

2024
NAVY FAMILY
OMBUDSMAN
PROGRAM MANUAL

Standing Watch Over Our Families



Issued April 2024
CNIC Family Readiness (N91)

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Chapter 1: Ombudsman Introduction and Overview

KEY TERMS

- COT** – Certified Ombudsman Trainer
- CO** – Commanding Officer
- CNO** – Chief of Naval Operations
- CNIC** – Commander, Navy Installations Command
- DoN** – Department of the Navy
- FFSC** – Fleet and Family Support Center
- FFSP** – Fleet and Family Support Program
- FRG** – Family Readiness Group
- OBT** – Ombudsman Basic Training
- OPAG** – Ombudsman Program Advisory Group
- ROAB** – Region Ombudsman Advisory Board
- RTT** – Region Train-the-Trainer

Introduction

For over 50 years, ombudsmen have provided continuous support for Navy families navigating the challenges of the Navy lifestyle. This chapter will provide you with an overview of:

- ▶ The history of the Navy Family Ombudsman Program.
- ▶ The program’s structure and governance.
- ▶ How the Navy Family Ombudsman Program supports commands.

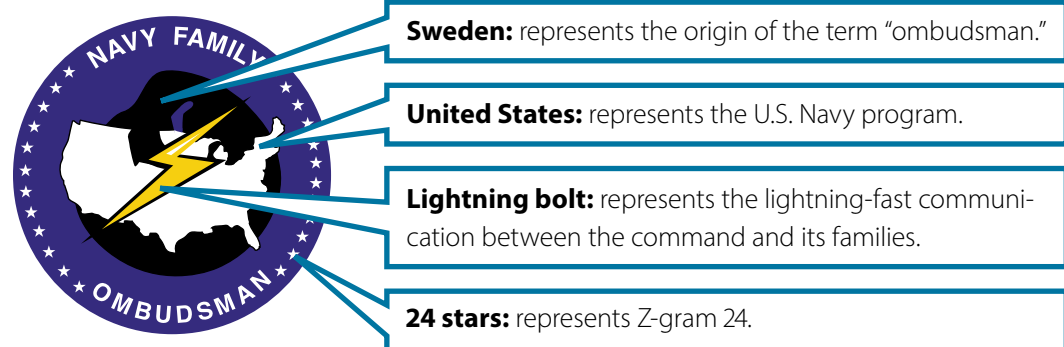
Navy Family Ombudsman Program History

On Sept. 14, 1970, Adm. Elmo R. Zumwalt Jr., Chief of Naval Operations (CNO), established the Navy Family Ombudsman Program when he issued Z-gram 24 (the 24th policy directive issued during his term as CNO). Z-gram 24 acknowledged in detail the vital role Navy spouses play. It created a procedure that allowed spouses an opportunity to present their complaints, viewpoints and suggestions to the commanding officer (CO), providing them with what he described as an “official representative to express their views to commanding officers and base commanders.”

Adm. Zumwalt modeled the Navy's Ombudsman Program after a 19th century Scandinavian custom established to give ordinary, private citizens an avenue to express their grievances to high government officials. Today, the ombudsman concept is used in the fields of government, business and health care.

Navy Family Ombudsman Logo

The Navy Family Ombudsman Program logo contains symbolic elements that represent events in the program's history.



Note

Ombudsman pins can be purchased at the uniform shop or online.

The logo worn by an ombudsman is attached to a nametag or pinned to a shirt collar.

Program Structure and Governance

Since the introduction of the Navy Family Ombudsman Program through the Z-gram, the program has evolved through a series of instructions (OPNAVINSTs) from the Office of the Chief of Naval Operations (CNO). An OPNAVINST is a formal, documented lawful order issued by the CNO. The orders provide guidance to programs that support the Navy and are updated as needed. The Navy Family Ombudsman Program is governed by OPNAVINST 1750.1H, *Navy Family Ombudsman Program*, which provides policy and assigns responsibility as follows:

- ▶ Commander, Navy Installations Command (CNIC) manages the Navy's overall ombudsman through the Ombudsman Program Analyst.
- ▶ The CNO must appoint one or more Ombudsmen-at-Large, who will be specified in their appointment letter.
- ▶ Ombudsman Program Advisory Group (OPAG) is a working group that may include the Ombudsman-at-Large, a CNO representative, the CNIC Force Master Chief, Fleet and Family Support Program (FFSC) director, Ombudsman Program Analyst, and a representative of the Navy Reserve Force Family Support Program. The OPAG includes representatives of other activities to advise on policy, special projects and curriculum development based on input received from Region Ombudsman Advisory Boards (ROABs).
- ▶ The region commander establishes and selects ROABs and its members. It is the responsibility of ROABs to support and advise area ombudsman assemblies. ROABs meet at least semiannually. Their roles are neither policy making nor supervisory and do not interfere with the operation of individual command Navy Family Ombudsman Program. Following their semiannual meeting, the ROABs must forward recommendations, observations and meeting minutes to the Ombudsman Program Training Coordinator.

Chapter 1: Ombudsman Introduction and Overview

- ▶ The region or base commander appoints an ombudsman, multiple ombudsman or an ombudsman coordinator in the absence of an ombudsman to run the local ombudsman assembly.
- ▶ A region or base commander sponsors a local ombudsman assembly in support of tenant commands. The local ombudsman assembly:
 - Provides ongoing training, discussions and clarification of policy.
 - Helps commands show appreciation and recognition to their ombudsmen.
 - Maintains a current roster of area ombudsmen in the absence of a local FFSC.
 - Works in conjunction with the ombudsman coordinator.
 - Ensures appropriate ombudsman roles in installation disaster preparedness.
 - Performs other functions as directed.
- ▶ The local FFSC provides Ombudsman Basic Training (OBT) and support to area commands and ombudsmen.
- ▶ COs execute the Navy Family Ombudsman Program within their command.
- ▶ The CNIC Ombudsman Program Training Coordinator conducts training and provides ongoing support to FFSC Ombudsman Program staff.

OPNAVINST 1750.1H

OPNAVINST 1750.1H provides the guidance for the Navy Family Ombudsman Program. The instruction includes:

- ▶ A definition of the program structure.
- ▶ Guidance in support of the Navy Family Ombudsman Program.
- ▶ An outline of the roles and responsibilities for all individuals involved, including the CNO, CNIC, region commanders, COs and ombudsmen.
- ▶ Required forms and reports.
- ▶ Enclosures:
 - Mrs. Sybil Stockdale Ombudsman of the Year Award.
 - Policy Exception Selection Procedures.
 - Chief of Naval Operations Ombudsman-at-Large Duties.
 - Fleet and Family Support Center Duties in Support of Ombudsmen.
 - Ombudsman Registry.
 - Ombudsman Program Advisory Group and Region Ombudsman Advisory Boards.
 - Ombudsman Assembly.
 - Program Support.
 - Reporting Requirements for Child Abuse, Domestic Abuse, and Sexual Assault.

Where You Fit in the Program

As an ombudsman, it is important to understand your command's chain of command, and you, as the ombudsman, will support it per the governance of OPNAVINST 1750.1H. The chain of command is the hierarchy of authority and the support structure within a command.

It can also be viewed as the support structure within a command. Per OPNAVINST 1750.1H, the CO is responsible for the execution of the Navy Family Ombudsman Program within the command. As the command ombudsman, you work directly for the CO. However, due to the mission, your CO may assign you a point of contact (POC) for most communication. It is important for you to discuss with your CO which information needs to be reported to your POC and which information needs to be reported directly to the CO. For more details, review Chapter 4: Code of Ethics.

How Ombudsmen Support the Navy

Ombudsmen are dedicated to helping families successfully navigate the challenges of the Navy lifestyle. More than 2,000 spouses volunteer an average of 10 hours a week to serve as ombudsmen. This equates to many hours that go into supporting Navy families' resilience, which allows Sailors to focus on the command's mission. Although the Navy recruits Sailors, it retains families. Families that are satisfied with the Navy lifestyle are more likely to choose to "stay Navy."

The Navy Family Ombudsman Program:

- ▶ Ensures a timely and accurate flow of information between commands and families through appropriate communication outlets.
- ▶ Appoints an effective representative and role model for family members.
- ▶ Facilitates the smooth transition of Sailors and their families during permanent change of station (PCS) moves.
- ▶ Offers vital support during natural and man-made disasters.
- ▶ Serves as a link for families during deployment, mobilization or geographic separation.

Summary

Knowing the history and structure of the Navy Family Ombudsman Program helps you understand the significance of your position. As you become familiar with the instructions governing the Navy Family Ombudsman Program, you will have a better understanding of your responsibilities and how you can support your command as the ombudsman.

Chapter 2: What is an Ombudsman?

KEY TERMS

CO – Commanding Officer

DoN – Department of the Navy

eOBT – electronic Ombudsman Basic Training

FFSC – Fleet and Family Support Center

FRG – Family Readiness Group

OBT – Ombudsman Basic Training

Introduction

As you learn your role as an ombudsman, it is important to understand what is expected of you. During this chapter you will review:

- ▶ The roles and responsibilities.
- ▶ DOs and DON'Ts.
- ▶ Personal and professional boundaries.

Ombudsman Role and Responsibilities

As a volunteer appointed by the commanding officer (CO), ombudsmen serve as the informational link between the command leadership and command families. They are trained to disseminate official Department of the Navy (DoN) command information and local community opportunities. Ombudsmen also support families by providing them with resources and information to help resolve challenges before they require the command's attention.

As governed by OPNAVINST 1750.1H, *Navy Family Ombudsman Program*, the ombudsman works for the CO. The CO determines the priorities of the program, the roles and responsibilities of its participants and the types and levels of support the program receives. Your CO/POC will provide you with a letter of appointment, which provides you with a list of your roles and responsibilities. When comparing appointment letters between ombudsmen, you may notice the roles and responsibilities differ. These variations are due to your CO's guidance in their program.



OPNAVINST 1750.1H provides guidance for appointing an ombudsman, defines the ombudsman's roles and responsibilities, and establishes training and management requirements.

Navy Family Ombudsman Program Manual

As outlined in the OPNAVINST 1750.1H, ombudsmen must:

Training	<ul style="list-style-type: none"> ▶ Attend eOBT/OBT prior to, but not later than, six weeks after appointment and receive advanced training to expand their knowledge and improve skills. ▶ Represent the command at local ombudsman assembly meetings. ▶ Remain knowledgeable about all programs offered at the Fleet and Family Support Center (FFSC), through chaplains and other support agencies to provide families with available resources. ▶ Collect and submit data on the ombudsman worksheet for services provided.
Communication	<ul style="list-style-type: none"> ▶ Serve as a liaison between command families and the command. ▶ Communicate regularly with command family members and the command. ▶ Develop and distribute command-approved social media messages and newsletters. ▶ Adhere to policy guidelines when using social media. ▶ Obtain command approval on all official correspondence. ▶ Establish and maintain an up-to-date telephone tree, Careline message, email distribution lists and social media pages. ▶ Collaborate with the Family Readiness Group (FRG) on behalf of the command. ▶ Coordinate services for families during deployment, mobilization or geographic separation. ▶ Provide a warm handoff to gaining commands for service members and their families. ▶ Serve as a source of emergency and crisis information.
Ethics	<ul style="list-style-type: none"> ▶ Provide immediate action when a reportable incident comes to their attention by notifying the appropriate official or organization and the commander or CO/POC. ▶ Maintain confidentiality. ▶ Avoid conflicts of interest. ▶ Provide resources and proper referrals to command families in times of need. ▶ Perform other duties as assigned by the CO/POC. <ul style="list-style-type: none"> ● Assist in the organization and implementation of the command welcome program and participate in indoctrination / orientation programs for new command members. ● Represent the command on committees, boards and working groups in the military or civilian community.

Chapter 2: What is an Ombudsman?

Ombudsmen Maintain Boundaries

As you navigate your role and responsibilities as an ombudsman, it is important to understand the need for balance between your role as an ombudsman and your professional and personal life. Set office hours for your ombudsman duties and understand that there may be crisis situations that require you to go outside those hours. However, as you go through your regular day, it is essential for you to distinguish your ombudsman role from the other roles in your life and maintain balance. Review the boundaries examples below.

Situation	Response
You have taken your family to the dentist's office for a checkup. While there, you run into a command family member who had questions regarding the next port call.	Let the family member know that you are here with your family. However, you will be happy to talk between 3 and 6 p.m. (your weekday ombudsman office hours.) Ask whether they would prefer to call you or for you to call them during that time.
You are at work and a spouse from the command comes into your office. Their power-of-attorney has expired and they need to know how to get a new one issued to close on the purchase of their new home.	You are at work and not acting in the role of the ombudsman. Kindly, let the spouse know that you would be happy to assist when you are finished with your workday and provide them with your contact information if they do not have it.
You are attending the command FRG Halloween party. A family member asks for resources on spouse employment.	You are attending a command event as the ombudsman. Provide the resources requested if you are able to access it or make arrangements to provide it when you get home. Be sure to document the support contact on your ombudsman worksheet.

DOs and DON'Ts

As advocates for the command and command families, an ombudsman is trained to provide information and referrals (I&Rs). While providing information, ombudsmen must also empower family members to help themselves. When you empower a family with resources you allow them to navigate waters with ease. As you learn your role as an ombudsman, it is critical to remember the DOs and DON'Ts.

Do	Don't
<ul style="list-style-type: none">▶ Maintain professionalism.▶ Follow the code of ethics.▶ Practice personal and professional boundaries.▶ Provide excellent customer service.▶ Connect individuals with resources.	<ul style="list-style-type: none">▶ Provide child care.▶ Transport people.▶ Lend money.▶ Allow people to stay in your home.▶ Do for others what they must learn to do for themselves.



Expert Tip

The chapters throughout the manual will provide you with additional guidance as you begin your journey of becoming an ombudsman.



Expert Tip

Make sure to note the tips throughout the manual that will help you understand your role and establish boundaries.

Summary

Once you have accepted the position of ombudsman, it is crucial to understand what is expected of you while working in that capacity. However, remember that the role of the ombudsman is only one of the many you take on. It is important to understand how and when you will be active in this role during your day.

Chapter 3: You've Been Appointed. Now What?

KEY TERMS

- CO** – Commanding Officer
- COT** – Certified Ombudsman Trainer
- CMDCM** – Command Master Chief
- CNIC** – Commander, Navy Installations Command
- FFSC** – Fleet and Family Support Center
- FAP** – Family Advocacy Program
- eOBT** – Electronic Ombudsman Basic Training
- LMS** – Learning Management System
- NMCRS** – Navy-Marine Corps Relief Society
- PFM** – Personal Financial Management
- OBT** – Ombudsman Basic Training
- OPSEC** – Operations Security
- REDCOM** – Readiness Command
- SAPR** – Sexual Assault Prevention and Response
- SCRA** – Servicemembers Civil Relief Act
- XO** – Executive Officer



Note

For the purpose of this manual the term Command Master Chief (CMDCM) also includes a chief of the boat (COB) or command senior enlisted advisor (SEA).

Introduction

Congratulations! You have accepted the role of the command ombudsman! It's time to get started, and this chapter will share with you the tools and resources you will need after you have accepted your position. This chapter will review:

- ▶ Your initial meeting with your commanding officer (CO).
- ▶ Receiving your appointment letter.
- ▶ Training and recognition.
- ▶ Program funding options.
- ▶ The Ombudsman Registry.
- ▶ Ombudsman turnover.



Expert Tip

Do not forget to use the *Getting Started Checklist* found in the appendix of this manual to help support you while starting your new position.

Meeting the CO

After you have accepted your appointment, it is critical to schedule a meeting with your CO. This may take place before or after you have attended Ombudsman Basic Training (eOBT/OBT). During the meeting, take time to discuss:

- ▶ Their expectations of your duties.
- ▶ The opportunities and goals of their Navy Family Ombudsman Program.
- ▶ Guidance for working with the command support team (CST).
- ▶ The name and contact information of your point of contact (POC).
- ▶ Reporting requirements and procedures.
- ▶ Budgeting and funding.

Your Appointment

Once appointed to the role as the command ombudsman, your command POC may provide you with the following items:

- ▶ A copy of the OPNAVINST 1750.1H, *Navy Family Ombudsman Program*.
- ▶ A copy of this manual, in print or digital format.
- ▶ Your appointment letter.
- ▶ Your nametag.
- ▶ An ombudsman pin.
- ▶ A command phone.
- ▶ The ombudsman's email address.

Appointment Letter

Your appointment letter provides you with details about:

- ▶ The duties your CO expects you to perform.
- ▶ Reach out to your local Ombudsman Coordinator at the Fleet & Family Support Center (FFSC)/Military Family Support Center (MFSC) as applicable or review the schedule on the Learning Management System training calendar [MyNavyFamily.com](https://www.mynavyfamily.com).
- ▶ The name and contact information for your POC at the command.
- ▶ The length of your appointment and whether there is a probationary period.
- ▶ Attendance expectations at your local ombudsman assemblies and advanced training.

Volunteer Agreement

In addition to receiving your appointment letter, you will need to complete and return DD Form 2793, *Volunteer Agreement for Appropriated Fund Activities or Non-Appropriated Fund (NAF) Instrumentals*. Per OPNAVINST 1750.1H, ombudsmen serve as volunteers of the command, so you must complete the form.

You should retain a copy of the completed form signed by yourself and the CO/POC. At the end of your appointment, you will receive another copy of the form with Part IV filled out, which will note your service termination date.



Expert Tip

Don't forget to look in the appendix for interview questions to ask your CO during your meeting.



Note

A copy of this form can be found in the appendix of this manual and at www.esd.whs.mil/Portals/54/Documents/DD/forms/dd/dd2793.pdf

Chapter 3: You've Been Appointed. Now What?

Protections

While performing your ombudsman duties, you are considered an employee of the government. This provides you with certain benefits if something happens while you are performing your ombudsman duties. For example:

- ▶ 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.
- ▶ In the event of injury or death while performing official duties, the U.S. government may pay disability or death compensation unless you:
 - Were under the influence of drugs or alcohol.
 - Were killed or injured through misconduct.
 - Inflicted harm upon yourself.

Command Roster

You will need to discuss with your CO/POC how you will be provided with an updated command roster. It is important for you to receive this information to know who you are supporting within the command. The command roster lists all personnel at your command and contains personal protected information that you are expected to keep safe and not use for any purpose other than your official duties. Ensure you review how to protect private information in the Maintaining Privacy section of this chapter.

The command roster may contain the service member's:

- ▶ Name.
- ▶ Last four digits of their Social Security number or other identifier (in case there are individuals who share the same name).
- ▶ Rate or rank.
- ▶ Primary next of kin's name, telephone number, addresses and email addresses.
- ▶ Emergency contact (a phone number of an out of state relative where family members can be contacted in the event of an evacuation).
- ▶ Projected rotation date (PRD).

Ask your CO/POC what would be the best way to confirm incoming Sailors and their families to the command. This will be helpful when you are contacted by individuals requesting information prior to arriving at the new command.

Training and Recognition

As ombudsmen learn about their roles and responsibilities, they also will have various opportunities for training. Training is delivered face-to-face and through a virtual classroom setting.



Expert Tip

Per OPNAVINST 1750.1H, ombudsmen should never attempt to gather this information by other means. It is important to work with the CO/POC to get the information needed to serve in your role.



Note

Please check in with command families prior to adding them to your mass email distribution list.



Note

Ombudsmen should choose the training option that is most convenient to them and their command. This training must be completed in full and may not be combined between the face-to-face and virtual options.

