reportable issues or life endangering situations come to their attention by reporting to the appropriate official or organization and the commander or commanding officer. Additional guidance for required reporting can he found at enclosure (8). Mandatory reporting is required for:

(a) All suspected child abuse and neglect,

(b) Alleged domestic abuse,

(c) Suspected and or potential homicides, violence, or life endangering situations,

(d) All suspected and or potential suicidal risks, and

(e) Other issues identified by the commander or commanding officer as reportable.

(13) Adhere to the strictest code of confidentiality to protect the privacy of individuals and maintain the credibility of the Navy Family Ombudsman Program. For issues requiring immediate attention, the safety and well—being of every individual takes precedence over their right to confidentiality.

(14) Receive training on the provisions of the Privacy Act and reference (g), in proper referrals, and maintaining a current resource list.

(15) Avoid conflicts of interest in dealings with the command and family members. Criminal laws and regulations re1ating to conflicts of interest are described in references (k) and (l).

(16) Collect data on services provided and time expended, and provide this data monthly to the commander or commanding officer. A copy of the ombudsman telephone log is to be provided to the command as directed. Data from the ombudsman monthly and or quarterly worksheets will be entered into the automated data reporting system by the ombudsman or command designated POC.

(17) Coordinate services for families during mobilization or geographic separation. In any situation in which family members remain in one community while the Service member reports to another location for duty, such as mobilization of a unit, executing individual augmentation orders, or executing permanent change of station orders, the losing command retains responsibility for local support services to family members remaining in their area and for assisting

family members in connecting with the gaining command ombudsman, FRG or other family support activity. The gaining command assumes responsibilities for official command communication with the Sailors and their family members.

(a) The Navy Reserve or losing command ombudsman shall contact the gaining command's ombudsman to coordinate services to ensure the family receives services to which they are entitled. Contact information can be obtained from the Ombudsman Registry or from the Fleet and Family Support Center ombudsman coordinator at the gaining command. The Fleet and Family Support Center ombudsman coordinator's contact information may be found on the FFSP Web site at www.ffsp.navy.mil.

(b) Ombudsmen from both the losing and gaining commands will coordinate or share responsibility for those family members who do not accompany the Sailor to the area of the active duty assignment.

(18) Perform other assigned duties. In addition to responding to the needs of the command's families, the commander or commanding officer may direct the ombudsman to:

(a) Assist in the organization and implementation of the command welcome program (command sponsorship program), and participate in the indoctrination and orientation programs for new command members.

(b) Represent the command on committees, boards, and working groups in the military or serve as a military family liaison to civilian community organizations that are providing service and support to command families.

(c) Work closely with the other members of the CST.

(d) Establish, maintain, or contribute an up-to-date and timely command telephone "Careline" to provide information to families.

(19) Submit a letter of resignation to the commander or commanding officer when the ombudsman's spouse transfers from

the command, is discharged, transfers to the Fleet Reserve, or retires. A letter of resignation is also required whenever there is a change of command.

(a) The ombudsman may be reappointed by the new commander or commanding officer or requested to remain until a new ombudsman can be appointed and trained.

(b) The ombudsman will confer with the commander, commanding officer, or POC about turnover of any personal notes or records on unresolved issues to the incoming ombudsman. All other correspondence, personal notes, and records will be destroyed per command procedures for handling personal-confidential Privacy Act-protected information. The command roster will be turned over to the command, or destroyed, and a new copy will be issued to the new ombudsman. The ombudsman's e-mail list will be deleted.

(20) Be familiar with reference (c), which includes sample forms, letters, and additional guidance for performing ombudsman duties.

6. Records Management. Records created as a result of this instruction, regardless of media and format, shall be managed per Secretary of the Navy (SECNAV) Manual 5210.1 of November 2007.

7. Forms and Reports

a. Forms

(1) The following forms are available for down load from the Department of Defense (DoD) Forms Management Program Web site at http://www.dtic.mil/whs/directives/infomgt/forms/index.htm.

(a) DD 2793 (May 2009) Volunteer Agreement for Appropriated Fund Activities and Non-Appropriated Fund Instrumentalities

(b) DD 1351—2 (May 2011) Travel Voucher or Sub-voucher (Automated travel programs used by a command may be substituted.

