



DEPARTMENT OF THE NAVY
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OPNAV INSTRUCTION 1754.8

From: Chief of Naval Operations

Subj: COMMAND FAMILY READINESS PROGRAM

Ref: (a) DoD Instruction 1342.22 of 3 July 2012
(b) OPNAVINST 1754.6
(c) SECNAVINST 1730.7D
(d) OPNAVINST 1306.2G
(e) OPNAVINST 1750.1G
(f) OPNAVINST 1754.5B
(g) OPNAVINST 1740.4D
(h) OPNAVINST 1740.3C

1. Purpose. To establish policy for standardized implementation of Navy's Command Family Readiness Program.
2. Background. Family readiness is a key element of overall mission readiness and essential for families to meet the obligations and challenges of Navy life. Family readiness affects job satisfaction, job performance, and personnel retention. The primary goal of the command family readiness program is to support total force mission readiness by establishing baseline standards for the provision of coordinated Navywide, local and command-level support services, outreach, and information to family members and Sailors.
3. Definition. Per reference (a), family readiness is defined as the state of being prepared to effectively navigate the challenges of daily living experienced in the unique context of Military Service. Ready individuals and families are knowledgeable about the potential challenges they may face; are equipped with the skills to competently function in the face of such challenges; are aware of the supportive resources available to them; and make use of the skills and supports in managing such challenges.
4. Scope. This instruction establishes policies applicable to all Active Component (AC) and Reserve Component (RC) commands for Navy family readiness support. Leaders at all levels are

responsible for its execution. Review reference (b) for specific support related to individual augmentee (IA) Sailors and their families.

5. Policy

a. A family readiness program must be established at every command to integrate family readiness tools, resources, processes, and procedures into the command's standard operating procedures and culture. Commanders and commanding officers (CO) must ensure an appropriate, proactive, and accessible family readiness program is maintained and reinforced. This policy prescribes the baseline level of support that must be provided to Sailors and their families; however, senior leaders, commanders, and COs may go beyond this guidance to ensure a timely and vital continuum of care and support is provided.

b. Sailors and families have primary responsibility for their well-being through use of available readiness-related guidance, support programs, systems, and other resources to establish, bolster, and maintain an enhanced state of family and individual readiness. Family readiness services enhance their ability to fulfill that responsibility. These family readiness services are provided through the Family Readiness System, a network of agencies, programs, services, and individuals working in collaboration to promote Navy personnel and family readiness, per reference (a).

6. Action. Commands must immediately implement these policies. All recommendations for changes in family readiness policy, standards, procedures, and practices will be coordinated through Deputy Chief of Naval Operations (Manpower, Personnel, Training and Education) (CNO (N1)).

7. Responsibilities

a. CNO (N1) must:

(1) Set and maintain Navy strategic vision for family readiness.

(2) Develop and coordinate overall policy and strategic communications for support of Sailors and their families in achieving family readiness.

- b. Chief of Navy Chaplains (CNO (N097)) must:
 - (1) Advise CNO (N1) on Navy family readiness policy.
 - (2) Ensure chaplains are trained to and provide support to commanders and Navy family readiness programs per reference (c).

- c. Master Chief Petty Officer of the Navy must:
 - (1) Actively communicate with and support Navy family members, per reference (d).
 - (2) Lead the Navy Chiefs' Mess in worldwide promotion of Sailor and family readiness.

- d. Total Sailor Fitness Branch (OPNAV (N170)) must:
 - (1) Maintain policy.
 - (2) Provide policy interpretation.

- e. Commander, Navy Installations Command (CNIC) must:
 - (1) Enable, support, and sustain Sailor and family readiness through appropriately resourced, standardized, and reliable shore support (e.g., fleet and family support center (FFSC) programs, staff, and outreach support services) that spans the entire deployment lifecycle, as well as the day-to-day challenges of military life.
 - (2) Provide execution guidance for family readiness activities and processes that support the required level of readiness for families.

- f. Commander, U.S. Fleet Forces Command will function as Navy's executive agent for IA family readiness, as detailed in reference (b).