Ombudsman Basic Training

OBT is required of all appointed ombudsmen. The training provides command ombudsmen with details about how to properly execute the program. As detailed in OPNAVINST 1750.1H, there are two options to complete OBT: a traditional face-to-face classroom setting and Electronic Ombudsman Basic Training (eOBT), which is an online program hosted on the Commander, Navy Installations Command (CNIC) Fleet and Family Support Program (FFSP) learning management system (LMS).

Face-to-face OBT is coordinated by the local Fleet and Family Support Center (FFSC) and Navy Reserve Forces Command. Commands may issue invitational travel orders to attend training if you are in a location where training is not available.

eOBT blends live webinars and on-demand modules monthly in order to provide the same content in a format convenient to those who cannot easily attend the face-to-face sessions. It is offered once a month and at a different time of the day each month to accommodate those in various time zones.

Both versions of the training cover the same material and culminate in a capstone where ombudsmen review what they have learned and have an opportunity to ask questions.

Ombudsman On-Demand Orientation

For ombudsmen who are unable to attend OBT live or virtually within six weeks of appointment, the Ombudsman On-Demand Orientation is available via the CNIC FFSP LMS. This course is not a substitute for certification or eOBT/OBT but provides newly appointed ombudsmen with a basic understanding of the Navy Family Ombudsman Program requirements so that they can get started. Ombudsmen are not considered trained until they complete OBT or eOBT.



Note

Once you have CNIC Navy Family Ombudsman Program Training Coordinator permissions, the Ombudsman On-Demand Orientation can be accessed at MyNavyFamily.com/course/view.php?id=7295.

Advanced Training

Besides completing initial eOBT/OBT, ombudsmen are required to grow in their roles by becoming familiar with new programs and tools available to service members and their families. Advanced trainings provide continuing education for ombudsmen. The Navy Family Ombudsman Program provides many virtual and face-to-face training opportunities, which enable ombudsmen to stay aligned with changes and resources. For example, CNIC hosts “Ombudsman Hot Topics” via the CNIC FFSP LMS at MyNavyFamily.com that provide you with advanced training credits. Each month, a different topic is covered that will help you in your role as an ombudsman or teach you about tools and resources available to your command families.



Note

To access COT and Region Train-the-Trainer (RTT) instructor materials, visit the Ombudsman Training Directory on the CNIC FFSC LMS (MyNavyFamily.com).

Certified Ombudsman Trainer (COT) Training

Ombudsmen who desire to give back and support the program may be able to become a Certified Ombudsman Trainer (COT). As a COT, you will be authorized by CNIC to support the instruction of eOBT/OBT to newly appointed ombudsmen.

You must:

- ▶ Be a current ombudsman, ombudsman assembly chairperson, FFSC staff member or spouse of a command senior leadership member.
- ▶ Have served at least two years in your ombudsman role.

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- ▶ Demonstrate an in-depth knowledge of the Navy Family Ombudsman Program and comply with all requirements of OPNAVINST 1750.1H.
- ▶ Have completed eOBT/OBT within the three years.
- ▶ Be in compliance with their submissions of ombudsman monthly/quarterly worksheets.
- ▶ Submit an application for CNIC through your installation or region.
- ▶ Ensure you are registered in the Ombudsman Registry as a COT after training completion.

COT Transfer Policy

Once certified, you are a valuable resource to the Navy Family Ombudsman Program. To help maintain the expertise of COTs, CNIC has developed a transfer policy in case of a permanent change of station (PCS) with your spouse to a new geographical location. Once certified and in the process of a move you will need to contact the FFSC ombudsman coordinator or the Readiness Command (REDCOM) Warrior and Family Support Specialist to coordinate the transfer.

Training Record

Each ombudsman is required to maintain a training record for the command. Discuss with your CO/POC how to manage your record. While the command is required to document ombudsman-related training you have attended, you should maintain your own record, too. By maintaining your own record, you can use the trainings to help build your résumé or as a comparison in case someone omits a training on your record or misplaces your record. You can use the sample log included in the appendix to document your training, or you can develop one of your own. Be sure to include:

- ▶ The title of the training.
- ▶ A description of the topic.
- ▶ The date you attended.
- ▶ The name of the training organization.

In addition to your training record, be sure to keep a copy of your certificate of completion for your reference.

Ombudsman Professional Development

The CNIC FFSP LMS hosts training, information and resources to provide support for COTs, ombudsmen and command families. It is a hub for ombudsman live training as well as on-demand training available 24/7. It also houses live and on-demand training available to your command families with a myriad of topics to support Navy life. To access the LMS, go to MyNavyFamily.com and create a free account.

Ombudsman Portal

The Navy Family Ombudsman Portal is a central location for all CNIC-sponsored training and training resources. Go to the Self-Paced section and select the "Ombudsman" category. There you will find the portal. This portal has different tabs where you can access:

- ▶ The eOBT schedule.
- ▶ Recordings of Ombudsman Hot Topic and Town Hall trainings.



Note

A sample training record can be found in the appendix.



Expert Tip

Trainings attended can be listed on your résumé when applying for jobs, and they help you maintain eligibility for yearly ombudsman awards/recognition.

- ▶ Ombudsman training materials (Please note: Certified Ombudsman Trainer [COT] and Regional Train-the-Trainer materials require access permissions. Contact the ombudsman program training coordinator if you require access.)
- ▶ Ombudsman resources.

Live Training

The LMS hosts many live trainings each month. There are trainings specifically for ombudsmen and training provided by FFSC staff that are open to all active duty service members and their families. Live training, such as the live eOBT modules and Ombudsman Hot Topics, are held monthly. Other trainings vary from month to month. To access live training, go to the Live Training link at the top of the homepage. This takes you to the calendar, where you will find upcoming training dates for:

- ▶ eOBT webinar modules.
- ▶ Ombudsman Hot Topics.
- ▶ Ombudsman Town Hall meetings.
- ▶ Other ombudsman training.
- ▶ Trainings provided by FFSCs to support Navy Families.

On-demand Family Training

The LMS has training and resources available to you and your command families 24/7. These may be a useful part of your I&R support. Find the family material by clicking "Self-Paced" and go to the Family Members category. These include:

- ▶ The Navy Family Portal – A comprehensive webpage of resources and microlearnings for Navy families.
- ▶ The Navy Family eHandbook – An online tool for family members beyond spouses.
- ▶ New Spouse Orientation – A course to introduce spouses to the Navy lifestyle.
- ▶ Navy Spouses in Transition – A course to help spouses understand what to expect as their Sailor transitions out of the Navy.
- ▶ Recorded webinars with topics applicable to Navy families.

Ombudsman Assembly

The ombudsman assembly provides a space for ombudsmen to meet, exchange and share successful practices. The frequency of the meetings is determined by the local installation command and can be held monthly, bimonthly or quarterly. The assembly also is a venue for advanced training.

Functions of the assembly may include:

- ▶ Serving as a resource for professional development of local ombudsmen by arranging for advanced training.
- ▶ Serving as a liaison for policy discussion and clarification by appropriate local authorities about topics of interest to ombudsman and command families.
- ▶ Providing an opportunity for peer mentoring and sharing of information of interest to all commands.



Expert Tip

The live trainings cover topics such as:

- New parent support.
- Stress management.
- Relocation.
- Financial literacy.
- Employment.
- And more.



Note

Contact your ombudsman coordinator for information about your local ombudsman assembly.



Expert Tip

Ombudsman assemblies are a great place to connect with your command support team because COs, executive officers (XOs), command master chiefs (CMDCM), chaplains and their spouses are encouraged to attend.

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- ▶ Supporting the organization of ombudsman appreciation events.
- ▶ Maintaining a current roster for all area ombudsmen in the absence of a local FFSC.

Due to 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 assembly does not have authority over another, regardless of the rank of the sponsor. Assemblies are information-sharing groups and do not function as social clubs. Assemblies will not maintain treasuries or collect dues for sponsoring assembly activities.

Your local assembly is established by a local sponsoring command (a CO, region command or area coordinator) in support of tenant commands. Once established, the sponsoring command will issue a local ombudsman instruction that provides guidance on membership, the responsibility of the local sponsoring command and the role of the assembly chairperson.

Ombudsman Assembly Chairperson

An ombudsman assembly chairperson is appointed according to the local assembly instruction to serve as the leadership of the ombudsman assembly and to conduct meetings. The chairperson must be a current ombudsman. The term of office is one year, but the chair may be renewed for another term at the discretion of the issuing command.

Ombudsman Appreciation

The Navy also takes time to recognize ombudsmen's volunteer efforts. Ombudsman Appreciation Day is celebrated Sept. 14, the anniversary of the creation of the Navy Family Ombudsman Program, and commemorates over 50 years of service. Installations or individual commands host recognition events on or near Sept. 14, depending on operational schedules.

Mrs. Sybil Stockdale Ombudsman of the Year Award

The Mrs. Sybil Stockdale Ombudsman of the Year Award is named for the wife of Vice Admiral James Stockdale. During her husband's seven-year internment as a prisoner of war (POW) of the Vietnam War, Mrs. Stockdale created the National League of Families of American Prisoners and Missing in Southeast Asia to provide support for families of other POWs. Her commitment to military families is carried on by the more than 2,000 ombudsmen currently serving worldwide.

Since 2015, the Navy has presented the Mrs. Sybil Stockdale Ombudsman of the Year Award to four outstanding ombudsmen. The Office of the Chief of Naval Operations established this award to honor the service of Navy family ombudsmen. Award winners maintain the highest standards of professionalism and serve as positive role models for command members and their families. To be nominated ombudsmen must:

- ▶ Effectively communicate between the Navy family and the command.
- ▶ Maintain the highest standard of professionalism and confidentiality.
- ▶ Demonstrate consistent compliance with training, data collection and required reports.

Funding and Budgeting



Note

For specific guidance, review Enclosure 8 – Program Support of OPNAVINST 1750.1H.



Note

For the current mileage reimbursement rate, visit www.gsa.gov/travel/plan-book/transportation-airfare-pov-etc/privately-owned-vehicle-pov-mileage-reimbursement-rates.



Note

Review Chapter 7: Mastering Communications for more information about command newsletters.



Note

Review Chapter 4: Code of Ethics for details about how the Privacy Act affects the disclosure of information.

When meeting with your CO/POC, it is important to discuss the program's budget and determine what support can be provided.

The CO/POC may allow you to be reimbursed for expenses incurred during travel, training and other official duties. This includes:

- ▶ **Child care:** Ombudsmen are encouraged to use Navy-operated child care programs with pre-approved registration. However, when Navy-operated care is not available, reimbursement will be paid through available command funds. Check with your CO/POC to find out the established reimbursement caps based upon the local market.
- ▶ **Mileage, parking and tolls:** Reimbursement is paid at the current government privately owned vehicle rate. Make sure to document your miles and collect receipts for tolls and parking.
- ▶ **Equipment.** Command pre-authorization and approval of equipment expenditures is required for reimbursement. Equipment includes a computer; smartphone or other electronic device; long-distance calling cards; or internet service. Command-owned equipment may be issued to ombudsmen at the discretion of the commander or CO/POC. This equipment must be accounted for and returned when the ombudsman resigns the position.
- ▶ **Pre-approved travel expenses.** Expenses incurred during command-directed and authorized participation in the following activities will be paid:
 - Training.
 - Conferences.
 - Other travel as needed.
- ▶ **Office supplies.** Discuss with your POC your needs for paper, pens, envelopes, copier services or the use of government mail.
- ▶ **Command newsletter.** When producing the command newsletter, discuss with your POC delivery options for individuals who have requested a paper copy.

If your CO/POC has approved a reimbursement, you will need to submit OF 1164, *Claim for Reimbursement for Expenditures of Official Business*, to the command. The form can be found in the appendix of this manual and at www.gsa.gov/forms-library/claim-reimbursement-expenditures-official-business.

Maintaining Privacy

One critical responsibility of an ombudsman is maintaining the privacy of Sailors and their family members. You will have access to their personal information and have a legal and ethical responsibility to protect it.

The Privacy Act of 1974 is a federal law that provides guidelines for the protection of personal information. It sets safeguards against the invasion of personal privacy, limits the government's collection, use and disclosure of personal information, and allows individuals access to any government records pertaining to them.

To better understand privacy requirements, it is highly recommended that you take the Identifying and Safeguarding Personally Identifiable Information (PII) course at dl.dod.cyber.mil/wp-content/uploads/trn/online/disa_pii_v40_final_web/launch.html.

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Safeguarding Information

You must protect an individual's personal information. Rosters, contact logs and other documents that contain PII should be properly stored. If you are maintaining electronic rosters and other computer files that contain PII, they should not be kept on a computer's hard drive but stored on a removable storage device that can be safeguarded. Additionally, destroy any copies of forms, contact logs and other personal notes once your worksheets have been logged in the Ombudsman Registry.

Ombudsman Registry

The Ombudsman Registry is a database created by CNIC to allow for real-time delivery of communication and information for commanders, ombudsmen, COTs, command leadership spouses and ombudsman coordinators. These alerts include:

- ▶ **Bulletins:** updates, program changes and alerts are communicated in real time to all registered ombudsmen, COs or their designees, ombudsman coordinators, COTs, command leadership spouses and FFSC directors via email.
- ▶ **Contact during emergencies:** enables affected commands to provide support during natural disasters or emergencies.
- ▶ **Support:** provides you access to request assistance or advice when needed.

Your CO/POC handles updating the registry with your contact information. If your CO/POC is unable to update your information, one of the following individuals can update the registry:

- ▶ FFSC ombudsman coordinator.
- ▶ REDCOM Warrior and Family Support Specialist.
- ▶ Ombudsman Registry Administrator.

Ombudsman Monthly/Quarterly Worksheet

The ombudsman worksheet is an automated database within the registry that tracks the hours spent and types of contacts you have completed. The information in the worksheet provides your CO/POC with an overview of the command climate, both past and present. It can help them identify:

- ▶ Issues and concerns of command families.
- ▶ Trends for families during deployment and non-deployment periods.
- ▶ Training opportunities that could support both the command and the families.

The data collected on the worksheet helps determine:

- ▶ Benefits and cost-avoidance to the Navy for using the services of volunteers.
- ▶ Program funding allocation.

You are responsible for collecting the data, inputting it into the worksheet and submitting the worksheet to their CO/POC before the required date. Make sure to discuss with your CO/POC when they would like to receive the worksheet in coordination of when your CO/POC need to submit it on the registry.



Note

The support function is not monitored 24/7 and should not be used for emergencies.



Expert Tip

The FFSC LMS has recorded training on webinars on how to complete and submit worksheets. These can be found at MyNavyFamily.com.

The worksheets are due:

Active-duty Command Ombudsmen	Reserve command Ombudsmen										
<p>Monthly, no later than the fifth of each month following the end of the reporting month (i.e., July's worksheet would be due no later than Aug. 5).</p>	<p>Quarterly, not later than the fifth of each month following the end of the reporting quarter (i.e., January-March worksheet would be due no later than April 5).</p>										
<table border="1"> <thead> <tr> <th>Quarter :</th> <th>Submit By:</th> </tr> </thead> <tbody> <tr> <td>First quarter of the fiscal year (FY) (October-December)</td> <td>January 5</td> </tr> <tr> <td>Second quarter FY (January-March)</td> <td>April 5</td> </tr> <tr> <td>Third quarter FY (April-June)</td> <td>July 5</td> </tr> <tr> <td>Fourth quarter FY (July-September)</td> <td>October 5</td> </tr> </tbody> </table>		Quarter :	Submit By:	First quarter of the fiscal year (FY) (October-December)	January 5	Second quarter FY (January-March)	April 5	Third quarter FY (April-June)	July 5	Fourth quarter FY (July-September)	October 5
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Second quarter FY (January-March)	April 5										
Third quarter FY (April-June)	July 5										
Fourth quarter FY (July-September)	October 5										

If your command has more than one ombudsman, your CO/POC should only submit one worksheet to the registry. You must discuss with your CO/POC how the worksheet should be submitted to them and by whom.



Expert Tip

The ombudsman worksheet can only be uploaded into the Ombudsman Registry as a Microsoft Excel worksheet. The registry does not recognize other spreadsheet formats or PDF files.

Completing the Worksheet

Your ombudsman worksheet needs to be completed with the data you have collected when providing support to your command families. The worksheet template can be downloaded from the Ombudsman Registry home page at ombudsmanregistry.cnic.navy.mil. The registry homepage also includes step-by-step reference materials on how to complete the worksheets.

To begin the process of submitting your worksheet, you will:

- ▶ Download a new copy of the Microsoft Excel spreadsheet from the Ombudsman Registry homepage.

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- ▶ Gather your data from the last month/quarter to input into the worksheet. For example:
 - Contact logs.
 - Training certificates.
 - Calendar.
- ▶ Reference the *Easy Approach for Completing your Worksheet* handout found in the appendix.
- ▶ Save worksheet with the following document name: UIC followed by the month as a word and the four-digit year without spaces. (Example: 10000January2023 for Active Duty and 100001stQuarterFY2023 for Reserve).

When completing the worksheet, you must fill out all four sections. The sections include:

- ▶ Details.
- ▶ Professional Development.
- ▶ Administrative Duties.
- ▶ Information & Referral and Social Media Contact.

Details

When completing the details section, choose the month and year in which you are reporting. Then document your commands UIC number. Make sure you ask your CO/POC for your UIC number.

Professional Development

When documenting in the professional development section, you will note the total number of events attended during the reporting period and the time spent attending the events. These events include:

- ▶ Meetings attended with your CO/POC, CST, ombudsman assembly, etc.
- ▶ Presentations/Briefs that you delivered.
- ▶ Trainings attended for ombudsman professional development.

Administrative Duties

This is where you would document the time spent completing non-customer facing activities. These activities include:

- ▶ Researching, designing, writing and distributing the command newsletter.
- ▶ Updating, maintaining and researching for content to post on the command social media site.
- ▶ Other administrative duties that do not fall under the other categories to include:
 - Completing the monthly/quarterly worksheet.
 - Updating the careline, roster, contact logs and forms.
 - Filing out reimbursement claims.
 - Managing resources, photocopies and printing material.
 - Travel time to and from all professional development events.



Expert Tip

When completing your worksheet, it is vital that you do not alter any parts of the document other than entering your data. Any alterations besides entering your contacts and time will result in upload errors.



Note

Time spent during the vents is recorded in 15-minute increments.

Information & Referrals and Social Media contacts

This section is where you document the exchange of information and resources you provide as incoming and outgoing contacts. When documenting the contacts, you count a contact for each category listed in the section. The contacts are described as:

- ▶ **Incoming contact** is someone who calls, texts, emails or sends a message through social media.
- ▶ **Outgoing contact** is the information you share. For example, replying to an email, taking a phone call, sending a mass email or posting on social media.

While entering contacts, you must ensure to document them properly. Contacts are entered as individual contacts or bulk contacts.

- ▶ Individual contacts could include a personal phone call or replying to an individual email.
- ▶ Bulk contacts consist of mass emails or social media posts.

When counting these contacts, individual contacts are counted as one event, while bulk contacts are also counted as one event regardless of the number of recipients.

After entering the total contacts, you had during the month, you will estimate the amount of time you spent supporting the information and referral contact. Remember, time must be documented in 15-minute increments.

Submitting the worksheet

After finishing the worksheet, you must save it with the proper naming format.

- ▶ UIC Month Year (Example: 12345January2023 for active duty and 123451stQtrFY2023 for Reserve).

Once saved, you should email the worksheet to your CO/POC and carbon copy (CC) the ombudsman registry email account ombudsman.registry.fct@navy.mil.

If your command has more than one ombudsman, all monthly and quarterly worksheets need to be compiled into one worksheet to submit per month or quarter. Discuss with your CO/POC, who is responsible for submitting the compiled worksheet

Data Collection

To help when filling out the ombudsman monthly/quarterly worksheet, you will want to keep a daily log of contacts or individual contact forms. The logs will help you accurately record the number of contacts and the information sought.