(c) DD 2606 (July 1998) Department of Defense Child Development Program Request for Care Record

(2) SF 1164 (Rev. 11-77) Claim for Reimbursement for Expenditures on Official Business is available for download via the General Services Administration Web site at http://www.gsa.gov/portal/forms/type/SF.

(3) Ombudsman monthly/quarterly worksheets are available online at www.ombudsmanregistry.org.

b. Reports Control. Data collection requirements described in reference (c) are exempt from reports control per SECNAV Manual 5214.1 of December 2005.

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Vice Admiral, U.S. Navy
Director, Navy Staff

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POLICY WAIVER REQUEST PROCEDURES

1. It is Navy personnel policy to hold firmly to the requirement that persons appointed as Navy family ombudsmen be the spouse of active duty members of the command or selected reserves. However, it is recognized that there are circumstances in which it may be in the best interest of the command to name another individual. To request a waiver from eligibility requirements for ombudsman appointment and other issues within the ombudsman program, the following applies:

a. The requesting command will forward a waiver request to the ombudsman program manager at CNIC. The request should contain the reasons for the request and any extenuating circumstances that necessitate a waiver to the policy (per guidance below). The letter, including a POC with phone number and e-mail address, should be forwarded via the appropriate chain of command.

Commander, Navy Installations Command (N913)
Attn: Ombudsman Program Analyst
716 Sicard St., SE, Suite 1000
Washington Navy Yard, DC 20374-5140

b. For reserve commands, an endorsement from the Commander, Navy Reserve Forces Command ombudsman program POC must be obtained.

Family Support Program Manager
Commander
Navy Reserve Forces Command
1915 Forrestal Drive
Norfolk, VA 23551-4615

c. The Director, Fleet and Family Readiness or his or her designee will approve or deny the waiver request.

2. Waivers will be issued for the remainder of the commander's or commanding officer's assignment, unless otherwise specified and will not exceed 3 years. Waivers may be requested for the following persons and the command should address in the waiver request letter the candidate's ability to meet the requirements (requirements noted "*" are not negotiable):

a. Parent and or family member of single members:

(1) Lives in vicinity of the command, or has close connection with the command.

(2) Has experience as a recent (within 5 years) military member or family member.

(3) Has demonstrated interest in the command and ability to attend training and perform duties of the role. *

(4) Application to command demonstrates appropriate attributes, skills, and volunteer experience.

(5) Is nominated by the command, not self-nominated. *

(6) Command demonstrates that other efforts to recruit spouse volunteers have not been successful.

b. Active duty, former active duty, Selected Reserve, civilian, or spouses of civilian members of the command:

(1) Currently an active member or recently retired (within 2 years) from the command.

(2) Has demonstrated unique abilities to perform the role of liaison between families and the command. *

(3) Has demonstrated interest in the command and the ability to attend training and perform duties of the role. *

(4) Is nominated by the command, not self-nominated. *

(5) Command demonstrates that other efforts to recruit spouse volunteers have not been successful.

c. Family member of retired members of the command:

(1) Has demonstrated an interest in the command and the ability to attend training and perform duties of the role. *

(2) Was formerly an ombudsman or an ombudsman at time of member’s retirement.

(3) Is nominated by the command, not self-nominated. *

(4) Command demonstrates that other efforts to recruit spouse volunteers have not been successful.

CHIEF OF NAVAL OPERATIONS OMBUDSMEN-AT-LARGE DUTIES

1. The CNO may appoint, in writing, one or more ombudsmen-at-large. They are the spouse of the Master Chief Petty Officer of the Navy and another spouse of a senior flag officer. The ombudsman-at-large is responsible for advising the CNO and or Master Chief Petty Officer of the Navy on matters affecting Sailors and their families. The ombudsmen-at-large will be tasked by the CNO and report directly to CNO. Specific duties will be addressed in the letter of appointment. Additional duties that may be performed by the ombudsmen-at-large are:

a. Act as a focal point for the important flow of information to Navy ombudsmen, Sailors, and their families.

b. Be an advocate of the Navy and the Navy Family Ombudsman Program.

c. Understand available Navy family programs and provide vital, timely, and responsive information to the Navy community.

d. Encouraged to serve as a member of the OPAG.

e. Meet periodically with CNO, as CNO determines necessary.