- g. Commander, Navy Reserve Forces Command must:
 - (1) Ensure each Navy Reserve activity provides appropriate and accessible support to families of AC or RC Sailors within its geographic area of responsibility (AOR).

(2) Coordinate with CNIC to enable, obtain, and sustain Sailor and family readiness through consistent, standardized, and reliable support for Sailors and their families.

(3) Maintain positive contact with RC Sailors and their families throughout the deployment or mobilization cycle to ensure their needs are met and support is delivered per reference (b) and this instruction.

(4) Where available, coordinate with FFSC for delivery of family readiness-related support services (e.g., deployment briefs, or family support training).

h. Echelon 2 commanders must ensure compliance of lower echelon commands within their AOR.

i. The immediate superior in command (ISIC) must include review of the family readiness program during periodic ISIC inspections of subordinate commands, units, and installations.

j. Installation commanders, per reference (a), must have a family readiness coordinating committee (FRCC), which serves as a forum for cross-organizational review and resolution of individual, family and installation community issues that impact military family readiness. The FRCC is not necessary if an installation committee or council already performs this function, a similar function, or whose function could be expanded to cover the FRCC's responsibilities.

(1) FRCC Chair. The FRCC will be chaired by the installation commander or deputy.

(2) FRCC Membership. FRCC members must include representatives who are military or full-time or permanent part-time Federal employees from:

(a) Leadership with oversight of the service areas of relocation assistance; non-medical individual and family counseling; personal financial management; deployment assistance; spouse or same sex domestic education and career opportunities; exceptional family member services; child abuse prevention and response services; domestic violence prevention and response services; morale, welfare, and recreation services; and emergency family assistance.

(b) Psychological health.

(c) Department of Defense Education Activity when there is a Department of Defense school on the installation and school liaison representatives.

(d) Chaplaincy.

(e) Child and youth services.

(f) Sexual assault prevention and response services.

(g) Medical.

(h) Other installation organizations as requested by the installation commander.

(3) FRCC Role. The FRCC must:

(a) Recommend changes to policy, or procedures related to family readiness support services to OPNAV (N170), via their installation chain of command, region, and CNIC.

(b) Facilitate pooling of resources for cross-organizational activities to enhance military family readiness.

(c) Review the results of needs assessments and program evaluations to assign appropriate follow-up actions, including making recommendations on the sustainment, modification, and termination of services, as appropriate.

(d) Promote collaboration among helping agencies to identify gaps in service, reduce duplication of effort, and develop and implement internal and external cross-organizational solutions to problems that cannot be resolved by individual organizations or programs.

(e) Collaborate with other agencies and participate in State boards or coalitions whose mission includes support of Service members and their families.

(f) Prioritize and forward issues that cannot be resolved at the installation level to CNIC at least semi-annually, via its installation chain of command and region commanders.

k. Commanders and COs must:

(1) Communicate their vision and goals for the command family readiness program to command personnel and families.

(a) Communication related to family readiness is a CO's responsibility, independent of communication with the Sailor. Authorized command representatives may contact family members, with or without the sponsor's consent, when relaying official information directly related to family readiness.

(b) Official family readiness information includes information related to support services, and social, informational, care-taking, and morale-building activities aimed at enhancing preparedness for the total navy family community. For example, COs can disseminate unclassified information regarding schedules, command points of contact, location and availability of family service resources, and mustering and accounting procedures for exercises and real world emergencies. COs can also disseminate information designed to educate Sailors and families concerning the local and military community; military pay and allowances; financial planning; emergency preparedness; and volunteer opportunities with Navy-affiliated support organizations (e.g., Navy-Marine Corps Relief Society).

(c) COs and other designated command members may personally communicate with families. COs must also leverage resources of existing readiness affiliated programs such as ombudsmen and FFSCs.

(d) COs should use the most efficient and effective means of communication available. Electronic systems, including social media, e-mail, and Web sites, offer a strategic and tactical advantage by enabling the instantaneous posting of information to a large audience.