Contact Log

A contact log allows you to document why an individual contacted you for support. By documenting this information, you will be able to:

- ▶ Identify trends in the types of requests.
- ▶ Establish a follow-up plan.
- ▶ Demonstrate time spent serving as the ombudsman.



Note

The *Easy Approach for Completing your Worksheet* is located on the login page of the registry under "Instructions and Procedures" at ombudsman.registry.cniv.navy.mil.

Chapter 3: You've Been Appointed. Now What?

Individual Contact Form

When receiving in-depth contacts that require research or multiple referrals, it is a best practice to use a contact form. The contact form allows you to keep the information in one location rather than written on multiple notes.

Ombudsman Turnover

As you are beginning your journey into your new role, you will ideally receive a turnover of information from the previous ombudsman. If the ombudsman has left before your appointment, you may need to ask your CO/POC the following questions:

- ▶ Are there any prior contact logs or written documents regarding calls?
- ▶ Was there a newsletter in process?
- ▶ What are the directions for the Careline, if used?
- ▶ Are there any passwords for email or command-owned equipment you should be aware of?
- ▶ Are there any other topics you need to know?

Summary

The information in this chapter provided you with a foundation as you get started as the new command ombudsman. Take time throughout the manual to make notes to help you as you grow into your new role.

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Chapter 4: Code of Ethics

KEY TERMS

CC – Carbon Copy

CMDCM – Command Master Chief

CO – Commanding Officer

CST – Command Support Team

FAR – Family Advocacy Representative

OPSEC – Operations Security

PERSEC – Personal Security

R&R – Return and Reunion

SAPRVA – Sexual Assault Prevention and Response Victim Advocate

XO – Executive Officer

Introduction

When facing challenging situations in your role as ombudsman, you need to know the best ways to serve your customers, which will help you develop relationships, build trust and improve satisfaction with the program. During this chapter, you will be introduced to these service guidelines by:

- ▶ Understanding the Ombudsman Code of Ethics.
- ▶ Defining conflicts of interest.
- ▶ Learning about operations security (OPSEC).

Ombudsman Code of Ethics

A code of ethics provides guidelines and best practices for honesty, integrity and professionalism in a company or organization. The Ombudsman Code of Ethics sets a foundation for you to maintain credibility and provides guidance for your actions as an ombudsman.

The Ombudsman Code of Ethics:

- ▶ Maintaining confidentiality.
- ▶ Supporting the command mission.
- ▶ Working within the chain of command as directed.
- ▶ Maintaining the highest standards of professionalism.

Confidentiality

Maintaining confidentiality needs to be a high priority for ombudsmen. By maintaining confidentiality within the program, you protect the privacy of the individuals you support. When meeting with your CO, you need to learn which individuals at the command have a “need to know” depending upon specific circumstances that arise. Your CO may identify

the executive officer (XO), command master chief (CMDCM) or chaplain as individuals with whom you can discuss confidential information.

The confidential information you may hear includes:

- ▶ Marital problems.
- ▶ Substance use issues.
- ▶ Financial difficulties.
- ▶ Parenting challenges.
- ▶ Work performance issues.
- ▶ Infidelity.
- ▶ Violations of the law.
- ▶ Mental health disorders.
- ▶ Child neglect or abuse.
- ▶ Medical issues.
- ▶ Domestic abuse.
- ▶ Suicidal or homicidal behaviors.
- ▶ Routine calls for general information.

 **Note**

Depending on the reportable situation, you should notify the appropriate organization/agency. For any suspicion of imminent harm or danger, immediately contact emergency services.

Family members will contact you for information and referrals or to discuss concerns on topics ranging from simple questions to serious issues or they may reach out just to connect with a caring person. You should not share what is discussed with anyone unless there is a verified need to know due to mandatory reporting or other guidance provided by the CO. Revealing any information about your command families without permission, even if you perceive it to be harmless, violates the Ombudsman Code of Ethics. A violation of this nature can damage your credibility, that of the command and the Navy Family Ombudsman Program, and will cost you trust with the families you serve. Maintaining confidentiality must be a high priority.

Chapter 4: Code of Ethics

It can be difficult to be sure whether you are at risk of breaching confidentiality. The examples below can help you better understand what constitutes a breach of confidentiality.

Situation	Was It a Breach?
<p>A newly married spouse contacts you for a recommendation for local marriage counseling due to constant fighting with their spouse as deployment approaches.</p> <p>After listening, you refer them to the local Fleet and Family Support Center (FFSC) and the base chaplain to schedule counseling before the start of the deployment.</p> <p>Following the discussion, you met with another ombudsman and discussed the situation, leaving out personal details about the spouse, to ensure you provided the best resources.</p>	<p>This is not a breach of confidentiality.</p> <p>When you discussed the details, you did not share any identifying information about the individual.</p> <p>However, this also outside the scope of your role as an ombudsman.</p> <p>Remember, your job is to provide your command members resources to find solutions for themselves, not to do things for them.</p>
<p>A newly married spouse contacts you for a recommendation for local marriage counseling due to constant fighting with their spouse as deployment approaches.</p> <p>The spouse seemed hesitant when you were talking. To ensure they get help before their Sailor deploys, you call the chaplain and FFSC to few days later to confirm they made an appointment.</p>	<p>This is a breach of confidentiality.</p> <p>While you meant to be helpful, you did not ask the spouse for permission to share their name or other information about the situation.</p> <p>This is also outside the scope of your role as an ombudsman. Remember, your job is to provide your command members resources to do for themselves, not to do things for them.</p>
<p>A newly married spouse contacts you for a recommendation for local marriage counseling due to constant fighting with their spouse as deployment approaches.</p> <p>You are talking with a friend who is not affiliated with the Navy. Because your friend had a similar situation, you share part of the conversation.</p>	<p>This is a breach of confidentiality.</p> <p>Even though your friend is unaffiliated with the Navy, it is still inappropriate for you to share what you learned with them.</p> <p>Gossiping also is a breach of the Ombudsman Code of Ethics by not maintaining confidentiality and professionalism.</p>

Additional ways to protect confidential information include:

- ▶ Keeping the command roster in a secure location and protecting an electronic roster with a password.
- ▶ Answering calls and messages in a private area.
- ▶ Discussing overall trends with your chain of command rather than specific details you have received.
- ▶ Maintaining call logs in a secure area and shred to destroy.



Note

Mandatory reporting by ombudsmen is not to be confused with the legal definition and responsibilities of a mandated reporter.

Non-confidential Information (Reportables)

Confidentiality does not mean withholding information from the CO or those in the chain of command who need to know. When acting in your role, individuals must understand that not all information disclosed to you is considered confidential and some information must be disclosed to the proper authority. This information is referred to as a “reportable.”

All Department of the Navy (DoN) personnel, including ombudsmen (while working in the role), have mandatory reportables.

Reportable

OPNAVINST 1750.1H, *Navy Family Ombudsman Program*, requires ombudsmen to report the following incidents to the proper authorities as well as to your CO/POC. These reportables include:

- ▶ 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.
- ▶ All alleged sexual assaults.
- ▶ Other issues identified by the CO as reportable.

Once you have been contacted with information regarding a reportable you must understand what steps need to be taken and who needs to know about the incident.

Report to the CO/ POC	Report to Family Advocacy Program (FAP)	Report to the SAPR Program	Base Security/ Law Enforcement
All reportable incidents	Suspected or known child abuse or neglect	Alleged sexual assault	Suspected or potential homicide or suicide risk
Other issues identified by the CO as a reportable	Alleged domestic abuse or intimate partner violence		Intimate partner violence or child abuse and neglect with harm or threat of harm to the victim

For information on recognizing whether someone is in a crisis and how you can support them, see Chapter 12: Responding to Those in Crisis.

Chapter 4: Code of Ethics

Report Details

When an individual contacts you to disclose a reportable issue, you must:

- ▶ Inform them that a report must be made.
- ▶ Facilitate a warm handoff with appropriate resources or the proper reporting authority.

When collecting the information, you need to ensure you have the following information to provide to your CO/POC and the proper reporting authority, if applicable:

- ▶ Name.
- ▶ Contact information.
- ▶ Address and or location.
- ▶ Details shared.

For additional situations the CO has identified as reportable, you must report to the CO or to the CO's assigned designee. Discuss with your CO/POC how they want to be notified about reportable situations. Ask:

- ▶ Do I contact you directly or contact your point of contact (POC)/designee?
- ▶ What is the best way to contact you while the command is home?
- ▶ What are the procedures for contacting you when the command is deployed?

Once you have informed an appropriate resource or reporting authority of an incident, your part is done. It is then the agency's responsibility to provide an assessment and follow-up services. You may never know the results of the situation after making the report. It is your job to recognize, refer and report. Let the experts handle the situation.

Mission Support

When you accepted the volunteer role as the command ombudsman, you demonstrated support for both the mission of the Navy and your command. You must balance your personal, professional and ombudsmen responsibilities.

You can demonstrate support for your command by:

- ▶ Maintaining a positive tone.
- ▶ Sharing positive news and events on social media or in the newsletter.
- ▶ Making timely referrals.
- ▶ Responding to contacts promptly.
- ▶ Explaining situations in a positive tone.
- ▶ Controlling rumors.
- ▶ Seeking the correct information.
- ▶ Keeping disagreements with command leadership private.
- ▶ Attending command functions.



Note

In reportable situations where you are unable to reach your CO/POC, the appropriate resources or the proper reporting authority and the situation warrants immediate attention, do not wait for their return call. Instead, immediately contact your local emergency services.



Expert Tip

There may be times when you feel overwhelmed by your duties. It is crucial not to reveal your stress or concerns to those you serve. Instead, meet with your ombudsman coordinator or POC to discuss your feelings. Remember, you have access to the same support and resources as the families you serve.



Note

Appendix III includes details about the chain of command structure as well as the rank structure within commands.

Working within Your Chain of Command

The chain of command is essential when assisting families. Whether in your role as ombudsman or in your personal/professional position, it is important to use the chain of command when addressing issues. For example, if you had a problem at a home improvement store, you would want to see whether an associate could resolve the issue rather than immediately asking for a manager or district manager. If the associate could not resolve the issue, you would move to the next level within the chain.

While acting in your role, you need to keep your chain of command informed by:

- ▶ Carbon copying (cc) the XO and CMDCM on correspondence with the CO.
- ▶ Summarizing any decisions made during a meeting with the CO to the XO and CMDCM.
- ▶ Referring grievances about Navy services or facilities to the chain of command.

You should not deal with problems between a service member and the service member's chain of command. Service members have established procedures to share grievances within their chain of command and should use that process and not the ombudsman.

If you disagree with command policies, discuss your views with the CO/POC directly to seek a resolution. If the issue remains and you cannot perform your duties, you may find it necessary to resign from your role.

When individuals contact you with a grievance not related to the chain of command, use the following steps to attempt to resolve the concern.

- ▶ Get the facts from the individual.
 - Times, dates, statistics.
- ▶ Discuss the individual's steps to resolve the issue on their own.
 - What were the results of those steps?
- ▶ Present the issue to the CMCDM or command POC and ask for advice on proceeding with the grievance.

Professionalism

The final element of the Ombudsman Code of Ethics is that of maintaining the highest standards of professionalism. When performing with professionalism, you consistently strive to achieve high standards visibly and behind the scenes. Professionalism is a robust quality that allows you to fulfill your position to the best of your ability while you impress and inspire others. When working in your role, some rules of professionalism include:

- ▶ Maintaining a professional dress or appearance.
- ▶ Using courtesy in communications.
- ▶ Maintaining a professional behavior.
- ▶ Avoiding conflicts of interest.

Chapter 4: Code of Ethics

Appearance

Appropriate, business casual attire helps you promote a positive image to the command and its family members. When working in your role, your appearance should be neat and professional.

While performing your duties, you should wear clothes that are comfortable and sensible but not distracting or offensive to others. Make sure your attire is also suitable for the occasion or the environment. Ensure clothing is tasteful and does not contain tight or ripped jeans, skirts above the knee, visible cleavage, cropped tops, etc. Search online for “business casual” clothing as examples of what is appropriate.

Remember, the Navy is a conservative culture, and younger spouses will look to you when determining the appropriate dress at command social functions. Be sure to set the standard high and to be a role model for others.

Courtesy

Practice courtesy in all forms of ombudsman communication. Professional courtesy includes addressing all members of the command by title. When working with any individual, including members of the CST, command members or family members, you will first want to ask them how they would like to be addressed. If they give you a pronoun, you will want to ask permission to use their first name. In a professional or public setting, refer to the CO by title, even if they have allowed you otherwise. It is best practice to always use the titles for the CO, XO, or CMDCM.

Behavior

Whether acting in the capacity of your official role or as a private person, your role is a highly visible volunteer position. This means spouses observe you and your behaviors. Inappropriate behavior will affect how you are perceived and can damage your credibility with the command and families. It is essential to be aware of your surroundings and remember that those around you will notice your behaviors.

Communication

It is essential to demonstrate professional courtesy in your communication. Whether you are talking with someone face-to-face, over the phone or by email, your communication style reflects on you and the command. Take time to review Chapter 7: Mastering Communications for best practices.

Conflict of Interest

A conflict of interest happens when an individual’s personal interest could compromise their judgment, decisions or actions in the workplace. Regardless of whether you are performing your ombudsman role, you may not use your position to solicit individuals with whom you work. For example, although you have the contact information for family members and command members, it is inappropriate to use that data for solicitation.



Expert Tip

When visiting the command, make sure you evaluate the environment when choosing clothes. For example, you do not want to wear heels or a skirt to a ship. Make sure you have pants and flat shoes on.



Note

Appendix III includes details on rank and recognition, including tips on how to recognize service members’ rank and what to say if you forget the rank structure.



Note

According to the U.S. Office of Government Ethics, military and civilian personnel must not use their position within a government organization for personal gain.

Examples of solicitation that are not allowed include:

- ▶ Marketing or selling items such as cosmetics, insurance, real estate, etc., to command personnel and their families.
- ▶ Taking orders for products or fundraising for events.
- ▶ Distributing business cards, except your ombudsman business card.
- ▶ Providing information about, or recruiting for, any business during a presentation.
- ▶ Hanging posters about personal business at the command.

Avoiding a conflict of interest or the appearance of a conflict of interest supports the Ombudsman Code of Ethics and maintains the highest standards of professionalism.

Operations Security

As a military spouse, you need to understand the importance of OPSEC and how it ensures the safety of your loved ones. You will play an essential role by modeling proper OPSEC for your families and sharing strategies to support them in maintaining OPSEC in their own lives.

Small pieces of sensitive or unclassified information on their own may not cause a risk, but they could be accumulated to compromise security by revealing classified information. For example, posting on social media that you bought tickets for a surprise “childless” vacation to France over the holiday to meet a special someone reveals that the ship may be stopping in France.

OPSEC denies adversaries the pieces of information that, although unclassified, can be valuable when pieced together. OPSEC generally covers information that should never be shared with anyone who is not on a need-to-know basis and includes such information as:

- ▶ **Ship or troop movements:** timelines of when Sailors or ships are deploying overseas or redeploying back home, including return and reunion (R&R) leave time or information pertaining to leaving for a mission or changing locations (in addition to deployment).
- ▶ **Training:** information about when, where, why and how service members are trained.
- ▶ **Numbers:** quantities of people, equipment or weapons.

Here is some advice to share with your families when practicing OPSEC:

DO	DO NOT
Be alert: Foreign agents use a variety of approaches to befriend people and obtain sensitive information.	Discuss details of a deployment or mission in public. This includes using your smartphone in a public place.
Be careful: There are times when your spouse cannot talk about the specifics of their job. It is important to conceal and protect information related to flight schedules, ship movements, temporary duty locations and installation activities.	Try to use a “code” to discuss dates or locations. If friends can decode your information, so can adversaries.
Protect critical information: Even though you may not be dealing with secret information, you will be dealing with “critical information.”	Display symbols at home that indicate a loved one is deployed. Yellow ribbons and other patriotic displays may put your family at risk.



Expert Tip

Review the U.S. Navy OPSEC support team’s website to learn more about OPSEC and how to support your command families (www.navifor.usff.navy.mil/opsec).

Chapter 4: Code of Ethics

An additional aspect of security you and your families should consider is personal security (PERSEC). PERSEC protects and safeguards everyone's personal information. For example, publicly sharing on social media that you are leaving for a vacation allows individuals to know that your house is left unattended. The types of PERSEC information are:

- ▶ Names and photos of you and your children.
- ▶ Usernames and passwords.
- ▶ Length and location of a spouse's deployment.
- ▶ Social Security numbers.
- ▶ Credit card/banking information.
- ▶ Significant dates (birthdays, anniversaries).
- ▶ Everyday schedules.
- ▶ Travel itineraries.

OPSEC and the Internet

Taking precautions when posting on the internet is vital to practicing OPSEC. Command ombudsman and family readiness group (FRG) newsletters are primarily published online. When coupled with information on public Navy-related websites, they could be used as a source of sensitive operational information.

These internet sources allow an adversary to compile sensitive information about unit morale, location, organization, personnel and family members. Blogs, websites, discussion boards and electronic newsletters are permitted if they do not violate OPSEC.

When posting on the internet, remember these tips.

- ▶ Know who you are talking to.
- ▶ Assume you are being monitored.
- ▶ Consider whether your communications are unintentionally revealing information that could be used to track you or the ship.

OPSEC and Email

It is essential to practice using OPSEC when using email. Email sent over a commercial network can be intercepted even if you have good home security features. To ensure you follow OPSEC guidelines, use the following tips:

- ▶ Never try to talk around sensitive information.
- ▶ Avoid discussing ship movements, port calls, temporary additional duty (TAD) locations and installation activities.
- ▶ Never discuss operational aspects.
- ▶ Avoid using codewords.
- ▶ Never attach sensitive documents to email.



Reminder

For guidance on social media procedures, consult the *Navy Social Media Playbook for Leaders*. Be sure to also share the handbook with your command families.

media.defense.gov/2022/Jun/28/2003026453/-1/-1/0/SMP_LEADERS_FINAL.PDF



Expert Tip

Review the Naval OPSEC Support Team site for trainings, tips and videos to share with your command families.

www.navifor.usff.navy.mil/opsec

OPSEC and Social Media

Today's high-tech world provides an opportunity for families and friends to connect in convenient ways on social media. It is important to be careful about who you share information with on these sites by:

- ▶ Keeping your personal information to yourself.
- ▶ Limiting who can view your profile or postings.
- ▶ Considering not posting your photos online.
- ▶ Using caution when updating your status.
- ▶ Never using countdown timers.

Educating Command Families about OPSEC

Command families also need to be mindful of OPSEC. When practiced regularly, OPSEC becomes a mindset—a proactive way of thinking and acting that helps prevent military families from becoming vulnerable to today's dangers. Periodically educate your families about OPSEC and remind them to be aware of what they post online. Some techniques you may want to use:

- ▶ Include notes and reminders about OPSEC, as well as real-world examples, in monthly newsletters.
- ▶ Proactively provide information about FRG meetings and other appropriate venues to discuss homecoming and port information, so family members do not feel they must violate OPSEC—they know where to get information.
- ▶ Discreetly contact those who violate OPSEC directly to have them remove the post, creating a teachable moment by discussing why the post violates OPSEC, so the mistake is not repeated.
- ▶ Remind families that OPSEC is for children, too. Instruct children and teens to be careful, especially on websites, internet chat rooms or popular online games with chat functions. Remind children that they should not be talking to people online unless they know them in real life.