2. Per reference (f), the CNIC ombudsman program manager shall be the accepting official for any additional volunteers assisting the ombudsman-at-large in the performance of official duties. The ombudsman-at-large shall supervise the volunteers as part of their official duties.

3. The ombudsman-at-large may travel to Navy sites with the CNO, the Commander, Navy Installations Command, the Naval Inspector General, the Master Chief Petty Officer of the Navy and other senior officials at CNO’s discretion. The ombudsman-at-large may also visit commands, meet with command ombudsmen and family members, and attend meetings and conferences. During these visits, information important to the successful operation and improvement of the ombudsman program may be learned. Ombudsmen-at-large are encouraged to share this information with the CNIC ombudsman program manager per guidance from the CNO.

4. The CNO will be the accepting official for the volunteer services provided by the ombudsman-at-large via a DD Form 2793. See enclosure (7), paragraph 6. Individual travel authorizations for ombudsman-at-large will be processed through the immediate office of the CNO.

5. The ombudsman-at-large will be provided training and support per the provisions of reference (f).

a. An ombudsman-at-large not currently familiar with the ombudsman program must attend Ombudsman Basic Training prior to or as soon as possible after appointment, and other training to ensure continued familiarization with the ombudsman program.

b. In addition to the support provided by the immediate office of the CNO, as described in paragraph 4 above, CNIC and the Master Chief Petty Officer of the Navy’s offices have been designated by the CNO to provide support to the ombudsmen-at-large per the provisions for command support of ombudsmen in this instruction.

6. The term of service for the ombudsman-at-large automatically expires and a letter of resignation is required when their spouse retires from active duty or transfers to the Fleet Reserve. A letter of resignation is also required when a new CNO is appointed. The new CNO may request that the current ombudsman-at-large remain until a replacement can be found or reappoint the incumbent.

FLEET AND FAMILY SUPPORT CENTER DUTIES IN SUPPORT OF OMBUDSMEN

1. The Fleet and Family Support Center shall provide a variety of services to support and enhance the effectiveness of local command family ombudsman programs as required by reference (j). Specific services to be provided are as follows:

a. Coordinate and offer the standardized OBT course per assessment of local requirements. This includes advertising the schedule, providing classroom space and arranging for trainers. Only COT may conduct OBT. The use of outside guest speakers is not authorized. To the maximum extent possible, these trainers should include non-Fleet and Family Support Center staff.

b. Report non-completion of OBT to the sponsoring command and explain the circumstances.

c. Help to arrange and provide speakers and trainers for advanced training. Advanced training takes place after successful completion of OBT. Outside guest speakers are permitted during advanced training.

d. Work in conjunction with the ombudsman assembly chairperson to determine topics and coordinate speakers for ombudsman assembly meetings.

2. A member of the Fleet and Family Support Center staff is to be assigned the function of ombudsman coordinator. In addition to the training requirements, the coordinator serves as an advisor and or consultant to local ombudsmen, the ombudsmen assembly, and to commands. The coordinator will not serve as the chairperson for the assembly. Additionally, other Fleet and Family Support Center staff members should provide advice to ombudsmen regarding services offered at the Fleet and Family Support Center.

3. The Fleet and Family Support Center ombudsman coordinator shall:

a. Maintain a current roster of local ombudsmen, including Navy Reserve ombudsmen and recruiting command ombudsmen that are

geographically located near the installation. The roster shall reflect the assignments as listed in the Ombudsman Registry at www.ombudsmanregistry.org.

b. Provide office space, supplies, and assistance with newsletter preparation for ombudsmen and assembly chairs and or coordinators, if required.

c. Provide space for ombudsmen assembly meetings, if available.

d. Provide personal support and guidance for ombudsmen.

e. Coordinate training for ombudsmen assemblies that supports ombudsmen educational and informational needs.

f. Provide commands with program guidance, policy clarification, and recommendations for ombudsmen recognition, if requested.

g. If issues arise that appear to be negatively affecting the local program and family members, the Fleet and Family Support Center site manager or ombudsman coordinator shall notify the respective command. By providing accurate and timely information, the respective commander or commanding officer may then take appropriate action.

h. Provide information regarding Navy and community resources.

i. Refer families to their ombudsman and provide information about the ombudsman program.

j. Assist geographically dispersed family members with gaining access to a local ombudsman.