(e) Personally identifiable information (PII)

1. Personal information obtained or maintained through official sources may not be used for unofficial purposes. Unofficial information, such as commercial ventures, advertisements, private solicitations, fundraising activities, and birthday wishes, must not be disseminated through official communication networks.

2. COs may not release personal contact information to individuals or agencies, even if officially sponsored by Navy, including to command sponsored clubs or family readiness groups (FRG). A permissible management practice is for members to indicate as part of the check-in process whether they, or their family member or spouse, consent to the release of family contact information to other officially sponsored organizations to receive information about events and family support programs. To ensure family members are personally aware of the benefits of quick, direct communication, the check-in may require evidence of family member notification consent and decision.

3. Official databases containing PII may not be used to identify Sailors or family members based on circumstance or status (e.g., medical, religious, financial, or family situation) for targeted contact that would constitute an invasion of privacy.

4. COs and family support organization communications must respect the privacy of families, and avoid group e-mails that reveal private information (e.g., COs cannot release data of any families who received financial counseling through the FFSC).

(2) Oversee all aspects of family readiness support programs within their command, to ensure Navy families receive prompt, first-class continuum of care, especially during deployment cycles. When families are located outside a command's immediate geographic area, they must ensure those families are aware of services provided by surrounding area FFSCs; other military services family support activities; Navy Reserve activities; or one of Navy's family support partner organizations.

(3) Strongly encourage families, through appropriate communication methods, to use available family readiness

services as well as attend and participate in family readiness training sessions, events, and activities (e.g., pre-deployment related briefs, or family days).

(4) Maintain positive contact with Sailors and their families, especially during a deployment cycle, to ensure their needs are met and proper support is offered and delivered.

(5) Maintain a strong command leadership team. The command leadership team consists of the CO, executive officer, and command master chief (CMDCM) or senior enlisted advisor. The command leadership team, supported by the chaplain (where available), family readiness coordinator, and ombudsman, is the vanguard in command family readiness efforts.

(6) Leverage the network of family readiness agencies, programs, services, and individuals both within Navy and the local community to help identify challenging family issues and to mitigate the impact of such issues on operational readiness.

(7) Provide support to the command ombudsman program per reference (e).

(8) If there is a command-affiliated FRG, interact with the organization and provide support as outlined in reference (f).

(9) Conduct an annual family readiness assessment.

(10) Designate, in writing, a command family readiness coordinator. If not the CMDCM, the family readiness coordinator must be in pay grade E-7 or above and appointed, in writing, as a collateral duty. If the family readiness coordinator is deployed with the unit and a remain-behind element is in place, family readiness coordinator duties must be temporarily assigned to an E-7 or above in the remain-behind element.

(11) Ensure an annual command family communication plan is in place. Items must include a formalized means of contacting families regularly.

(12) Ensure proper execution of the command family care plan program per reference (g).

(13) Ensure proper execution of the command sponsor and indoctrination program, per reference (h).

1. The command family readiness coordinator must:

(1) Proactively contact his or her command representatives at each local FFSC and or Navy Reserve activity (for geographically separated families) to assist with promotion of the many readiness support programs available to Sailors and family members. FFSCs provide venues for small group support, counseling, education, referral resources, and follow-up.

(2) Provide administrative support to the command family readiness program.

(3) Act as coordinator among the command leadership team, ombudsman, chaplains, FFSC, and FRG president.

(4) Coordinate command family activities; including, but not limited to, pre-deployment briefings, command orientation briefings, and returning warrior events to ensure appropriate family readiness messages are communicated during each activity.

(5) Ensure assigned sponsors provide family readiness-related information for in-bound families, per reference (g).

(6) Conduct assessment of personal and family readiness related activities following deployment (i.e., "hot wash") to ascertain effectiveness of all activities related to the various phases of deployment. Data should be shared with servicing FFSC to assist with analysis and to fill gaps for future deployments.

8. Records Management. Records created as a result of this instruction, regardless of media and format, must be managed per Secretary of the Navy Manual 5210.1 of January 2012.



W. F. MORAN

Deputy Chief of Naval Operations
(Manpower, Personnel, Training
and Education)

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