When in doubt or if you have any questions, refer to your command OPSEC program manager.

Summary

The guidelines and principles in the Ombudsman Code of Ethics, conflict of interest and OPSEC will support you while working with customers. Make time to occasionally review the information, ensuring you are ready for any situation.

Chapter 5: Your Support Team

KEY TERMS

CO – Commanding Officer

CMDCM – Command Master Chief

CST – Command Support Team

FFSC – Fleet and Family Support Center

FRG – Family Readiness Group

OBT – Ombudsman Basic Training

OPTEMPO – Operations Tempo

POC – Point of Contact

POD – Plan of the Day

POW – Plan of the Week

XO – Executive Officer

Introduction

After receiving your appointment letter and attending training, it is time to build your support team. Your support team consists of trusted advisers outside your chain of command who can help you develop command family relationships, increase your knowledge about the program and be a listening ear. During this chapter you will:

- ▶ Identify individuals you can go to for support.
- ▶ Learn their role in the support team.

Who Can Help You

There are various individuals who will support you while you are an ombudsman. It is essential that you take time and meet with them continuously while in your role.

Command Support Team

The commanding officer (CO) designates the command support team (CST). Typically, the CST includes the CO, executive officer (XO), command master chief (CMDCM), chaplain, their spouses and the command ombudsman. In support of the CO's mission, the CST promotes morale and the well-being of command members and their families.

Commanding Officer

The CO is responsible for the overall effectiveness of the command's Navy Family Ombudsman Program and 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.

Ombudsman Point of Contact

The CO generally appoints the XO or CMDCM to serve as your point of contact (POC). Discuss with your CO what responsibilities the POC will be supporting, such as:

- ▶ Reviewing and approving the ombudsman newsletter, changes/updates/additions made to the website or social media posts.
- ▶ Providing updated command rosters.
- ▶ Establishing a production timeline for distribution of the newsletter.
- ▶ Submitting information about the Navy Family Ombudsman Program for inclusion in the plan of the day (POD) and plan of the week (POW).
- ▶ Inviting you as a speaker for command indoctrination, mobilization or pre-deployment briefs.
- ▶ Including information about the Navy Family Ombudsman Program in the command's welcome-aboard information.

Make sure you discuss with your POC and CO ways to provide clear instructions on notifying the command about urgent crises, such as suicide, sexual assault, domestic abuse or suspected child abuse and neglect. Will you notify both individuals or only the CO? Do they prefer a phone call, or will an email be OK?

Command Chaplain

At larger commands where there may be a command chaplain, the chaplain can support the Navy Family Ombudsman Program by serving as:

- ▶ A source of information about referrals within the Navy system.
- ▶ Someone who can offer privileged communication and speak to individuals without fear of information having to be reported up the chain of command or to legal authorities.
- ▶ An advocate for the Navy Family Ombudsman Program.
- ▶ A source of support for you to call upon when you feel stressed or overwhelmed.
- ▶ Someone who can provide information about retreats, seminars and events designed to foster individual and family resiliency.
- ▶ A source of personal and marital counseling, if trained to do so.

CST Spouses

Establishing a relationship with your CST spouses is vital to the success of the Navy Family Ombudsman Program. Your CO, XO and CMDCM's spouses are invaluable assets to the program. To support and foster the relationships, the CO should also clearly define the roles of the CST spouses. Their level of involvement may differ by command and by personal interest.

OPNAVINST 1750.1H, *Navy Family Ombudsman Program*, allows the CO to designate CO, XO and CMDCM's spouses or other members of the chain of command to serve as advocates for the command Navy Family Ombudsman Program. Keep in mind, though allowed to serve as advocates, the participation level many vary amongst CST spouses.



Expert Tip

Ask your CO about their preferences regarding which information you inform the POC about and which information you discuss directly with the CO.



Note

It is recommended that leadership spouses attend Ombudsman Basic Training—preferably with their command ombudsman. The training provides important guidelines and direction to support in assisting the ombudsman and reinforcing the requirements of confidentiality.

Having CST spouses attend training allows them to step into the ombudsman role if the command ombudsman suddenly leaves.

Chapter 5: Your Support Team

The CST spouses may choose to support an ombudsman in various ways. These include:

- ▶ Attending Ombudsman Basic Training (eOBT/OBT).
- ▶ Attending local ombudsman assembly meetings.
- ▶ Meeting regularly with the ombudsman to maintain good communication, especially during deployments.
- ▶ Serving as a sounding board for the ombudsman.
- ▶ Acting as an advocate for the ombudsman.
- ▶ Editing the ombudsman newsletter.
- ▶ Ensuring family issues and concerns are a priority.
- ▶ Sharing information about new programs, services and resources that benefit military families.
- ▶ Representing their spouse's views, if known.

To help ombudsmen, CST spouses may divide responsibilities. For example:

- ▶ The CO's spouse may coordinate the wardroom spouse functions.
- ▶ The XO's spouse may meet with the ombudsman.
- ▶ The CMDCM's spouse may serve as the command social media site administrator.

For more helpful information about the volunteer roles of CO, XO and CMDCM spouses, Naval Services FamilyLine publishes the following guides:

- ▶ *Guidelines for the Spouses of Commanding Officers and Executive Officers.*
- ▶ *Guidelines for the Spouses of Command Master Chiefs and Chiefs of the Boat.*

Contact Naval Services FamilyLine at (877) 673-7773 (toll-free).

Email: info@nsfamilyline.org

Website: <https://www.nsfamilyline.org/>

Co-ombudsmen

When two or more ombudsmen are appointed, it is vitally important that they maintain clear lines of communication. Continued and purposeful communication prevents conflicts that can be detrimental to the individuals involved (the CST and the Navy Family Ombudsman Program). Items to be clarified include:

- ▶ How will communication flow to and from the CO, the command POC and the rest of the CST?
- ▶ How will responsibilities such as updating the Careline, administering social media sites, editing the newsletter, responding to email, etc., be divided? Will they rotate? If so, how often?
- ▶ Which ombudsman will input the ombudsman monthly/quarterly worksheet? (The Ombudsman Registry will allow only one worksheet per month/quarter per command.)
- ▶ What methods will you use to maintain open communication?
- ▶ How will you handle the conflicts that may arise?



Expert Tip

To maintain a successful CST, it is important to establish clearly defined roles, maintain good communication and reiterate guidelines when a new member joins the team.



Note

When a CST spouse is unavailable, the CO may choose another spouse of a senior command member to fill the role of that spouse. The CO is encouraged to appoint all volunteer members of the CST in writing to help them perform their roles when representing the command.



Expert Tip

When working with co-ombudsmen, always maintain confidentiality with the information shared with you.



Note

Review Chapter 9: Information and Referral for additional resources available at FFSC.

Ombudsman Coordinator

The ombudsman coordinator is a staff member of your local Fleet and Family Support Center (FFSC). They coordinate local Ombudsman Basic Training (OBT) and serve as an adviser/consultant to local ombudsmen, the ombudsman assembly and commands.

The ombudsman coordinator will support the program by:

- ▶ Maintaining a current ombudsman roster.
- ▶ Advising COs, command designees and ombudsmen on the proper use of the Ombudsman Registry.
- ▶ Providing a space for the ombudsman assembly.
- ▶ Coordinating advanced training.
- ▶ Aiding local ombudsmen.
- ▶ Assisting commands with questions about the program or policy.
- ▶ Notifying commands of issues that affect their families or program so COs can address potential problems.
- ▶ Sharing information about Navy and community resources.
- ▶ Serving as a referral resource for ombudsmen and Navy families.
- ▶ Referring command families to their ombudsman; providing information about the Navy Family Ombudsman Program to new arrivals.

Summary

As you build your support team, note how they would like to support you as an ombudsman. Remember, it is important to not only establish your personal and professional boundaries but recognize their boundaries, if defined.

Chapter 6: Customers and Customer Service

KEY TERMS

- CO** – Commanding Officer
- CMDCM** – Command Master Chief
- CST** – Command Support Team
- FRG** – Family Readiness Group
- OPTEMPO** – Operations Tempo
- POC** – Point of Contact
- TYCOM** – Type Command
- XO** – Executive Officer

Introduction

“Customers” are those you serve and support. You may not think of them as customers, but you provide a service to the commanding officer (CO) / executive officer (XO) / command master chief (CMDCM) / point of contact (POC), command families and even other ombudsmen.

This chapter will review the following:

- ▶ Types of customers.
- ▶ Customer service.
- ▶ Internal and external customer service.

What is a Customer?

Understanding your customers and building a relationship with them is crucial. While acting as the ombudsman, remember that your customers go beyond the command and its family members. Your customers will be any individual you interact with while serving in the role. You must provide each person you encounter with superior professionalism.

Customer	Types of Support You May Provide
CO, XO, CMDCM or POC	A line of communication, supporting families, which allows the command triad to concentrate on work.
Command Families	Liaison to the command, providing resources and information needed to support their needs.
CO – Ombudsman	Teamwork, dividing support among the command families.

Whether through a face-to-face discussion, phone call or email, the support you provide to all of these people is your customer service.

Commands

You will be introduced to several types of communities or commands, known as type commands (TYCOMs), that make up today's Navy. You need to become familiar with them because you may interact with ombudsmen, service members and their families, all of whom support these TYCOMs. Each TYCOM maintains a similar structure but has a different mission and culture.

Navy TYCOMs include:

- ▶ Surface.
- ▶ Aviation.
- ▶ Submarine.
- ▶ Reserve commands.
- ▶ Expeditionary warfare.
- ▶ Special warfare.
- ▶ Shore commands.
- ▶ Foreign Area Officer.
- ▶ Recruiting commands.
- ▶ Pre-commissioning units.
- ▶ Forward-deployed commands.



Note

A description and characteristics of each TYCOM is in the appendix.

Command Families

Command families are the customers you will interact with the most. It is essential to build a relationship with them. You can create a relationship by:

- ▶ Writing an introduction letter or email.
- ▶ Posting a welcome message to new families on social media sites.
- ▶ Composing an article about yourself for the command or the ombudsman newsletter.
- ▶ Providing a brief introduction on the Careline.
- ▶ Introducing yourself at FRG meetings and command-sponsored events.
- ▶ Talking with service members and family members at the command.
- ▶ Demonstrating professionalism when called or contacted.
- ▶ Demonstrating trustworthiness.

Family Readiness Group (FRG)

An FRG is a private organization closely affiliated with the command. Members include family members, Sailors and civilians associated with the command and its personnel. The era of scheduled deployments has passed; today's deployments are unpredictable, leaving families to be always ready.

As an ombudsman, you may help form an FRG, but you should not be part of the official leadership (you may not hold a position as president, vice president, treasurer or secretary).

Chapter 6: Customers and Customer Service

While ombudsmen cannot hold official positions in the FRG, you may help by:

- ▶ Sharing information, resources and referrals (e.g., self-defense demonstration, auto care).
- ▶ Communicating command information.
- ▶ Maintaining confidentiality.
- ▶ Encouraging, inspiring and creating a relationship among command families.

FRGs help plan, coordinate and conduct informational, caretaking, morale-building and social activities to enhance command mission readiness and increase the resiliency and well-being of Sailors and their families. FRGs may offer programs or services that complement activities on an installation, but they cannot compete with these programs.

Activities sponsored by an FRG can be informational, supportive or social. FRGs help COs provide family members with the tools to empower them to meet the military lifestyle challenges by creating a supportive Navy family.

FRG goals may include:

- ▶ Providing family support during deployments, mentoring new family members and helping during crisis.
- ▶ Coordinating deployment farewells and homecomings.
- ▶ Helping with the command sponsor program.
- ▶ Promoting family networking, communications and activities that enhance family readiness.
- ▶ Welcoming new families.
- ▶ Facilitating family member attendance at orientation sessions.
- ▶ Coordinating social events and activities, such as:
 - Departure and homecoming preparation.
 - Informational and educational briefs.
 - Holiday and children's celebrations.
 - Communication activities, such as websites, videos and other communications between family members. These strengthen the relationship between the command, personnel and family members.

Customer Service

Providing excellent customer service to your command families reflects positively on the command and supports the Ombudsman Code of Ethics by maintaining the highest standard of professionalism. Excellent customer service happens when you consistently meet and exceed the customer's expectations. As an ombudsman, you can offer excellent customer service by:

- ▶ Taking time to listen.
- ▶ Not making promises unless you can keep them.
- ▶ Dealing with complaints.
- ▶ Encouraging and welcoming feedback on how you can improve.



Reminder

The FRG is a great way to get spouses involved with the command to learn more about the Navy lifestyle.



Note

For more information on FRGs, please see OPNAVINST 1754.5D, *Family Readiness Groups*, or contact your local Fleet and Family Support Center (FFSC).

Internal and External Customer Service

You will need to maintain the same level of excellence when providing customer service, whether the customer you are helping is internal or external. Your conversation with your CO or point of contact (POC) will look the same as if you were talking to a command family member. Similarly, your email to the command support team (CST) would sound the same as your email to the FRG president.

Whether you are working closely with an internal or external customer, providing them with the best possible customer service is essential. Additionally, you will need to take time when building a relationship with them. You develop relationships by providing consistency, demonstrating accountability, building credibility and delivering on promises. Creating appropriate boundaries with those you serve is critical when forming a relationship. Give them office hours for calling and set standards by letting them know when they should hear from you, if warranted. When you create a relationship with your customers, you develop trustworthiness and an understanding of the program.



Note

Review Chapter 9: Information and Referral to learn about the principles of providing a great referral.

Customer Service Tips

Using proven customer service techniques will ensure that your command families are satisfied with their service. These techniques include:

- ▶ **Be genuine.** Personalize the conversation with your command families.
- ▶ **Be accountable.** Provide the command family with a warm handoff to someone who can help if you cannot find the answer.
- ▶ **Be empathetic.** Listen to and acknowledge their concerns.
- ▶ **Be innovative.** Provide solutions. Instead of telling them what you cannot do, provide them with what you can do.
- ▶ **Be trustworthy.** Never make impossible promises. Instead, offer a realistic, workable solution.

Summary

To grow your program, you must develop lasting relationships with your customers. The development of relationships starts with the foundation of providing outstanding customer service. Practicing customer service tips will help you maintain the highest level of professionalism.

Chapter 7: Mastering Communications

KEY TERMS

- BCC** – Blind Carbon Copy
- CC** – Carbon Copy
- CDC** – Child Development Center
- CMDCM** – Command Master Chief
- CNIC** – Commander, Navy Installations Command
- CO** – Commanding Officer
- CPO** – Chief Petty Officer
- FERP** – Family Employment Readiness Program
- FRG** – Family Readiness Group
- MWR** – Morale, Welfare and Recreation
- PAO** – Public Affairs Officer
- PACT Model** – Problem, Assess, Choose, Try
- POC** – Point of Contact
- XO** – Executive Officer

Introduction

Effective communication is an essential skill for an ombudsman. This chapter provides communication best practices as well as suggestions for reaching family members through multiple methods of communication. It includes information about:

- ▶ The importance of practicing operations security (OPSEC).
- ▶ Communication basics.
- ▶ Frequently used forms of communication.

The Communication Process

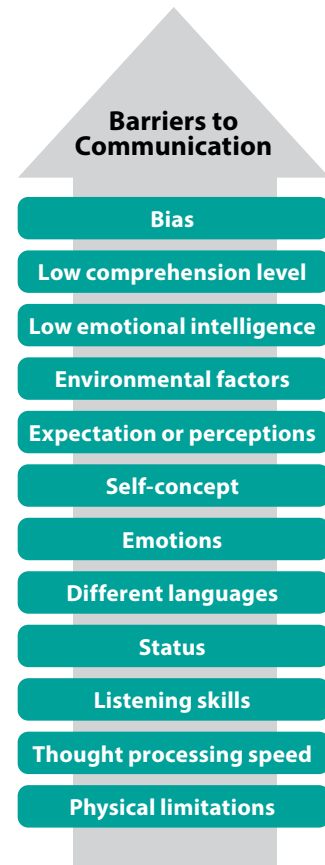
Communication is a two-way process that includes:

- ▶ **A sender:** the person who initiates communication.
- ▶ **A message:** the information being transmitted.
- ▶ **A receiver:** the person who is trying to understand the message.

Barriers to Communication

To practice effective communication, you need to be aware of barriers that create challenges. These barriers may include:

- ▶ **Bias** (prejudice in favor or against something or someone).
- ▶ **Low comprehension level** (lowered capability of understanding something).
- ▶ **Low emotional intelligence** (little ability to understand, use and manage your own emotions in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges and diffuse conflict).
- ▶ **Environmental factors** (outside noise, children nearby, TV in background, etc.).
- ▶ **Expectation or perceptions** (hearing what they expect or want to hear).
- ▶ **Self-concept** (hearing a suggestion as orders or negatively).
- ▶ **Emotions** (allowing strong emotions to affect the response).
- ▶ **Different languages** (English is not the native language, for example).
- ▶ **Status** (may have difficulty communicating with people they perceive as having a higher or lower status).
- ▶ **Listening skills** (may not have effective listening skills; inability to understand what the other person is saying).
- ▶ **Thought processing speed** (some people jump from idea to idea, while others need time to absorb one concept before they can respond to it).
- ▶ **Physical limitations** (difficulty hearing or cognitive challenges).



Active Listening

Active listening is more than just the act of hearing—it is also attempting to understand the meaning of words spoken by another person. It is a way of listening and responding to another person that improves mutual understanding. Often when people talk to each other, they do not listen attentively but are often distracted, half-listening or half-thinking about something else. Listening to a person's words and their intent requires your full attention.

Active listening:

- ▶ Helps you focus on what is being said.
- ▶ Provides you with clues to the deeper meaning, not just the words.
- ▶ Helps you determine whether the other person is understanding.
- ▶ Allows you to check for understanding of complex or significant information.
- ▶ Helps you acknowledge emotions while getting to the facts.

Chapter 7: Mastering Communications

- ▶ Encourages you to share information.
- ▶ Provides you with an opportunity to build trust and positive relationships.

You can develop and improve these skills by practicing active listening techniques. Here are some techniques for you to keep in your ombudsman toolbox:

- ▶ Focus attention on the speaker.
- ▶ Watch non-verbal behavior.
- ▶ Ask questions.
- ▶ Paraphrase.
- ▶ Ask the listener to paraphrase to confirm that your message was received as intended.

Focus Your Attention

Many of us have conversations in which we were aware the listener was not focused on what we were saying. Focusing your complete attention on the speaker is harder than it sounds, but here are some tips:

- ▶ **Minimize barriers.** Many of the barriers to communication mentioned earlier can prevent a sender and receiver from focusing on the conversation. When speaking with someone about an important matter, find a quiet place, silence electronic devices and set aside your opinions and perceptions. (Even those with routine questions should be given your full attention.)
- ▶ **Listen until the end.** Keep listening until the person is done speaking. Do not formulate a response in your head while the person is still talking. Taking notes can help you stay focused on their words rather than what you are thinking about. Listen to understand.
- ▶ **Analyze the message.** Compare what you are hearing with what you already know. Evaluate any evidence in support of what is being said. Separate statements of fact from opinions, suggestions or recommendations.

Non-verbal Behavior

Part of being a good communicator is not only about focusing attention on what someone says but watching their non-verbal communication, or body language. The ability to notice and understand body language is a powerful communication skill that can help you connect with others, understand what they really mean and build better relationships.

All forms of body language—the gestures we make, the way we sit, how close we stand to each other, how much eye contact we make—send strong messages. Even when speaking with someone on the phone, you can notice things like pauses, sighs or stammering that indicate there may be something else going on besides a routine call for information. Even when someone is silent, they are sending a message.