4. COTs are a valuable resource to the ombudsman program, and CNIC has developed a transfer policy for COTs. CNIC's ombudsman training coordinator will be informed of all transferring COTs and will assist with the transfer process. Transferring COTs must meet the current eligibility requirements as listed on the COT application.

5. The outgoing Fleet and Family Support Center ombudsman coordinator or reserve family support administrator will provide the following information for the transferring COT to the incoming Fleet and Family Support Center ombudsman coordinator or reserve family support administrator:

a. COT training dates,

b. Copy of COT certificate,

c. Date last taught OBT, and

d. Letter of recommendation from site manager or director, and ombudsman coordinator. Ombudsmen COTs should have a letter of recommendation from their commanding officer.

6. The receiving site manager or director must inform CNIC's ombudsman training coordinator of their approval for the perspective COT to teach within their region. Acceptance of a COT transfer includes acceptance of any funding needs that may occur for training purposes. This responsibility may be by the incoming Fleet and Family Support Center or the commanding officer of the accepting command.

7. Guidance for decertification of a COT is located in the ombudsman coordinator’s desk guide and in reference (c) located on www.ffsp.navy.mil.

OMBUDSMAN REGISTRY

1. The Ombudsman Registry was established by Task Force Navy Family in August 2005 in response to the hurricanes in the Gulf Coast Region. Its initial purpose was to identify and manage command ombudsman assignments for recall purposes. Additionally, the registry allows CNIC to deliver real time communication and information to commanders, ombudsmen, and ombudsman coordinators. Commands are required to register, assign themselves and their ombudsmen, and ensure that required worksheet data is submitted per this instruction.

a. Every command, afloat or ashore, will ensure their command ombudsman information is added to the Ombudsman Registry at www.ombudsmanregistry.org and will ensure that the registry is updated as changes occur.

b. Commanders or command designees should:

(1) Confirm that their command is listed in the Ombudsman Registry.

(2) Register in the Ombudsman Registry and assign themselves to their command.

(3) Assign the appointed command ombudsman or ombudsmen to the command.

c. Ombudsmen will receive an e-mail confirmation and a temporary password when they have been assigned. They may then update their profile and select a new password of their choice. They should begin collecting data for the ombudsman worksheet.

d. Ombudsman coordinators

(1) Should register in the Ombudsman Registry as ombudsman coordinators.

(2) Will have access to the commands in their area of responsibility (AOR) and should ensure that all commands have completed the actions listed above. They may provide assistance to commanders or command designees and ombudsmen, if needed.

2. Data from the ombudsman monthly and or quarterly worksheets will be entered into the data collection system located within the Ombudsman Registry Web site by the 10th of the month following the end of the reporting period. Reserve command ombudsmen will submit their worksheets quarterly, but may do a monthly worksheet if the commanding officer desires or the unit is mobilized. The commanding officer will determine who will submit the worksheets. In most cases, the ombudsman enters the information. If a command has more than one ombudsman, all monthly and or quarterly worksheets must be combined as the data collection system will only allow one worksheet per command, per month per unit identification code.

a. Statistics from the worksheets are used to help support the ombudsman program in various ways:

(1) Documents time spent and types of contacts that ombudsmen deal with on a daily basis so that resources can be made available to enable ombudsmen to deal with families more efficiently and effectively.

(2) Indicates which Fleet and Family Support Center programs are being utilized the most and which ones need updating.

(3) Indicates the programs the Navy needs to educate our Navy families on to help them become more self-reliant.

(4) Statistics demonstrate to Navy leadership the cost avoidance of having ombudsmen perform the types of services they deliver. The performance of these services by ombudsmen saves many man hours if the Navy had to use their manpower to perform these functions.

b. Ombudsmen cannot submit their required worksheets until they are assigned to their commands and all command information has been updated in the registry.

3. The Ombudsman Registry enables contact with ombudsmen from commands that are affected during national disasters or emergencies in order to provide support to families that need assistance.

4. Real time communication via E-Blast. Updates, program changes, alerts can be sent to all registered ombudsmen, commanding officers or designees, ombudsman coordinators and Fleet and Family Support Center directors via E-Blast.