Examples of non-verbal communication could be:

- ▶ If a person is hesitant to end the call, they may have additional things to discuss.
- ▶ If a person uses a dismissive gesture like waving away a topic or says, “it’s not a really big deal,” it may mean that the topic is important to them or that it’s not the primary topic they want or need help with.



Expert Tip

When paraphrasing you are checking for understanding and feedback.

- ▶ During a telephone call, vocal inflection, pauses and sighing are all signs of non-verbal communication.

It is important during conversations to observe non-verbal gestures, because they are equally as important as the words being spoken.

Open-ended Questions

Open-ended questions begin with “who,” “what,” “when,” “where” and “how.” Examples of open-ended questions include: “What did you do then?” and “When did that happen?”

Statements also can be open-ended. An example of an open-ended statement is, “Tell me more.” You can use open-ended questions and statements to clarify the caller’s message.

Encouragers and Door Openers

Encouragers are words and sounds that indicate you are listening.

Examples of encouragers include:

- ▶ Ok.
- ▶ I see.
- ▶ Yes.
- ▶ Oh.

Because encouragers are brief, they will not interrupt the individual’s thoughts.

There may be times when command family members will need additional encouragement to talk about their feelings 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. Examples include:

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

Silence

Unlike a casual conversation in which silence can be awkward, silence can be valuable in a helping conversation. Silence allows individuals time to pause and compose their thoughts. It also gives you the opportunity to reflect for full comprehension of the message.

Paraphrasing

Paraphrasing involves reflective listening. Instead of repeating exactly what the individual says, reflect and summarize what was said.

Command family member: I have been overwhelmed since the ship left. It feels as if one thing after another is going wrong and there is no end. I know it has been two weeks, but when will the routine start and I get a break?

Ombudsman: It sounds like you are feeling a lot of pressure and are looking to find a support system or find someone to talk to.



Expert Tip

Encouragers can be especially useful during phone calls to let the speaker know the call is still connected.

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Command family member: Yes, exactly. That is exactly what I need: someone I can talk to about what I am experiencing.

Verbal Behavior

In addition to listening, you must be aware of the messages you send when communicating. The following are ways you can send messages that will improve your communication skills.

Empowering Messages

Specific words greatly affect the way information is received. Although you understand the message you sent to have one meaning, those same words may have a different meaning to the receiver.

When I ...	I Say ...	You Feel ...	You Could Say ...
Argue	"Yes, but ..."	Defensive, ignored or discounted	"What would happen if ...?"

"I" Messages

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

Before

You: Are you feeling OK? If not, I can get a counselor.

Changing to an "I" message.

You: 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 clear the first time you hear them. Clarify any messages you do not understand. This will help your command family member understand that their thoughts and feelings are valuable when you want to be sure you understand the message.

You: Could we go back to something that was said earlier? I am not sure I completely understood.

Refocus

Sometimes, it may be necessary to refocus your command family member. They may become distracted, lose their train of thought or may focus on a solution that is not realistic.

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

You: Your feelings are understandable. 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 is getting individuals to agree to do something, then following up with them to confirm that they have completed their tasks.

You: I am concerned about you. Would you agree to call the Fleet and Family Support Center and ask to speak with a counselor about your loneliness? I can call ahead and let them know you will be calling. Would that help?

Command family member: I guess.

You: Let's hang up now. I will call the FFSC and call you back, so you know they are expecting your call.

Command family member: OK. Thanks.

In-person Communication

As an ombudsman, it is important to also become comfortable with in-person communication. Many prefer in-person communication due to the ability to see verbal and non-verbal cues. In your role, the two most common types of in-person communication you will use are:

- ▶ Informal contacts.
- ▶ Briefings.

Informal Contacts

As an ombudsman, you will represent the command in informal situations, such as:

- ▶ At meetings with the command leadership and the command support team (CST).
- ▶ At homecoming events.
- ▶ At command picnics and parties.
- ▶ At the commissary, Navy Exchange or while visiting other locations on and off-base.

Some people are naturally warm and outgoing, while others are more reserved. Whatever your personality style, you should always:

- ▶ Smile.
- ▶ Approach individuals and introduce yourself.
- ▶ Make small talk. Ask others how long they have been a part of the command, where they grew up, where they live, etc.
- ▶ Carry business cards or contact cards with your name, ombudsman phone number and email address.

Briefings

Command ombudsmen may have an opportunity to speak at events. This is an effective way to promote the Navy Family Ombudsman Program. You may be asked to:

- ▶ Introduce yourself at command functions.
- ▶ Brief new Sailors at command indoctrination sessions.
- ▶ Make announcements at Family Readiness Group (FRG) meetings.
- ▶ Provide remarks at pre-deployment briefings.

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

- ▶ Tailor your message to your audience.
- ▶ If possible, become familiar with the environment.
- ▶ Visualize yourself giving the speech.
- ▶ Remember that your body language is important.
- ▶ Practice, practice, practice.

Telephone Communication

A protocol is a guideline for doing something effectively and consistently.

The protocol for handling ombudsman calls includes:

- ▶ Greeting.
- ▶ Identification.
- ▶ Business.
- ▶ Close.
- ▶ Document.

Greeting

When answering the telephone, you should identify yourself by saying, “Hello, this is Alicia,” or answering anonymously, “Hello.” Remember to smile when answering the phone, because a smile can be heard in the tone of your voice.

Identification

Following your greeting, the command family member usually will ask to speak to the ombudsman. At that point, you should give your full name and identification.

“This is Alicia Smith, ombudsman for USS Bestshipever.”



Identification

“This is Alicia Smith, ombudsman for USS Bestshipever.”

If they do not immediately identify themselves, ask for their name and any additional identifying information. This is especially important if the command instructs you to provide services only to those individuals 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 individual’s telephone number immediately in case the call is disconnected. It may be necessary for you to calm the individual before you can get this information.

If the call is not an emergency but a simple request for information, provide the information. If the individual is not clear about what is needed, use the PACT (Problem, Assess, Choose, Try) model discussed in Chapter 9: Information and Referral. If the individual simply wants to chat, you should determine how much time, if any, you have available and inform them of your time limit.



Expert Tip

You can build your confidence by practicing in the mirror or in front of another person for self evaluation and feedback. With continued practice, you can increase your comfort level.



Note

Take time to review Chapter 9: Information and Referral in this manual for tips on the PACT model and national resources to provide to command family members.

Close

Close the call with a summary of the discussion. Indicate any actions to be taken by you or the family member and when these will be done. Encourage the individual to contact you again, if necessary. If the call was complex, contact them in a day or two to confirm that assistance has been provided.



Expert Tip

Review the voicemail greeting and ensure the message is professional sounding and does not have background noises, such as young children or pets.



Note

Many commands rely on phone trees, newsletters and installation publications to keep family members informed and do not have a dedicated phone line.



Expert Tip

In your message, indicate when to pause or take a breath. This helps with the clarity of the message when recording.



Note

Larger commands may choose to use a Careline, rather than a phone tree, to pass along critical information.

Document

Calls must be documented. Use the telephone log or monthly report format (see Chapter 3: You've Been Appointed. Now What?). Some command ombudsmen choose to gather this information first, in case the call ends abruptly. Others find asking for this information can interrupt a caller's train of thought before the individual has an opportunity to explain the reason for the call.

Voicemail Message

There may be times when you are unable to answer your phone or cannot focus your attention on a caller's needs. For those times, have a detailed message recorded on your voicemail, including a number for emergency services.

Remember to check your voicemail messages frequently and to return calls 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 (CO), the chaplain, the FRG, etc. Most commands house the equipment in a Navy facility and the message is updated remotely.

Carelines can be an effective tool for informing and educating command families. If your command has a Careline, change your message at least once a week so family members can get regular updates.

When the command is deployed, messages from the CO, executive officer (XO) or command master chief (CMDM) are welcomed by families awaiting news about their loved ones.

Phone Trees

Phone trees are often used by small commands to share information with family members. They are also extremely useful to convey information during or after a crisis, such as a hurricane or a command incident.

Establishing a phone tree requires the permission of those listed on the command roster. To gain permission, you will need to ask the command member to provide the information for the individual who would like to be a part of the phone tree. This can be done during the command indoctrination or discussed with your point of contact (POC), who would



Voicemail Message

"Hello, you have reached Alicia Smith, ombudsman for the USS Bestshipever. My hours of operation are 9 a.m. to 9 p.m. If this is an emergency, please call base security at XXX-XXXX or dial 911. If you have reached this message during my normal hours, I may be helping another command family member. Please leave a message and I will return your call as soon as possible. Thank you."

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collect the participant's information if they were interested. After the phone tree contact information has been compiled, you will be able to request volunteers to help make calls when the phone tree is activated.

Once the phone tree is activated, volunteers are asked to call 10-12 other family members. The volunteers are provided with a list of individuals to call and a written script for the message to be relayed. The phone tree should be used only as directed by the command.

The phone tree can be used to:

- ▶ Relay command information.
- ▶ Announce command events.
- ▶ Deliver emergency communications.
- ▶ Check on the well-being of families, especially during and after a crisis.

The phone tree can be set up based on:

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

When establishing a phone tree:

- ▶ Get guidelines from the CO/POC on how the list 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 primary callers to keep by their phone.

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

- ▶ Make calls in a timely manner.
- ▶ Read the information exactly as it is provided.
- ▶ Follow OPSEC guidelines when contacting command families.
- ▶ Avoid expounding upon the message.
- ▶ Keep calls brief.
- ▶ Report to the ombudsman if they encounter any special conditions or extreme reactions.

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



Expert Tip

When you are unable to reach someone, keep your voicemail message simple: Give your name and contact information and ask the person to return the call. Do not leave details about why you are calling; you do not know who will be listening to that message.

Written Communication

The most common forms of written communication used by ombudsmen include:

- ▶ Formal correspondence.
- ▶ Informal notes and cards.
- ▶ Email.
- ▶ Social media.
- ▶ Newsletters.
- ▶ Messaging.

Formal Correspondence

There may be occasions when you need to write formal correspondence. Examples include:

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

When drafting formal correspondence, you may ask the command's administrative personnel to format the letter and put it on command letterhead for signature. Be sure to thoroughly research the content and ensure correct spelling and grammar are used. The command administrative officer can advise you on the preparation of official correspondence and who should sign it.

Informal Correspondence

It is likely that you will write many informal notes and letters. These include:

- ▶ Follow-up notes to callers.
- ▶ Notes of encouragement.
- ▶ Explanatory notes included with resource materials.

Although these are not formal correspondence, all written communication reflects on your command. Please be sure to use:

- ▶ Appropriate stationery or notecards.
- ▶ Proper spelling and grammar.
- ▶ Legible handwriting.

Business Cards

Ombudsmen can use business cards or contact cards to connect with others. On the front of the business card, list your contact information; on the back, provide a brief overview of services or list the Ombudsman Code of Ethics.

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.



Expert Tip

Before ordering, discuss the need for business cards with your command leadership.

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Email

Email is an efficient way to communicate with command leadership and command families within the guidelines of OPSEC. Many individuals may prefer to send an email to ask a question rather than to call your command phone.

A best practice is to create an ombudsman work email address that is separate from your personal email. This email address may be passed down between ombudsmen; if it is, ask for account access from your command leadership.



Tips to Communicate Effectively:

Use the appropriate “To” field when sending email.

- Use the “To” field when sending an email to an individual email address.
- Use the “CC” (carbon copy) field to send copies of your email to additional recipients. You might send an email to the CO and carbon copy the XO and CMDCM.
- Use the “BCC” (blind carbon copy) field to send email to all recipients in a distribution list without revealing any recipients’ email addresses.

Write a meaningful subject line.

Be concise.

Include a proper signature (i.e., your name, title and the name of the command) and Careline number (if used).

Use care when using acronyms, abbreviations and emoticons.

Follow all OPSEC rules.



Reminder

When setting up your command email account, be sure to change the password and provide the new password to your leadership.

Messaging

Texting or messaging apps have become increasingly popular methods of communication. The appeal of this form of communication is the ability to connect instantly without calling. It is important to remember that some of your families may prefer this type of communication, while others may choose to make a phone call to ask a question. Depending upon the type of phone your command provides, you may or may not have access to messaging features. Make sure to remind your families of your messaging limitations and ensure that messages do not include any PII.

Before exchanging messages with your command families, you should discuss with your CO/POC if messaging is an approved form of communication. If granted approval to use messaging, remember to always use proper messaging etiquette. Following the do’s and don’ts with texting etiquette will ease the communication with your families.

DO's	DON'Ts
<ul style="list-style-type: none"> • Reply promptly. • Keep texts short. • Re-read your text before sending. • Use proper grammar. • Double-check the recipient contact information. 	<ul style="list-style-type: none"> • Text during off hours. • Share sensitive news. • Send attachments or memes. • Text while driving.

Social Media Communication

Many ombudsmen and FRGs use social media to communicate with families. Some commands provide their ombudsman with administrative rights to their social media accounts. Others have different social media pages but manage the content as a team.

However your command chooses to use social media, it is important to practice OPSEC in all online communications. Names, dates and locations should not be discussed unless authorized by the CO/POC.

Social Media Tips

Social media is a powerful tool for networking and engaging with command families. You can use social media tools to share information quickly. When writing social media posts, there are a few key points to keep in mind:

- ▶ Be concise. There may be limits to the number of words or characters you can put in a post.
- ▶ Check your grammar. Poor grammar reflects poorly not only on you but also on your command.
- ▶ Do not rely on spell-check. It will not catch words that are used incorrectly (i.e., "they're" versus "there").
- ▶ Always read content carefully before posting. Auto correct may change the word you intended into something with an entirely different meaning.
- ▶ Get permission. Always check with your CO, command POC or public affairs officer (PAO) before posting information on social media. Make sure to verify the account to which you are posting the information.

Social Media Tools

The popularity of different social media tools can fluctuate. Which sites you use may be determined by the command or the preferences of your command families. Options may include the following tools and platforms.

Large Social Media Platforms

Large social media platforms are the most widely used. Many commands have pages on these platforms where they share information about their crew and upcoming events. These platforms provide an opportunity for followers to ask questions and share information.



Reminder

Discuss with your command leadership team their guidance with social media.



Expert Tip

Write your message in an app that supports spell-check and grammar check. Once you have checked the document, copy and paste it into the social media site.



Expert Tip

Familiarize yourself with the platform privacy settings—public, closed and secret—and how they can be used to share information.

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Short-form Messaging

This social media tool provides the opportunity for messages to be sent quickly with a limitation on the number of characters available. Users can respond to the messages and ask or answer questions. This format also allows for links, articles or videos to be shared.

Collecting Sites

Collecting sites are centered on image sharing. They operate much like an electronic bulletin board where users can pin images and post comments about the image. An advantage to collecting sites is that individuals do not need to create an account to view the board; a link is sent to bypass a login page.

Transient Messaging

Transient messaging allows you to share images, video clips and messages with your friends. The uniqueness is that the messages disappear after a few seconds of viewing. Though the message disappears and appears to be temporary, people can capture the message by taking screenshots or recording videos.

Video Sharing

Video sharing provides an opportunity for individuals to share or stream videos to the internet. Individuals create content and upload it to a platform, allowing others to share, comment and view the video. These sites are increasingly popular with younger generations.

Creating a Professional Profile

As an ombudsman, people will be looking to you for advice and guidance. Your credibility depends upon the image you present. When using social media, it is essential that you create a professional profile with limited personal information.

Follow these basic steps when creating a professional social media profile:

- ▶ Choose images carefully. Use a scenic shot from your photo collection or check out the web tools for creating cover images.
- ▶ Privacy settings. Review the privacy setting instructions for each social media site carefully. Establish strict controls for who can view your personal content.
- ▶ Use caution when “following” or “liking” other pages. Remember that information posted on these pages may then be linked to yours.

Social Media Pros and Cons

There are advantages and disadvantages to using social media to communicate with command families. Be sure to talk with your CO/POC before using social media in your role as an ombudsman.



Expert Tip

Have separate social media accounts for your role as ombudsman and your personal life.



Reminder

Review the Navy's social media guidance policy at media.defense.gov/2022/Jun/28/2003026453/-1/-1/0/SMP_LEADERS_FINAL.PDF

Pros

Advantages to using social media include:

- ▶ The ability to reach a wide audience.
- ▶ Instant communication.
- ▶ Sharing of information, including articles, pictures and videos.
- ▶ Free.

Cons

Disadvantages may include:

- ▶ The risk of violating OPSEC.
- ▶ Required maintenance to keep information accurate.
- ▶ Loss of privacy.
- ▶ May become a “complaint corner” if not strictly regulated.

Newsletters

Newsletters are an excellent way to share information with command families. Unlike Carelines that only allow for limited communication, newsletters allow you to share more in-depth information.

Purpose

Newsletters have many purposes. They can be used to:

- Transmit information from the command to family members.
- Educate family members about community and Navy programs and services.
- Keep family members informed about news of common interest (e.g., activities, special events, announcements).
- Express the command’s interest in improving the morale and welfare of its family members.
- Encourage, inspire and uplift.
- Provide information on latest policy changes affecting Navy families.

Benefits

There are several advantages to using a newsletter to communicate with command families:

- Allows you to reach the greatest number of people at one time.
- Reduces rumors by providing all families with accurate information.
- Reduces the number of phone calls requesting routine information.
- Establishes you as a source of credible information.

Production Schedule

Talk with your CO or POC to establish a timeline for the materials you have created. For example, if the command develops a newsletter and has asked for a contribution from the ombudsman, it is important to know when your materials must be submitted and how often.

When developing deadlines, be sure to involve all parties with the production process. Communicate their deadline and plan for a contingency if they are unable to keep their commitment.



Reminder

When planning your content, determine how often you will be distributing your material.

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Sample Production Schedule for a Newsletter

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
Delivery	Readers receive material.	Zero-5 days

Electronic Delivery

Your command may choose to distribute the material electronically. This is the fastest, most cost-effective method of delivery. Sending newsletters to the service member does not guarantee that family members will receive them.

Discuss with your CO/POC or PAO, the potential need of placing a disclaimer in the signature line of your email providing directions on the intent of the communication and what to do if they have received the email in error. For example, "This email is intended for personal and confidential use of the recipient. If you have received this message in error, please notify the sender and delete the original."

Social Media

Posting your material on social media is an instant way to share with families who view your site. Before posting on the page, ensure that you have checked your privacy settings for your post. Remember to write any message in a word processor program that checks for grammar and spelling errors.

Navy Mail Center

OPNAVINST 5218.7D, *Navy Official Mail Management Program*, provides guidance on the use of official mail. Your command's administrative officer is a good source of information when you have questions about distribution.

If the option is available, the Navy Mail Center for each region could produce and mail newsletters, delivering professionally printed material at a greatly reduced cost. Review the Defense Logistics Agency's website (www.dla.mil/Document-Services) for the printing service policy.

Communication with Command Families

As an ombudsman, your families will engage with you in various ways. Some family members may prefer to contact you by phone, while others will prefer an email or social media message. It is important for you to become familiar with types of communications, their styles and the challenges different mediums present.



Reminder

When emailing material to command families, put all recipients' addresses in the "BCC" field. This ensures that others will not have access to the email addresses in the distribution list.



Note

Some families may still wish to receive a paper copy of your material. Check with your POC about your command's policy for printing and distributing the material.

Information Requests

The most frequent type of contact you will encounter is a request for information. Individuals may request a telephone number, ask when the ship is returning to port or ask when and where the next FRG meeting will be held. As an ombudsman, you want to practice empowering your families by providing them with the location to find the information.