5. Ombudsman Registry Forum provides a private venue message board for registered ombudsmen to share resources, best practices and advice. The rules of operations security and confidentiality must be followed on this forum.

6. The “Contact Your Ombudsman” feature, located on the login page of the registry, allows interested parties to contact the ombudsman from any registered command. In the event a command is not registered, a notice is sent to the site administrator who will establish contact.

OMBUDSMAN PROGRAM ADVISORY GROUP AND REGION OMBUDSMAN ADVISORY BOARDS

1. The OPAG is a working group of individuals, convened at the discretion of CNIC Family Readiness (N91), to include an OPNAV (N13) representative, CNIC force master chief, FFSP director, ombudsman program manager, Navy Reserve force family support program manager and a representative from the command leadership school. Ombudsmen-at-large are encouraged to serve as a members of the OPAG. The OPAG will include representatives of other activities as needed to advise on policy, special projects, and curriculum development, based on input received from the ROAB.

2. ROABs shall:

a. Be appointed and convened by the region commander, or designee, for the purpose of reviewing the region's ombudsman program. The ROAB will provide feedback from local ombudsman assemblies on policy, implementation or other programmatic issues. Issues presented at the ROAB should be resolved at the local level, when possible. Unresolved questions or issues may be forwarded to CNIC's ombudsman program manager as action items for review. If further review is necessary, the action item will be presented at the next OPAG meeting for discussion.

b. Membership is identified by the region commander and may include both active and reserve personnel, spouses of senior military members (officer and enlisted), a chaplain, command master chiefs and ombudsmen representing commands within the AOR, assembly chairpersons, FFSP ombudsman coordinator(s), an action officer from the region commander, staff legal officer, and any other interested and appropriately positioned person(s).

c. Responsibilities of the ROAB will be to support and advise area assemblies. They are not policy making or supervisory bodies and will not interfere with the operation of individual command family ombudsman programs.

d. The ROAB shall meet semi-annually. The chairperson will forward meeting minutes and any action items, recommended changes and observations requiring higher level review or action to the CNIC ombudsman program manager.

OMBUDSMAN ASSEMBLY

1. The local ombudsman assembly is an important component of the ombudsman program. The assembly is an excellent forum for sharing and exchanging successful practices. As with all informational exchanges, confidentiality must be maintained. Established by the sponsoring command (commanding officer, region commander, or area coordinator) in support of tenant commands, the assembly functions only under the supervision and guidance of the sponsor. The assembly may:

a. Serve as a resource for an ombudsman's professional growth by arranging advanced training.

b. Serve as a liaison for policy discussion and clarification by appropriate local authorities regarding issues of interest to ombudsmen and command family members.

c. Provide such functions as peer mentoring and sharing of common information of interest to all commands.

d. Provide assistance to commands to recognize and show appreciation to their ombudsmen.

e. In the absence of a local Fleet and Family Support Center, maintain a current roster of all area ombudsmen.

f. Perform other functions as directed by the sponsoring command (e.g., provide resource handbooks and materials, publish newsletters, distribute assembly meetings minutes, and maintain a calendar of events).

2. Assemblies are not policy making or supervisory bodies and will not interfere with the operation of individual command family ombudsman programs; however, they may make recommendations about community matters affecting the well being of the area command family members.

3. Because of the structure and diversity of Navy communities and installations, there may be more than one assembly within a geographic area. Assemblies are not hierarchical and do not have authority over another assembly regardless of the rank of

the sponsoring commander. Local commanders may decide that one area assembly consisting of all ombudsmen within the geographic location is sufficient.

4. Each sponsoring command shall have a local ombudsman assembly instruction. An example is provided in reference (c).

5. Assemblies are information-sharing groups and do not function as social clubs. Assemblies shall not establish or maintain treasuries or collect dues for the purpose of sponsoring assembly activities.

6. All appointed ombudsmen of local commands will participate in the assembly. Others, such as senior leadership and senior leadership spouses, command master chiefs, and command chaplains, are encouraged to attend. Representatives of other military or civilian organizations may be invited to attend meetings to share information about their activities and respond to concerns of the membership.

7. Assembly leadership should be selected and appointed in writing by the sponsoring command for a specified term. A sample description of the duties of assembly chairperson is provided in reference (c).