Information Request	Example Response
"Do you know when the ship is pulling back into port?"	"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?"
"Where can I find the number to the Fleet and Family Support Center (FFSC)?"	"I have posted the contact information for our local FFSC on our ombudsman page. Are you a member?"

Crisis Contact

A crisis occurs when a person no longer believes they can cope effectively. These contacts are more difficult because they may require sensitive handling and immediate assistance. You may receive these contacts from a telephone call or over a message. It is essential to have a process in place when handling crisis contacts. This manual provides instructions on handling crisis contacts in Chapter 12: Responding to Those in Crisis.

Service Demand Contacts

Service demand contacts may come from individuals who are unaware of the scope of ombudsman responsibilities. They may ask you to provide services that are not a part of the ombudsman's role, such as providing transportation, lending money or providing child care. These individuals have genuine needs but must learn how to meet those needs themselves. When responding to service demand contacts, you should provide information about alternatives such as public transportation, financial assistance programs or Navy child care options. You should not provide the requested service for several reasons:

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

Chronic Contacts

People who frequently contact the ombudsman without a specific request are referred to as chronic contacts. They may view you as a friend they call to chat with when bored, lonely or depressed. Treat all contacts as real until shown otherwise. It is important to remain empathetic while setting boundaries.

It is OK to set limits on time. For example, say, "I only have five minutes to talk."

Some individuals may simply need direction to resources that will help them connect with others in the community, such as the FRG or the Family Employment Readiness Program (FERP) at the FFSC.



Expert Tip

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

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Other individuals may need help developing coping skills. You may need to refer them to the clinical counselors at the FFSC or other community organizations.

Command Emergency Contacts

A command emergency contact is a combination of an information request and a crisis contact. These occur when a person hears a report on the radio, sees a story on the news or hears a rumor involving the command. Family members may contact you with what they have heard.

Do not assume that news reports are incorrect simply because you have not heard from the command. Often the media will air a story before an official military source can contact you with verified information. Tell the individual that you will research the question and respond to their request. A sample response is: "I saw that on the news, too. I am going to try to contact the command to verify the report. I will activate the phone tree when I have more information."

Media Relations

Due to being a part of the CST, media members may contact you for comment during times of crisis or to obtain a family member representative. It is crucial that if members of the media contact you, you receive command approval before speaking to them. Your CO or POC may refer you to get the command or installation PAO for crucial points on what to say when responding to their request.

Your PAO is trained in handling media requests and clarifying the message during the interview. When working with the PAO to prepare for an interview, you may want to request the following:

- ▶ An interview practice session.
- ▶ Outfit and accessory recommendations.
- ▶ Feedback after the interview.

Summary

Good communication skills are essential to your effectiveness as an ombudsman. You will communicate regularly with command leadership, family members and community organizations. When developing communication strategies, it is vital to determine which combination of methods is most effective for the receiver. You may prefer to communicate in person, by telephone or via written communication, but you will need to use all three to fulfill your role. Strong communication skills can increase your credibility with the command leadership, families and community organizations. Fortunately, learning to be a good communicator is a skill that can be mastered through study and practice.



Expert Tip

Instead of providing the media with your PAO's contact information, gather the contact information of the individual from the media. Then provide that information to your PAO for a warm handoff.



Note

The most recent public affairs guide, *NAVSO P-5720.19* (May 2014), is in the Appendix VI for you to reference.

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Chapter 8: Building the Program

KEY TERMS

- CO** – Commanding Officer
- CMDCM** – Command Master Chief
- CST** – Command Support Team
- POC** – Point of Contact
- XO** – Executive Officer

Introduction

After being appointed to your new role and completing your initial training, it is time for you to build and promote the program. Throughout this chapter, you will learn tools to help you develop a clear vision for building or maintaining the Navy Family Ombudsman Program. These tools include:

- ▶ Understanding your command priorities.
- ▶ Developing your credibility.
- ▶ Promoting your program.
- ▶ Understanding operations security (OPSEC).

Command Priorities

It is essential to clearly understand the CO's priorities and expectations for the command's Navy Family Ombudsman Program. The CO should discuss these priorities with all members of the command support team (CST) to ensure everyone understands their role and how it supports the program. When you meet with your CO, ask the following questions:

1. What are the command ombudsman's primary duties? Is there a written job description?
2. Who is the primary point of contact (POC) for the ombudsman?
3. In addition to situations requiring mandatory reporting, are there other situations the CO would like reported? How does the CO want reporting to take place?
4. What are the procedures for ensuring I receive accurate updates to the command roster?
5. What are the expectations and procedures for reimbursement of expenses?
6. What roles do the CO, XO and CMDCM's spouses have in this command's Navy Family Ombudsman Program?
7. What is the command policy for communication with service members' loved ones other than a spouse, such as a parent or partners?
8. How will communication take place during deployment and/or mobilization?
9. What is the ombudsman's role in the command's disaster preparedness plan?
10. Under what circumstances is the phone or email tree activated?
11. 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?



Note

A copy of these questions can be found in the appendix.

Credibility

Establishing and maintaining credibility with the command and service members' families is critical to the program's success and your role. Once you have gained trust and credibility with your command and families, they will likely feel more comfortable turning to you when issues arise. Continuing to maintain this trust and dependability will be key in being their trusted resource.

Establishing and Maintaining Credibility

Once you have accepted the role, you need to establish and maintain credibility with your customers. Allow them to get to know you, understand your role and develop trust. You can establish and maintain credibility by:

- ▶ Being friendly and approachable.
- ▶ Maintaining confidentiality.
- ▶ Fulfilling promises and commitments.
- ▶ Keeping the command informed.
- ▶ Displaying confidence.
- ▶ Clarifying expectations.

Promoting the Program

Though the Navy Family Ombudsman Program has supported families for over 50 years, some family members are unaware of its services or do not know their command ombudsman. You must promote the program and share its information and resources with families. To increase awareness, you must:

- ▶ Identify your audience.
- ▶ Develop your message.
- ▶ Review outreach tools and strategies.

Identifying Your Audience

To develop a meaningful message, you must first identify your intended audience. Depending on the audience, the news, language used and message will differ.

Your potential audiences include:

- ▶ The command support team.
- ▶ Command personnel.
- ▶ Spouses or partners of command personnel.
- ▶ Parents.
- ▶ Caregivers.
- ▶ Children.



Note

To learn more about who your customers are, review Chapter 6: Customers and Customer Service.

Chapter 8: Building the Program

Define Your Message

When you are creating your message, it is vital to tailor it to the audience and ensure it is being clearly communicated. Individuals ask themselves “What’s is in it for me (WIIFM)?” People are more likely to listen to a message when they believe it solves a problem for them. Be sure your message answers that question for that audience. For example, the command triad will have a different need than family members.

Tools and Strategies

You can use various tools and strategies to provide information about the command’s Navy Family Ombudsman Program. When choosing how to deliver your message, ensure you use the appropriate avenue for the audience. For example, a flyer might be nice to share with your command personnel, but a social media post might reach a greater audience if you intend to share the information with the command families.

When deciding which tool is best to deliver the message to your audience, be sure to consider the following:

- ▶ The cost of the approach.
- ▶ The ease of implementation.
- ▶ How well it will reach the audience.

Make sure to evaluate each tool for how it works and the amount of time or energy you will have to set aside when using it. Though some methods are inexpensive, they may not be as effective in reaching your target audience.

Promotional tools fall into four categories:

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

Audiovisual Outreach Strategies

Audiovisuals are an easy way to deliver your message through videos, announcements on the 1MC (the command’s internal intercom), electronic bulletin boards or presentations. These strategies are a creative way to get a message to your audience. For example, if you wanted to share the program’s purpose with your command members, consider recording a video message. Use a conversational tone as if you were speaking to them directly. This will not only get your message out but allow command members to become familiar with you.

Potential pitfalls:

- ▶ Maintaining this strategy could be costly.
- ▶ The audience is limited.



Expert Tip

Review Chapter 7: Mastering Communications for tips and tricks to make your strategies successful.



Note

Be sure to check with the command about its social media policy and follow operations security (OPSEC) guidelines when posting any information online.

media.defense.gov/2022/Jun/28/2003026439/1-/1/0/SMP_SAILORSFAMILIES_FINAL.PDF

Internet Strategies

Internet strategies will be your most widely used tool when connecting and delivering your message to multiple audiences. Internet strategies include various devices such as social media, email, text messages or updating webpages. When using this strategy, it is vital to evaluate OPSEC when updating, sending or posting any news.

Potential pitfalls:

- ▶ You need to be limited in the information shared, due to OPSEC.
- ▶ When using tools such as group or text messages, you will need permission to add the individual.
- ▶ You will need to monitor any closed group to ensure the correct individuals have access.

Print Media Strategies

You may use print media strategies to develop posters, flyers, newsletters or business cards to help promote your program. These tools can help increase your outreach and can be easily shared or stored. These strategies are professional, easy to read and can help convey your message to command families. You may want to carry your business card to different command events, providing families an easy way to remember your information.

Potential pitfalls:

- ▶ The cost of the material.
- ▶ The audience is limited.

In-person Strategies

There may be various opportunities where you can meet with command leadership, families or personnel. During these engagements, you must introduce yourself and bring awareness to the program by sharing a statement. The arrangements may include pre-deployment briefs, Family Readiness Group (FRG) meetings, community events or indoctrination at the command. You must tailor your message to the audience when speaking at these events.

Potential pitfall:

- ▶ You will be speaking in front of small and large audiences (fear of public speaking).
- ▶ The audience is limited.

Summary

Due to the constant rotation of individuals at the command, the task of building and developing the program is ongoing. Establishing a good routine and creating a partnership with your CST is essential. In your absence or while deployed, the CST will support you by promoting the program to individuals at your command. Ensure to provide the message and any materials your CST needs for support.

Chapter 9: Information and Referral

KEY TERMS

- DoD** – Department of Defense
- CCCS** – Consumer Credit Counseling Service
- CDC** – Child Development Center
- CDH** – Child Development Home
- CYP** – Child and Youth Programs
- DFAS** – Defense Finance and Accounting Service
- EFM** – Exceptional Family Members
- EFMP** – Exceptional Family Member Program
- FFSC** – Fleet and Family Support Center
- FAP** – Family Advocacy Program
- FERP** – Family Employment Readiness Program
- HSC** – Housing Service Centers
- I&R** – Information and Referral
- MCCYN** – Military Child Care in Your Neighborhood
- MOS** – Military OneSource
- NCIS** – Naval Criminal Investigative Service
- NFAAS** – Navy Family Accountability and Assessment System
- NGS** – Navy Gold Star
- NPS** – New Parent Support
- NMCRS** – Navy-Marine Corps Relief Society
- PACT** – Problem, Assess, Choose, Try
- RLSO** – Region Legal Service Office
- PCS** – Permanent Change of Station
- RAP** – Relocation Assistance Program
- REDCOM** – Region Reserve Readiness Command
- SAC** – School Age Care
- SAPR** – Sexual Assault Prevention and Response
- SLO** – School Liaison Officer
- TAP** – Transition Assistance Program

Introduction

Providing information and referral (I&R) is a key role for all ombudsmen. To provide effective I&R to your families, you will need to use strong customer service skills, develop knowledge of resources and use problem-solving skills. This chapter will support you with developing the tools used when providing I&R to your command families, including:

- ▶ I&R principles.
- ▶ Managing resource information.
- ▶ Creating a list of referral resources.
- ▶ Making appropriate referrals.

I&R Principles

When providing I&R to command families, it is best to follow these six principles:

- ▶ Limit the number of referrals given at one time.
- ▶ Verify the contact information of the referral.
- ▶ Ensure that appropriate resources are provided.
- ▶ Develop and implement a follow-up procedure.
- ▶ Summarize the plan before ending the conversation.
- ▶ Never make specific promises about the agency or services being offered.



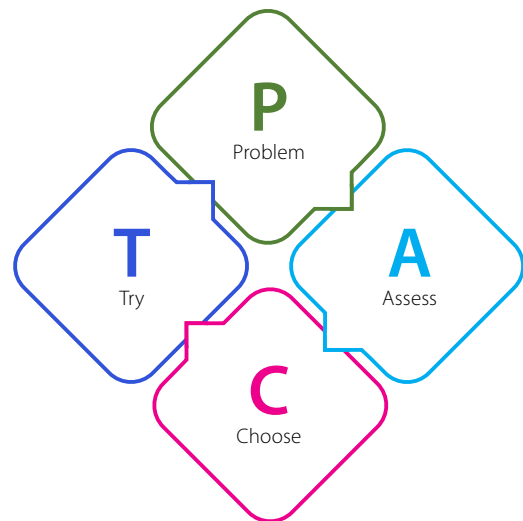
Reminder

For mental health counseling, refer callers to the FFSC, TRICARE or Military OneSource.

PACT Model

I&R involves determining your command family members' needs and finding ways to meet those needs. The PACT model provides an easy-to-remember four-step method of handling I&R requests. PACT stands for:

- ▶ P – Problem.
- ▶ A – Assess.
- ▶ C – Choose.
- ▶ T – Try.



Identify the Problem

The first step of PACT is to identify the problem. When listening to what the command family member is saying, practice using active listening skills and asking clarifying questions to understand the details of the situation. Keep in mind that the presenting problem may only be a symptom of a bigger issue that the command family member may or may not be willing to address. Sample questions to ask include:

- ▶ How can I help you today?
- ▶ What are you hoping to accomplish?

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After identifying the problem, possible clarifying questions include:

- ▶ Is it urgent? Do you have enough for food and other necessities? Are you being evicted or are utilities being disconnected?
- ▶ What have you done to try to solve the problem?
- ▶ What resources do you have? Are there family members or friends who can help?

Assess the Options

After identifying the problem, the second step is to assess options. Often individuals feel overwhelmed by the situation and are unable to identify potential solutions. As an ombudsman, you can help individuals by brainstorming possible solutions to the situation.

- ▶ Explore available options and solutions.
- ▶ What is happening when the individual is not experiencing the problem?
- ▶ Determine the individuals' thoughts and feelings about each option.
- ▶ Help the individual view the situation as an opportunity to prevent future problems.

Choose an Option

The third step provides the command family member with referrals for their needs. You should:

- ▶ Explain why a referral is necessary.
- ▶ Suggest organizations capable of meeting the individual's needs.
- ▶ Provide specific details about the potential referral. For example, times of operation, cost, location, contact information.
- ▶ If necessary, conduct a warm handoff to the agency.

Try the Referral

The final step in the PACT model is to create a plan for the command family member to try the chosen resources. A best practice is to limit providing more than three resources at a time. It is important to not overload them with information, especially if they are in a crisis. Establish a follow-up plan for the family member to reconnect with you after they have received the services they need.

Note

Remember, never do anything for callers that they can do for themselves.

- The primary goal of I&R is to help the family member resolve the problem.
- The secondary goal is to empower the individual to use the information provided to solve problems independently.

Resource Management

Supporting your command families with appropriate resources is an essential role for an ombudsman. Worldwide, there are various programs and services available and ready to assist your military families. As an ombudsman it is critical to familiarize yourself with both national and local resources. Important national and global resources are provided later in this chapter, but it will be your job to create and/or maintain a database of local resources.



Expert Tip

In situations that cannot be solved, such as death, serious illness or divorce, you can help by being supportive and empathetic, and by providing resources for additional assistance.



Reminder

Contact the FFSC or Military OneSource for additional I&R resources if you do not have an appropriate resource for the situation.



Expert Tip

You are encouraged to join the U.S. Navy Ombudsman Program Discussion group on Facebook as an additional support in networking with fellow ombudsmen. You are required to be in the Ombudsman Registry to join.

You can request to join at the following link: www.facebook.com/groups/242277432495

You can learn about local resources by:

- ▶ Talking with fellow ombudsmen.
- ▶ Networking.
- ▶ Attending the local ombudsman assembly and other relevant meetings.
- ▶ Taking advanced training.
- ▶ Visiting the FFSC or Military and Family Support Center (MFSC).
- ▶ Contacting Military OneSource.
- ▶ Searching the internet for military service endorsed sites.
- ▶ Checking social media sites.
- ▶ Contacting the local Chamber of Commerce or United Way.
- ▶ Public service announcements on television and radio.
- ▶ Reading local publications (base newspapers, community newsletters, etc.).

When gathering information about an organization, ask:

- ▶ What services are offered?
- ▶ Is it a nonprofit organization?
- ▶ How much do the services cost? Note: Ombudsmen should never refer families to organizations that charge fees; it is important to ask this question to ensure there is no cost for the services provided.
- ▶ Are the 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?
- ▶ Does it have a good record with the Better Business Bureau?

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

Resource Organization

To dispense information, you must have it or know where to get it. Most ombudsmen maintain some type of resource file. Some choose to organize resources alphabetically, while others group them into categories, such as:

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

Chapter 9: Information and Referral

Everyone has a preferred system. Examples of systems ombudsmen use include:



Whatever system you choose, be sure 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 the FFSC and Military OneSource handy. Callers can be referred directly to these resources, or you can contact the FFSC and get back to the caller. When possible, pay personal visits to agencies or attend briefings about the organizations you refer to most often.

Resources

The following are resources that should be part of every Ombudsman database.

National Resources

211

www.211.org

Dialing 211 will connect you to a community of services and resources 24 hours a day, 365 days a year. The agency is available in all 50 states, the District of Columbia and Puerto Rico.

211 provides free and confidential I&R for non-emergency support and prevention programs. 211 can provide information for help with:

- ▶ Crisis and emergency support.
- ▶ Housing and utility resources.
- ▶ Food programs and food benefits.
- ▶ Health care, medical expenses and mental health resources.
- ▶ Veterans support.
- ▶ Volunteer opportunities and donations.

988

www.988lifeline.org

988 is the national suicide and crisis lifeline, which provides free and confidential emotional support 24 hours a day, 365 days a year to people in suicidal crisis or emotional distress in the United States. The 988 Suicide and Crisis Lifeline is a national network of over 200 local crisis centers that provide local care and offer resources with national standards.



American Red Cross

www.redcross.org

The American Red Cross serves civilians and military personnel.

Services include:

- ▶ Sending communications/messages on behalf of family members who are facing emergencies or other important events to members of the U.S. armed forces.
- ▶ Providing briefings to deploying service members and their families on the available support services and explaining how the Red Cross can help them during a deployment.
- ▶ Providing emergency financial assistance through partnerships with the Navy-Marine Corps Relief Society for those who are not near military installations or outside NMCRS office hours.
- ▶ Counseling, guidance, information, referrals and other social services. Confidential counseling services may be available to military personnel and their families, including active duty, National Guard and Reserves.



American Red Cross



Expert Tip

Suggest to your command families that they download the Hero Care app from the American Red Cross. Hero Care allows families to securely store the service member's information for the Red Cross to access in case of emergency.

Chaplain

Navy chaplains promote the spiritual, religious, moral and personal well-being of service members and their families. Chaplains 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 of all faiths. They also counsel those who do not practice or hold a religious belief. Chaplains can be an excellent resource when working with victims in crisis and those in need of moral support or counseling.



Child and Youth Programs

www.navycyp.org

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



Programs include:

- ▶ Child Development Centers (CDC), which provide full- and part-day child care for ages 6 weeks to 5 years.
- ▶ Child Development Homes (CDH), which provide full- and part-day, night and weekend child care for ages 4 weeks to 12 years.
- ▶ School-Age Care (SAC) provides before-school and after-school care and camps for ages 6 to 12 years old.
- ▶ Youth and Teen Programs provides sports programs, leisure classes, and fitness and teen programs for ages 6 to 18.
- ▶ Youth Sponsorship Program provides access to positive peer groups and social activities, helping Navy children feel connected at their new duty station.
- ▶ School liaison officers (SLO) are the Navy's subject-matter experts for K-12 education issues. SLOs work to connect commanders, educators and parents.



Note

Requests for care are made on www.militarychildcare.com

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Child Care Aware of America

www.childcareaware.org

Child Care Aware of America operates child care assistance programs for Navy families. Support services include administration of the Navy's Exceptional Family Member (EFM) Respite Care program.



Defense Finance and Accounting Service

www.dfas.mil

The Defense Finance and Accounting Service (DFAS) is the military's accountant and ensures service members are paid correctly. DFAS supports the MyPay site, where service members access their Leave and Earnings Statement (LES). MyPay provides service members with real-time pay information, which includes:

- ▶ Split pay.
- ▶ Travel pay.
- ▶ Garnishment.
- ▶ Retirement and annuitant pay.
- ▶ Taxes.



Expert Tip

Service members can establish a limited-access password, allowing spouses or other trusted agents access only to view their MyPay records.

Exceptional Family Member Program

www.mynavyhr.navy.mil/Support-Services/Exceptional-Family-Member

The Navy's Exceptional Family Member Program (EFMP) is designed to help Sailors with the special needs of their EFMs. Assistance during the duty assignment process ensures that the needs of family members can be met at the service member's new location. Qualifying needs include:



- ▶ Medical.
- ▶ Dental.
- ▶ Mental health.
- ▶ Educational.
- ▶ Developmental.
- ▶ Wheelchair.
- ▶ Adaptive equipment.
- ▶ Assistive technology devices and services.

Families receive support through their local Fleet and Family Support Center (FFSC) EFMP case liaisons, who provide I&R support, individualized service plans and case management. They also are supported by EFMP coordinators, who are located at medical treatment facilities (MTFs). An EFM case liaison's roles include supporting families and command contacts through the enrollment process and guiding families to additional services if required.

Note

Enrollment in the EFMP is mandatory and required immediately upon identification of a special need.

Families should be referred to their local EFMP case liaison and/or command EFMP case liaison for assistance with the enrollment process.

Enrollment information can be found at www.mynavyhr.navy.mil/Support-Services/Exceptional-Family-Member/Enrollment-Form.

Fleet and Family Support Program (FFSP)

ffr.cnic.navy.mil/Family-Readiness/Fleet-And-Family-Support-Program

FFSP offers programs and services to support the personal and professional well-being of service members and their families. As an ombudsman, you may frequently refer your command families to programs within the FFSP. Programs and services are organized into four functional areas which support mission success and family readiness. These areas include: Work and Family Life; Counseling, Advocacy and Prevention; Sexual Assault Prevention and Response Program; and the Navy Gold Star Program.



Work and Family Life (WFL)

The programs within WFL support mission readiness by preparing service members and their families for the military lifestyle's physical, emotional, interpersonal and logistical demands. These programs include:

- ▶ **Deployment and Mobilization Support:** The FFSC offers deployment support workshops to help commands, Sailors and their family's pre-deployment, during deployment and after homecoming. The *Deployment Support Handbook* contains information and resources to help Sailors and their family members successfully navigate deployment challenges.
- ▶ **Family Emergency Response:** To support families during an emergency, the Navy uses the Navy Family Accountability and Assessment System (NFAAS) to locate and assess the needs of affected families.
- ▶ **EFMP:** The FFSC is the I&R channel for EFM services and resources.
- ▶ **Family Employment Readiness Program (FERP):** Offers military family members free assistance with the job search process. Workshops and individual consultations are available for résumé writing, interviewing, career planning and more.
- ▶ **Life Skills Education:** Provides extra support and training on couples communication, stress and anger management, suicide awareness, time management, and Mind-body Mental Fitness marriage and parenting classes.
- ▶ **Ombudsman:** Provides a communication link between commands and family members. The ombudsman coordinator is an FFSC staff member who works with ombudsmen to share information and resources with service members and their families. Reserve ombudsmen have a Region Reserve Readiness Command (REDCOM) Warrior and Family Support Specialist who will assist; they may also access the services of the FFSC ombudsman coordinator.
- ▶ **Personal Financial Management:** The FFSC's personal financial management (PFM) program addresses the financial education needs of Sailors and their families. Financial planning, consumer awareness, checkbook management and using credit wisely are services available through the Command Financial Specialist (CFS) and the FFSC financial counselor.
- ▶ **Relocation Assistance:** Helps service members prepare 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. FFSCs may have lending lockers with basic household goods available for use at no charge or for a nominal cleaning fee.

Expert Tip

For additional financial resources, visit the Navy Resources webpage on the FINRED website (finred.usalearning.gov/NavyResource).

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- ▶ **Transition Assistance Program:** Helps service members and their spouses as they prepare to transition from military to civilian employment. TAP consists of five parts:
 - Individualized initial counseling.
 - Pre-separation counseling.
 - DoD transition courses.
 - Two-day career tracks.
 - Capstone.
 - Specialized spouse transition course.

Counseling, Advocacy and Prevention (CAP)

The CAP programs provide individual, group and family counseling, victim intervention and related prevention education and awareness programs.

- ▶ Clinical Counseling.
- ▶ Family Advocacy Program (FAP).
- ▶ New Parent Support Program (NPSP).
- ▶ Sailor Assistance and Intercept for Life (SAIL).

Clinical Counseling: FFSC clinical counseling is short-term, solution focused counseling. Counselors help clients develop a plan to deal with their problems or situation. They can also help by providing contact information for other services and resources in the community.

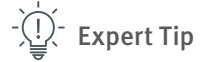
Family Advocacy Program (FAP): FAP provides clinical assessment, treatment and services for service members and their families who are involved in allegations of domestic abuse and child abuse. FAP clinical providers strive to ensure victims' safety and well-being, as well as offender accountability.

New Parent Support Program (NPSP): NPSP offers voluntary prenatal and postpartum education and support services. The Navy's NPSP is an early intervention home visitation 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.

Sailor Assistance and Intercept for Life (SAIL): SAIL is available to active-duty Sailors who have experienced suicidal ideation or a suicide attempt. This evidence-based intervention provides rapid assistance, ongoing risk assessment, care coordination and reintegration assistance.

Sexual Assault Prevention and Response (SAPR) Program

SAPR provides sexual assault awareness and prevention education, victim advocacy response coordination, case management and incident data collection to active-duty personnel, adult family members and commands.



Expert Tip

For more information on the Transition Assistance Program (TAP), refer to the DoD TAP Program (www.dodtap.mil).

Military OneSource

www.militaryonesource.mil

Military OneSource is a support service sponsored by the DoD that provides free phone consultation, counseling referrals and online access to service members and their families. The website offers information and resources about personal and professional topics.



Military OneSource offers information and services targeted to military families. Its website is organized into the following categories:

- ▶ Family & Relationships.
- ▶ Financial & Legal.
- ▶ Health & Wellness.
- ▶ Education & Employment.
- ▶ On & Off Base Living.
- ▶ Deployment & Transition.

Military OneSource has several useful features:

- ▶ Confidential non-medical counseling services 24 hours a day by telephone and online.
- ▶ A secure website featuring articles and webinars on a wide range of topics helpful for service members and their families.
- ▶ The staff will research a topic and send results.
- ▶ 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 is available, honoring most foreign language preferences.

To talk with a Military OneSource consultant, phone:

- ▶ Toll-free: 1-800-342-9647
- ▶ International Collect Calls/Calls from Overseas: 703-253-7599
- ▶ En Español llame al: 1-800-342-9647
- ▶ TTY/TDD: Dial 711 and give the toll-free number (800-342-9647)
- ▶ Voice over Internet Protocol (VoIP): 1-800-342-9647

MyNavy HR

www.mynavyhr.navy.mil

MyNavy HR is the Navy's human resource center, which provides 24/7 information for the Sailors and their families. This resource includes information on the Pay and Personnel Management Department, which advises the Pay/Personnel Administrative Support System (PASS). The program interprets policies, develops and disseminates field procedures in support of federal statutes, legislative changes and Navy pay, personnel and transportation regulations originated from higher authority in support of active-duty service members, Reserves, retirees and their families.



Expert Tip

Sailors and their family members can make appointments for the DoD ID Card at idco.dmdc.osd.mil/idco.

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Additional resources include access to DoD benefits eligibility programs and management of the Navy's portion of the DoD Identification (ID) Card System, the Defense Enrollment Eligibility Reporting System (DEERS), the Real Time Automated Personnel Identification System (RAPIDS) and the common access card (CAC).

MyNavy Family App

www.applocker.navy.mil/#!/apps/A3E45417-7665-4E93-B703-659F6B34C404

The MyNavy Family application is the first tool by the U.S. Navy developed for Navy spouses and Sailors' families that combines authoritative information from more than 22 websites into a single, convenient application. Available information and resources cover a wide variety of topics within the following categories:



- ▶ New Spouse.
- ▶ Mentorship and Networking.
- ▶ Adult Education.
- ▶ Spouse Employment & Navy Civilian Career Opportunities.
- ▶ Legal Resources.
- ▶ Family Financial Planning.
- ▶ Parenthood.
- ▶ Special Needs Family Support.
- ▶ Moving & Relocation.
- ▶ Service Member Deployment.
- ▶ Emotional Support Resources.
- ▶ Healthy Living, Recreation, Lodging, Shopping and Travel.
- ▶ Family Emergencies.
- ▶ Transition & Retirement.
- ▶ Parents and Family Members of Sailors.
- ▶ Survivor Resources.

Naval Criminal Investigative Service

www.ncis.navy.mil

The Naval Criminal Investigative Service (NCIS) is the civilian federal law enforcement agency responsible for investigations of felony-level offenses affecting the Navy and Marine Corps. NCIS is comprised of about 2,000 personnel, with more than 1,000 serving as federal special agents.



- ▶ NCIS operates from 18 field offices and 191 satellite sites, including offices in 41 foreign countries and every Navy aircraft carrier.
- ▶ NCIS performs investigations and operations focused at identifying and neutralizing:
 - Foreign intelligence.
 - International terrorists.
 - Cyber threats to the Department of the Navy.
- ▶ Crimes investigated by NCIS include:
 - Rape.
 - Child physical and sexual abuse.
 - Burglary and robbery.
 - Theft of government and personal property.
 - Homicide.
 - Any non-combat death involving a naval service member where the cause of the death cannot be attributed to disease or natural causes.

Naval Services FamilyLine

www.nsfamilyline.org

Naval Services FamilyLine is a volunteer, nonprofit organization dedicated to empowering sea service families to meet military lifestyle challenges 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 has developed publications that support spouse mentoring courses across the globe:

- ▶ *Sea Legs: A Handbook for Navy Life and Service* provides information about life in the Navy, including benefits, services, deployment and military terminology.
- ▶ *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 XO.
- ▶ *Guidelines for the Spouses of Command Master Chiefs or Chiefs of the Boat* offers helpful hints and information for spouses of new command master chiefs (CMCs) and chiefs of the boat (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.
- ▶ *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 help you make sure all of your important documents are in order.
- ▶ *Guidelines for Navy Reserve Families* provides information to help Reservists and their families prepare for military life.

Naval Services FamilyLine has established specialized courses that provide spouses with information to answer questions and support them with understanding the military lifestyle.

- ▶ *Anchors Aweigh* is an online resource program providing spouses, parents and loved ones with information to help them navigate and understand the Navy lifestyle.
- ▶ *Naval Spouse Leadership Course* is an intense one-week executive-level course for spouses of COs, CMCs, COBs and command senior chiefs. The course provides the spouses with in-depth knowledge of the choices and contributions they make as a leadership spouse.
- ▶ *COMPASS* educates Navy spouses through mentorship by supporting them in understanding and meeting the Navy lifestyle's challenges.
- ▶ *CORE* is a volunteer spouse-led program that offers seminars, workshops and presentations dedicated to empowering spouses, educating their families and promoting the sea service lifestyle.
- ▶ *"Setting Sail"* is a 3.5 hour introduction to the full COMPASS Program.

Chapter 9: Information and Referral

Navy Housing

ffr.cnic.navy.mil/Navy-Housing

The mission of the Navy Housing program is to help service members find suitable, affordable and safe housing wherever they live worldwide.

Navy Housing Service Centers (HSCs) are located at most installations. HSC staff members are experts in providing housing services, finding homes, helping determine the needs of Navy families and matching priorities with the choices available.



Navy-Marine Corps Relief Society

www.nmcrs.org

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

- ▶ Active-duty or retired Sailors and Marines.
- ▶ Family members with a military ID card.
- ▶ Surviving spouses.
- ▶ Reservists on active duty of 30 days or more.



NMCRS services include:

- ▶ **Financial assistance and education.** Loans or grants are available to deal with emergency needs, such as:
 - Food, rent/mortgage, utilities and essential home repairs.
 - Establishing a new residence, including security and utility deposits.
 - Car expenses, such as repairs and insurance deductibles.
 - Medical expenses.
 - Military pay shortage/delayed entitlements.
 - Funeral expenses.
 - Pet travel for a PCS outside the continental United States (OCONUS).
- ▶ **Quick Assist Loans.** Emergency interest-free loans up to \$1,000 can be provided for eligible active Navy Marine Corps personnel. No appointment is necessary. Applicants must complete the Quick Assist Loan application and bring it to the nearest NMCRS office. Quick Assist Loans must be repaid within 12 months.
- ▶ **Education assistance.** Provided solely based on the applicant's financial need, in accordance with policies established by the NMCRS board of directors.
- ▶ **Money management services.** NMCRS offers one-on-one consultation on developing a budget, as well as classes on topics such as budgeting and ways to save.
- ▶ **Budget for Baby** is a workshop that helps you develop a family budget, gives tips on how to save money and introduces participants to other expectant Navy and Marine Corps parents. During the workshop, every participant receives a gift that includes a baby blanket handmade by a society volunteer.

- ▶ **Emergency travel assistance** may be available when traveling to see a sick or dying loved one. If approved for emergency leave, NMCRS may help with an interest-free loan.
- ▶ **Disaster relief** support is available if a service member's home is affected by a hurricane, tornado, flood or other disaster. Additionally, if the base is evacuated and families need to leave quickly, NMCRS can help by providing funds to pay for gas, lodging, food, diapers and baby formula.
- ▶ **Thrift shops.** Available at many installations, NMCRS thrift shops resell usable clothing, furniture, household goods and uniforms at a nominal cost. Thrift shops are managed by NMCRS volunteers.
- ▶ **Visiting nurse services.** Visits by NMCRS nurses are available by request at some locations to check on a newborn, change bandages or provide other medical advice and assistance to the homebound.

Region Legal Service Office

www.jag.navy.mil/legal_services/legal_services_locator_rlsso.htm

The Navy legal assistance program provides free assistance to uniformed service members, their family members and other eligible clients for some personal legal matters.

Services offered are subject to the availability of staff legal resources. Legal assistance is provided at all Region Legal Service Offices (RLSOs) and their detachments and branch offices. Attorneys counsel clients on numerous topics but will not advise on military justice issues or actions against the U.S. government. Examples 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.



School Liaison Program

www.dodea.edu/partnership/schoolliaisonofficers.cfm

SLOs 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 face due to frequent moves and extended deployments. Parents, school personnel and community members with questions about school-age military child education are encouraged to contact their local SLO.



Expert Tip

To find your local SLO, search the directory at www.dodea.edu/partnership.

Chapter 9: Information and Referral

The goals of the School Liaison Program are to:

- ▶ Identify barriers to academic success and develop solutions.
- ▶ Promote parental involvement and educate local communities and schools regarding the needs of military children.
- ▶ Develop and coordinate partnerships in education.
- ▶ Provide parents with the tools they need to overcome obstacles to education that stem from the military lifestyle.

SLOs:

- ▶ Serve as the primary point of contact for school-related matters.
- ▶ Represent, inform and assist commands.
- ▶ Assist military families with school issues.
- ▶ Coordinate with local school systems.
- ▶ Forge partnerships between the military and schools.

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 Programs' Youth Sponsorship Program to school districts serving Navy families.

SLOs provide seven core services:

- ▶ School transition services/PCS cycle support.
- ▶ Deployment support.
- ▶ Navigation of the special education system.
- ▶ Installation, school and community communications.
- ▶ Partnerships in education.
- ▶ Homeschool linkage and support.
- ▶ Postsecondary preparation.

TRICARE

www.tricare.mil

TRICARE is the health care program for active-duty service members and their 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 during pre- and post-mobilization. TRICARE is a fully integrated system that brings together the health care resources of the Army, Navy, Air Force, Marine Corps 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.



TRICARE provides a dental benefit, a pharmacy program and TRICARE For Life for most Medicare-eligible uniformed service retirees. There is also an Extended Care Health Option (ECHO) that can help with some of the costs associated with specialized medical equipment and services for those enrolled in EFMP. Mental health services are also available. Each TRICARE program has its own eligibility and enrollment requirements. Individuals must be

registered in DEERS to be eligible for any TRICARE benefit. Enrollment for TRICARE coverage is subject to location, eligibility category and the specific program requirements. Costs and enrollment fees differ by program.

Local Resources

Having a knowledge of local resources available to support are as important as the national resources. Do you know about resources specific to your area that could help your command families? Use the chart on Page 132 in the Appendix I: Activity Guide to document resources in your area.

Summary

As an ombudsman, customer service is an essential element of your role. Practicing your customer service skills with every interaction will help you develop positive working relationships with the command and family members.

Taking time to learn about the many resources available to help command family members cope with the challenges of the military lifestyle will support you in meeting their needs. Having those resources available in times of need is one of the most valuable services you can provide to service members and their families.



Expert Tip

Chapter 6: Customers and Customer Service provides you with customer service tips to incorporate with your command families.

Chapter 10: Ombudsmen and Deployment

KEY TERMS

CO – Commanding Officer

CST – Command Support Team

DRT – Deployment Readiness Training

FFSC – Fleet and Family Support Center

FRG – Family Readiness Group

OPTEMPO – Operations Tempo

POC – Point of Contact

TYCOM – Type of Command

Introduction

Deployment is a fact of life for Navy families. One of the key ombudsman roles is helping your command families and service members by providing them the necessary tools and resources to navigate the challenges of deployment. This chapter provides an overview of:

- ▶ The deployment cycle.
- ▶ The emotional cycle of deployment.
- ▶ Readiness and deployment strategies.

The Deployment Cycle

For service members and their families, deployments encompass more than just the time spent at sea or in a foreign country. There is a cycle that begins long before the ship or unit departs, and it continues beyond homecoming. For the different warfare communities—aviation, submarine, surface, expeditionary and special forces—the cycle may be different, but the overall process is the same. The deployment cycle consists of four phases: pre-deployment, deployment, post-deployment and reintegration. It is important to note that units with increased deployment operations tempo (OPTEMPO) may not complete each phase before the next deployment cycle.

Pre-deployment Phase

Before deployment, commands and units go through additional training to prepare for their upcoming missions. There is an increased OPTEMPO as equipment is tested and training intensifies. Service members may be gone for days or weeks at a time, returning home for brief periods before leaving again to continue training. This period, sometimes referred to as “work-ups,” can be stressful due to the uncertainty of the schedule. For families, this is the time to begin preparing for the longer separation of deployment.

Deployment Phase

The deployment phase begins with the departure of the ship or unit. Facing the extended separation can result in stress for both service members and their families. For service members, once the ship or unit has deployed, it becomes a time to focus on the mission at hand. For families, it is a time to adjust to the absence of their loved ones and develop a new “normal” for the duration of the deployment.