8. The chairperson must be a current ombudsman whose spouse is an active duty or reserve member of a command that is a member of the assembly. The Fleet and Family Support Center ombudsman coordinator cannot serve as the chairperson but can serve as an advisor to the assembly. Duties can include:

a. Representing the sponsoring command as a member of committees, boards, or group meetings (those organizations desiring this representation should submit a request through the assembly’s sponsoring command).

b. Providing information and referral liaison with other military and community organizations.

c. Providing input and feedback to the ROAB regarding the operation and policies of the Navy Family Ombudsman Program and offer recommendations to improve support and standardization of the program worldwide.

9. The sponsoring command shall ensure the assembly has any support needed, including materials and clerical assistance, to perform their designated duties.

PROGRAM SUPPORT

1. Funding. Every command will establish specific funding resources for support of the command's family ombudsman program. References (e) and (f) authorize use of command's appropriated funds or non-appropriated funds in support of the ombudsman program. This includes reimbursement of personal expenses incurred during performance of ombudsman duties, when appropriate. It is important for the commander or commanding officer and the ombudsman to discuss the budget and determine what support can be provided and what will be reimbursed. The ombudsman, based on the authorized budget, must document their expenses and submit SF 1164 Claim for Reimbursement for Expenditures on Official Business to the command for reimbursement. When applicable, receipts must also be submitted.

2. Reimbursable Items. The ombudsman must be acting in an official capacity as directed by the commander or commanding officer to receive reimbursement for:

a. Childcare. Ombudsmen are encouraged to utilize Navy-operated child care programs at no cost by completing DD 2606 Department of Defense Child Development Program Request for Care Record. However, when Navy-operated care is unavailable, reimbursement for childcare or babysitting will be paid with available command funds. Commanders and commanding officers are encouraged to establish caps of reimbursement based on local commercial child care market rates.

b. Mileage, parking, and tolls paid at the current Government privately-owned vehicle rate. Mileage must be documented and parking and tolls require receipts.

c. Communication equipment such as a computer, cell phone, pager, or other electronic devices, long distance calling cards or plans, or Internet service are authorized. Command pre-authorization and approval of equipment expenditures is required for reimbursement. Command-owned equipment may be issued to the ombudsman at the discretion of the commander or commanding officer if they decide the command program will function more effectively. This equipment must be accounted for and returned when the ombudsman resigns the position. The ombudsman must limit use of these items to execution of official duties only.

d. Telephone lines and any necessary telecommunication equipment may be installed in the private residences of persons who provide voluntary services per reference (e). In the case of equipment installed under this authority, the commander or commanding officer may pay the charges incurred for the use of the equipment, for authorized purposes, using appropriated funds or non-appropriated funds. Installation of such equipment must not be done routinely but only after careful consideration and subsequent decision that to do so is necessary for the command family ombudsman program to function effectively.

e. Pre-approved travel expenses incurred during command-directed and authorized participation in the following activities will be paid: training; conferences; and other travel as needed, including ombudsman-at-large travel to Navy sites with senior officials and ombudsman-at-large visits to commands to meet with command ombudsmen and family members (see enclosure (2), paragraph 3).

(1) Local commands may reimburse the ombudsman for costs of childcare and mileage incurred during ombudsman basic and advanced training. To be eligible for reimbursement, the ombudsman must have a letter of appointment and have signed the volunteer agreement. In locations where training is not available, a command may issue invitational travel orders, per reference (l), to enable the ombudsman to complete the course at another installation. All Fleet and Family Support Center ombudsman training schedules, including the Reserve Ombudsman Mobile Training Team, can be found at www.ffsp.navy.mil or www.ombudsmanregistry.org. When OBT is not available in the area, reasonable effort should be used to find the closest training in order to minimize travel expenses.

(2) The command is authorized, budget permitting, to issue invitational travel orders and fund the associated travel, berthing, meals, and incidental expenses for ombudsmen to attend non-local training that will improve their effectiveness, per reference (m). Expenses may be reimbursed or travel advances may be authorized per reference (n). DD 1351-2 Travel Voucher, Subvoucher, or other Command approved travel claim process must be used to claim travel reimbursement. Local travel expenses are to be reported on SF 1164. Receipts must be submitted as required by the command.

3. Other Incidental Expenses. Other incidental expenses may be paid from appropriated funds, per reference (f). The expense can only be incurred and paid directly by the command at the discretion of the commander or commanding officer. These are not expenses reimbursable to the ombudsman.

4. Other Support. Administrative support such as paper, envelopes, pens, copier service, clerical assistance, command telephone cards, use of government mail, and government vehicle transportation should be budgeted and may be provided from appropriated funds or non-appropriated funds, as command resources permit.

5. Newsletter Expenses. The command will assume all costs for production and delivery of the ombudsman newsletter. Content must be approved by the command prior to printing or electronic distribution. If the newsletter is produced solely within the command, the command is responsible for providing technical and administrative support, paper, printer access, and delivery costs (stamps and bulk mail, etc.) If the newsletter is printed and delivered by the Document Automation and Production Service, the command must approve and provide the funding. The local printing officer can provide guidance. Use of government mailing privileges is authorized for official information such as mailing of newsletters, per reference (o). For definitions and additional guidance on use of official mail privileges, see reference (c).

6. Responsibility for Supervision of the Ombudsmen. The Navy has the responsibility for the primary supervision of ombudsmen when they are providing services to the Navy. This responsibility may be delegated to authorized supervisors per reference (f).

a. The commander or commanding officer and the ombudsman, at the time of appointment, must complete a DD 2793. A copy of the signed agreement should be given to the volunteer prior to commencing volunteer services. Part II of the form will be completed at the end of the ombudsman’s term of service in order to document the dates of the volunteer service. A copy of the completed volunteer agreement shall be given to the ombudsman upon termination of service. A sample of this form can be found in reference (c) or the Command Leadership Toolkit – Appointing

an Ombudsman at www.ffsp.navy.mil. Volunteer records shall be retained for 3 years following the termination of volunteer service by the command receiving the service.

b. Commanders and commanding officers shall ensure that neither they nor their paid or volunteer staff violates the provisions of reference (f).

7. Ombudsmen Appreciation and Recognition. Each command will establish a program to recognize the volunteer contributions of their Navy family command ombudsman. Some general guidelines include:

a. Personally support the program, especially with their time.

b. Value the ombudsman’s opinion and advice.

c. Let the ombudsman know they have done a good job, in writing or in person, and look for opportunities to provide official recognition at command functions and in publications.

d. Celebrate Ombudsman Appreciation Day in an appropriate and timely way.

e. Present a personally written letter of commendation or certificate of appreciation at the end of service.

f. Issue an official nametag with command emblem attached, inscribed with the ombudsman's title and name.

g. Purchase an ombudsman pin through the Navy Uniform Service of the Navy Exchange and present to the ombudsman. While it is usually worn separately from the nametag, it can also be attached to it.

h. Include the ombudsman’s name and e-mail address in the plan of the day and or week.

i. The commander or commanding officer may use non-appropriated funds, if available, for individual ombudsman appreciation dinners and ombudsman plaques and awards. Per reference (p), the non-appropriated funds limitation is $50 per ombudsman per year, not to exceed a total of $500 (multiple Ombudsmen) per morale, welfare, and recreation fund per year. Cash awards are not authorized.

**REPORTING REQUIREMENTS FOR
CHILD ABUSE, DOMESTIC ABUSE AND SEXUAL ASSAULT**

1. Child and Spouse Abuse. Incidents of child and domestic abuse must be reported per reference (q). When allegations of child or domestic abuse come to the attention of a command, the Family Advocacy Program shall be notified. The Family Advocacy Program staff shall inform the member's command and law enforcement officials, as indicated by case circumstances.

a. Child abuse is defined as the physical or mental injury, sexual abuse or exploitation, or negligent treatment of a child. It does not include discipline administered by a parent or legal guardian to their child, provided it is reasonable in manner and moderate in degree and otherwise does not constitute cruelty.

b. A child's safety and well-being is protected by Federal and State law. All States and U.S. territories have mandatory child abuse reporting laws. All Department of the Navy personnel, including ombudsman (with the exception of chaplains and attorneys having privileged communication), must report to the Family Advocacy Program any incident or suspected incident of child abuse occurring on a military installation or involving persons eligible for Family Advocacy Program services. The threshold for reporting is very low in that even the suspicion of child abuse or neglect must be reported. The Family Advocacy Program will report suspected child abuse incidents to the responsible state child protective services agency.

c. Abuse occurring between spouses or adult intimate partners merits the same concern as similar incidents between unrelated persons. Domestic abuse is further defined in reference (q).

d. Ombudsmen should be aware that victims of domestic abuse now have two avenues for reporting in the Navy. Victims who want to pursue an official investigation should disclose that they are a victim of domestic abuse to appropriate command, base security, Naval Criminal Investigative Service, and Family Advocacy Program personnel. This process is referred to as unrestricted reporting and results in command, Family Advocacy Program, and law enforcement notification. Victims who would like to receive support, advocacy and care while deciding whether they would like to pursue official investigation may now

disclose domestic abuse to a Family Advocacy Program victim advocate, FFSP clinical counselor or military medical or dental healthcare provider. This restricted report may not be disclosed to a command, law enforcement personnel, or to the Family Advocacy Program (for clinical assessment, case management and Case Review Committee review) unless the victim authorizes disclosure in writing or another exception applies. Any report made to an ombudsman is classified as unrestricted, as the ombudsman is an official representative of the command.

e. All allegations of domestic abuse shall be reported by the ombudsman to the Family Advocacy Program. As a guide, the ombudsman should consider domestic abuse to have been alleged if the spouse discloses to the ombudsman an incident of abuse, a third party (e.g., a child) discloses to the ombudsman that they witnessed domestic abuse, or the ombudsman has first-hand knowledge of an incident of domestic abuse. Trained professionals will determine the validity of allegations, not the ombudsman or the command.

f. An ombudsman who suspects that domestic abuse might be occurring should advise the individual of the restricted reporting option and provide information on contacting a Family Advocacy Program victim advocate or FFSP clinical counselor. It is the responsibility of the FFSP clinical counselor or Family Advocacy Program victim advocate to meet with the individual, fully inform them of the benefits and limitations of each reporting option, and provide safety assessment, safety planning, and other support.

g. If at any time the ombudsman believes that the life, health, or safety of an individual is in imminent danger of domestic abuse, the ombudsman is required to report the situation immediately to the Family Advocacy Program and appropriate command officials. Safety is the ultimate concern for anyone involved in an abusive situation.

2. Sexual Assault. When an adult discloses sexual assault outside the marital or intimate partner relationship, the ombudsman should be aware of the victim’s rights and provide information on available assistance through the Sexual Assault Response Program or through community sexual assault resources. Sensitivity to the victim’s privacy is paramount. If the assault occurred on Navy property or was perpetrated by an

active duty member, the incident must be reported to the installation sexual assault response coordinator, who will take further action per current Navy sexual assault requirements in reference (r).

NOTES:

Navy Mail Center http://www.daps.dla.mil/

Ombudsman Registry www.ombudsmanregistry.org

Resources

211 http://www.211.org

American Red Cross http://www.redcross.org

Department of Defense Reserve Affairs http://www.defenselink.mil/ra/

Lifelines http://www.lifelines.navy.mil/

Military HOMEFRONT http://www.militaryhomefront.dod.mil

Military OneSource http://militaryonesource.com

National Guard Family Program http://www.jointservicessupport.org

Naval Services FamilyLine http://www.cnic.navy.mil/familyline

Naval Criminal Investigative Service http://www.ncis.navy.mil

Navy Legal Services http://www.jag.navy.mil/html/NLSONCLegalassistance.htm

Navy Reserve http://navyreserve.navy.mil

School Liaison Program http://militaryk12partners.dodea.edu/reference_navySLs.html

TRICARE www.tricare.osd.mil/

U.S. Department of Labor http://www.dol.gov/vets/programs/userra/userra_fs.htm

Stress Management

America's Continuing Education Network http://www.ace-network.com/index.html

American Academy of Family Physicians http://www.aafp.org/fpm/20000400/39over.html

Coping.org http://www.coping.org/

Department of Defense Stress Awareness http://www.defenselink.mil/specials/stressawareness

Military OneSource www.militaryonesource.com/

Navy Knowledge Online https://www.nko.navy.mil/