Post-deployment Phase

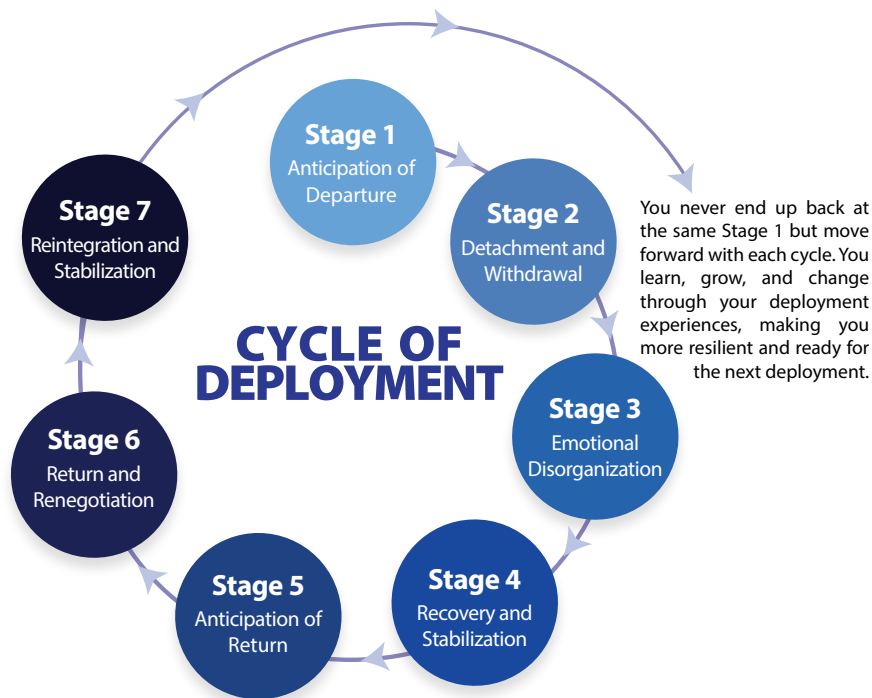
Once the ship or unit has returned, there is a brief respite before a return to normal duties. Service members may be able to take leave during this time, but it is important to remember that leave is determined by the needs of the command. There may also be opportunities for service members to attend training, as needed.

Reintegration Phase

The final phase of the deployment cycle. During this time, service members adjust to being home with loved ones and return to their customary routines and activities. This time can be stressful for service members and family members as everyone adjusts to being together again.

Emotional Cycle of Deployment

The emotional cycle of deployment is used in parallel with the deployment cycle because it describes the emotional and behavioral changes that may occur during a deployment. As an ombudsman, understanding this cycle and the common emotions for each stage can help you to support service members and their families as they adjust to the changes they will experience during deployment. Like the deployment phase, not every person experiences every phase of the emotional cycle of deployment. Some service members skip phases as their careers mature because they know what to expect.



Stage 1: Anticipation of Departure

This stage occurs four to six weeks before the planned deployment. Service members may be working extra hours to prepare for departure. The added stress of the extra working hours can result in tension at home and the challenge of finding time to complete personal tasks on the pre-deployment checklist.

Emotion and Behaviors

- ▶ **Couples:** Service members may feel guilty about leaving their families. Increased arguments and bickering are common, because these responses are used by couples to create distance emotionally in preparation of separation.
- ▶ **Children:** May be confused about the upcoming changes. Parents must be sure to tell their children about the deployment and reassure them they will be cared for in the service member's absence.
- ▶ **Single Sailors:** Are eager to put their training into action. They may also be concerned about the unknown aspects of the deployment.

Recommendations for Support

You can help command family members better prepare for this stage by providing information about deployment, tips for a successful deployment and sharing that what they are feeling is normal. Contact your local Fleet and Family Support Center (FFSC) for handouts and resources.

Stage 2: Detachment and Withdrawal

This stage usually takes place during the last week before deployment. This is a period of heightened anxiety and emotion. In many ways, this can be the most challenging stage.

Emotions and Behavior

- ▶ **Couples:** As service members become more psychologically prepared for deployment, sadness and anger may occur between couples to protect themselves from separation. Partners may stop sharing their thoughts and feelings with each other.
- ▶ **Children:** Children may be confused and upset with the deploying parent. Younger children may believe that their behavior may have caused the parent to leave.
- ▶ **Single Sailors:** Single Sailors are often working hard to get their affairs in order before they deploy.

Recommendations for Support

Help your command families by encouraging them to complete the preparation process. Provide the deployment checklist and referrals to resources that can support pre-deployment preparation. Take time to share resources for parenting classes and counseling, or the contact for the school liaison officer (SLO) to help with school issues.



Expert Tip

Be aware of your feelings regarding the upcoming deployment. Your emotions can affect the way you communicate with your command families.

Stage 3: Emotional Disorganization

This stage begins at the start of deployment and may last up to six weeks after departure. Family members are adjusting to the new changes at home. New routines are created as they assume new responsibilities.

Emotions and Behavior

- ▶ **Couples:** The routines have changed, and new ones have not been established yet. Individuals may feel disorganized, depressed and restless as they experience facing the total responsibility for family affairs.
- ▶ **Children:** May show signs of emotional upset. Schoolwork may suffer, and behaviors may regress.
- ▶ **Single Sailors:** May experience excitement for the new experience at first and then may become lonely or angry at the command for having taken them away from their family and friends.

Recommendations for Support

Take time to suggest to family members at home that they become involved with activities, such as the Family Readiness Group (FRG), community support groups and volunteer organizations. Make sure to share upcoming events in the area, especially those sponsored by Morale, Welfare and Recreation (MWR).

Stage 4: Recovery and Stabilization

This stage occurs when individuals settle into their new routines and realize that they can manage the family affairs. For spouses, a strong support network can reduce their stress and increase resiliency.

Emotions and Behavior

- ▶ **Couples:** Couples have become more comfortable in their roles and responsibilities. For those at home, they have established a sense of independence and freedom. They may have also developed increased confidence and a positive outlook.
- ▶ **Children:** May have adjusted to the new family dynamic and become comfortable with the routine.
- ▶ **Single Sailors:** May be at the point where the newness and adventure of the deployment has worn off and the monotony sets in.

Recommendations for Support

Suggest that family members set personal goals to achieve during the deployment. Encourage family members throughout the remainder of the deployment to continue to strive for and reach those goals. Share resources from the FFSC for employment, scholarships or MWR for local events or schedules.

Stage 5: Anticipation of Return

This stage typically begins about four to six weeks before the command is due to return home. The anticipation of homecoming may be tinged by anxiety as spouses consider their changing roles when the service member returns.

Emotions and Behavior

- ▶ **Couples:** The excitement and anticipation of being together again has arrived, in addition to the concern over the changes in the household. Spouses and partners may realize that they have not accomplished everything they wanted during the separation. They may also have taken on roles they do not want to give up, such as managing household finances. Returning service members may worry about whether they will be accepted or needed by their families.
- ▶ **Children:** Younger children will take cues from their caregiver. Older children may have similar feelings to their parents. They will be excited, joyous and often worried that they did not meet the expectations of the deployed parents.
- ▶ **Single Sailors:** Sailors are eager for time away from the command and may be concerned that friendships developed while on deployment may change when they return home.



Expert Tip

Encourage families to start having open communication regarding the homecoming expectations.

Recommendations for Support

You can support families by providing information about reunion and homecoming. Share resources from the FFSC and work with your FRG to set a schedule for homecoming briefs.

Stage 6: Return and Renegotiation

After the initial excitement of homecoming has passed, renegotiation occurs with the adjustment to new roles and routines. This can last from four to six weeks after the deployment ends. Tension and arguments may increase while everyone redefines their roles and responsibilities.

Emotions and Behavior

- ▶ **Couples:** Couples adjust their roles and responsibilities, as some spouses feel a loss of freedom and independence with the return of their partner. Each partner has had new experiences and has grown in different ways. It is important to be aware of each other's changes.
- ▶ **Children:** *Like adults, children need time to reestablish relationships. It is best for the returning parent to adapt to the existing routine and rules at first. Children may need time to become comfortable with approaching the returned parent for assistance.*
- ▶ **Single Sailors:** Have begun to renegotiate relationships with roommates, friends and family. They may choose to seek out new relationships.

Recommendations for Support

After the excitement of homecoming has ended, you may receive requests for support from families struggling to adjust. It is important to share resources, such as the FFSC, a counselor or chaplain for families as they work through their new normal.

Stage 7: Reintegration and Stabilization

This final stage may take up to six months to reach. Life has normalized as everyone has adjusted to the changes. Communication is key to successfully dealing with these challenges.

Emotions and Behavior

- ▶ **Couple:** Spouses feel more relaxed and comfortable with each other. There is a renewed sense of being a couple and family. Emotionally, couples are back on the same track and can enjoy the warmth and closeness of being together again.
- ▶ **Children:** Young children may worry about their parents leaving again. Schedule changes, such as duty nights, can become a challenge. Though they are delighted to have their family back together, older children may struggle with the discipline structure of two parents.
- ▶ **Single Sailors:** Begin to pursue interests outside work, such as athletics, furthering their education, hobbies and developing relationships.

Recommendations for Support

Now is the time to encourage families to highlight the lessons learned from the deployment. Discuss successful strategies that were developed during the time apart, which could be used for their next separation.

Helping Families Prepare for Deployment

Preparation is key for a successful deployment. Commands host events prior to their scheduled deployment to share helpful resources and prepare service members and their families for the upcoming separation. The pre-deployment event is an opportunity to introduce yourself to the command families and share how you can support them during the separation. It would be valuable for you to attend FFSC briefs for each of the deployment phases to help you better understand the experiences and needs that your command members may be experiencing.

Ombudsman's Role During Deployment

As the ombudsman, your role as the communication link between the command and families is critical. Both the commanding officer (CO) and the command families rely on you to share accurate and timely information.

Family Emergencies

Whether the service member is at home or on deployment, emergencies happen. You need to be familiar with the command procedures for notifying a service member if an emergency occurs while they are deployed. Ask the CO/POC how they wish to be notified of a family emergency.

- ▶ Do they wish to be called?
 - What type of an emergency deems a phone call?
- ▶ What are ways you can label emails to stand out as an emergency?



Check the appendix for sample pre-deployment checklists that can be shared with command families.

Chapter 10: Ombudsmen and Deployment

For family members, it is essential to encourage them to use the American Red Cross communication services or command channels to notify the service member about family emergencies. When using the proper command channels and the Red Cross, families ensure the command is aware of the emergency and can provide the service member with emotional support. If the situation requires the service member's return, commands may also be able to arrange it.

Integrating Command Personnel Component Families

During deployments, individuals who may not normally be assigned to your command are attached for support. For example, these individuals may be from foreign navy personnel, the U.S. Naval Academy, Navy ROTC midshipmen or aviation and special warfare detachments. It is important to check with your CO/POC to determine their expectations for integrating these families. Your CO/POC may ask you to:

- ▶ Respond to calls for information or emergencies.
- ▶ Provide the Careline number.
- ▶ Send copies of the ombudsman newsletter.
- ▶ Invite families to command and FRG functions.
- ▶ Keep families informed about homecoming events.

Teamwork is key, because we are all part of the Navy family. When groups of commands deploy together, one or more of the leadership spouses may organize a meeting or luncheon and invite the command support team (CST). This allows everyone an opportunity to meet, schedule social activities and coordinate homecoming festivities.

Command Communication

Before the command deploys, it is necessary to have a plan regarding communication. Make sure you:

- ▶ Are familiar with the CO's emergency leave policy and exceptions for verification.
- ▶ Are aware of the types of situations the CO and the command point of contact (POC) want to be informed about.
- ▶ Are provided with an emergency phone number for the command that is generally not made available to others.
- ▶ Have developed a plan for regularly scheduled email communications, Careline updates and social media posts.
- ▶ Have developed a plan to receive updated command rosters.
- ▶ Are aware of the command's mailing address.
- ▶ Are aware of the POC at the squadron, group or other command who can assist while the command is deployed.
- ▶ Have established details for the distribution of the command newsletter or other correspondence.

Homecoming

Preparing for homecoming is an exciting yet hectic time for service members and their families. You should maintain regular communication with the families to ensure a successful homecoming. As the ombudsman, your role is to relay important information about the homecoming event. However, you are not responsible for the planning of homecoming events. These are organized by the FRG.

Return-and-Reunion Briefs

At the request of the command, FFSC staff meet the ship and present return-and-reunion briefs for deployed service members aboard ship during the transit home. For submarines and land-based air squadrons, return-and-reunion briefs are provided at their last in-port availability. These briefs consist of:

- ▶ Singles Returning to Homeport.
- ▶ Reintegrating with Partners.
- ▶ Reintegrating with Children.
- ▶ New Parents.
- ▶ Reducing Reintegration Stress.
- ▶ Suicide Prevention.
- ▶ Sexual Assault Prevention and Response (SAPR) Post-deployment Brief.
- ▶ Post-deployment Touchpoint.
- ▶ Car Buying Strategies.

Homecoming Programs

If the command has an FRG, they will likely plan homecoming festivities. The ombudsman, FRG leader or a senior spouse may be asked to relay plans to the CO/POC for approval. The FRG leadership or a member of the CST should contact the FFSC or chaplain to schedule educational homecoming discussions for command families.

Homecoming and reintegration workshops help families reestablish connections with their service member by relearning face-to-face communication, celebrating growth, managing expectations and understanding operational stress. These briefs include:

- ▶ General Homecoming Brief.
- ▶ Reintegrating with Partners.
- ▶ Helping Children Navigate Homecoming.
- ▶ Homecoming for Kids.
- ▶ Homecoming for Teens.

Readiness and Deployment Stress Strategies

For Navy families, deployments are unavoidable and can increase stress levels. Being away from loved ones and at times stationed away from family, can be challenging. Many families have developed their own ways of coping with the extended separations. These include:

- ▶ Developing a support system.
- ▶ Establishing a plan when issues arise with the finances, vehicle maintenance and home maintenance.
- ▶ Creating a communication plan during separation.
- ▶ Setting goals and working toward them.
- ▶ Maintaining trust.
- ▶ Working on mental and physical health.
- ▶ Using available resources, such as the ombudsman.

Summary

Preparation is the key to deployment success for the command, service members and their families. Command leadership focuses on maintaining command readiness for deployment—training, equipment and safety. You can support family readiness by educating families about common emotions, helpful resources and coping strategies. This will ensure that service members and their families are prepared to successfully navigate the challenges of deployment.

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Chapter 11: Supporting Non-traditional Deployers

KEY TERMS

- CIAC** – Command Individual Augmentee Coordinator
- CO** – Commanding Officer
- CST** – Command Support Team
- DRT** – Deployment Readiness Training
- FAO** – Foreign Area Officer Community
- FFSC** – Fleet and Family Support Center
- IA** – Individual Augmentee
- OPTEMPO** – Operations Tempo
- POC** – Point of Contact
- SELRES** – Selected Reserve
- TYCOM** – Type of Command
- USFF** – United States Fleet Forces

Introduction

Not all deployments will follow the traditional cycle. You may encounter individuals and families that need support because they are experiencing a non-traditional deployment, such as the U.S. Navy Reservists, Foreign Area Officer Community (FAOs) or individual augmentees (IAs). During this chapter, you will discover:

- ▶ How the U.S. Navy Reserve, FAOs, and IAs support commands.
- ▶ The challenges families face when mobilizing.
- ▶ How to support families who are geographically dispersed.
- ▶ Various resources to support families during a non-traditional deployment.

Geographically Dispersed Families

There are a number of reasons that you may be called upon to support families that are not living with their Sailor or at their Sailor's homeport. For example, spouses sometimes choose to move away from homeport to be closer to their extended family/support system while their Sailor is on deployment. Other circumstances are when the service member is located away from the family, such as for recruiting duty, Reserve activation, IA assignments or overseas contingency operations (OCO). It can be challenging to help these families continue to feel a part of the command family and the Navy family because they may live outside the local area. You will need to ensure that you maintain a connection with families who are geographically dispersed by:

Expert Tip

Before you share information, it is important to gain approval from service members to contact individuals who are not listed on the command roster. There may be a reason the service member does not want to maintain contact with family members.

- ▶ Keeping them informed.
- ▶ Maintaining the Careline message.
- ▶ Using command-approved social media tools and updating them regularly.
- ▶ Distributing newsletters.
- ▶ Maintaining an email distribution list.
- ▶ Being available to respond to calls.
- ▶ Having a toll-free telephone number so families can contact you at no cost.

Foreign Area Officer Community (FAO)

The FAO Community is a dispersed community, serving in remote locations at embassies and fleets abroad. FAOs are assigned to one of the five geographic combatant command regions. When falling under Chief of Mission (COM/Ambassador) authority, FAOs serve in non-Fleet concentration areas.

Activated Reservists

The mission of the U.S. Navy Reserve is to provide strategic depth and deliver operational capabilities to the Navy, Marine Corps and Joint Forces in times of peace to war. In today's environment, this mission takes on added meaning and responsibilities because 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 active-duty Sailors.
- ▶ Veterans of other service branches.
- ▶ Personnel with no previous military experience.

When joining the Navy, individuals commit to eight years of service. Not all of the service must be completed on active duty. Part of the eight years may be spent supporting the Reserve force.

The Naval Reserve consists of:

- ▶ **Ready Reserve:** Trained service members who are ready to step in and serve whenever they are needed.
- ▶ **Standby Reserve:** Reservists who have transferred from Ready Reserve after fulfilling certain requirements established by law.
- ▶ **Retired Reserve:** Reservists who receive retired pay or are qualified for retired pay upon reaching 60 years of age.

When Navy Reservists are recalled to active duty for an extended period, the command they report to assumes responsibility for the Reservists and their families.

Chapter 11: Supporting Non-traditional Deployers

Challenges of Mobilization for Families

When a Reservist mobilizes, they are called into active duty. Mobilization brings challenges to service members and their families, including:

- ▶ Little or no time for preparation.
- ▶ Being unprepared practically, emotionally and financially for separation.
- ▶ Having little to no experience with the military lifestyle.
- ▶ Military support services that may be unavailable locally.

Mobilization Preparation

Prior to mobilization, Reservists and their families attend Deployment Readiness Training (DRT) to help them understand the challenges of deployment. During DRT, providers are available for families needing readiness support. Attendees receive information about military support agencies and programs. Representatives from the following are typically present:

- ▶ Administration.
- ▶ Pass and ID cards.
- ▶ Legal.
- ▶ TRICARE.
- ▶ American Red Cross.
- ▶ Chaplain.
- ▶ A representative who can address the Uniformed Services Employment and Reemployment Rights Act (USERRA) of 1994.
- ▶ The Fleet and Family Support Center (FFSC), if available in the area.
- ▶ Other agencies as invited by the command.

Ombudsman Support to Navy Reservists

If you are an ombudsman for a U.S. Navy Reserve command or unit, command family members are likely to be distant from your installation. Because Reserve duty is temporary, family members do not usually relocate with the Reservist.

Reserve ombudsmen must research available resources in the area in which their command family members live. Assistance may be available from other military installations. Information about resources can be found on the Military OneSource website at www.militaryonesource.mil.

It is critical to use technology for the timely distribution of important information for family members. Discuss the use of approved social media pages, toll-free phone numbers, voice-mail, computers, etc., with your CO/POC.

The gaining command assumes responsibility for the Reservist and their family members. At the time the gaining command assumes responsibility, the service member may have two ombudsmen supporting their needs. At the discretion of the respective COs, the two ombudsmen may agree to share responsibility for those family members who do not accompany the Reservist to the area of active-duty assignment. Ombudsmen should:

- ▶ Work with the CST to establish and administer family readiness programs.
- ▶ Advise Reservists and their family members to use the mobilization checklist to support their preparation.



Note

Check out Appendix VI: Ombudsman Forms for the *Sample Activation Mobilization Checklist*.



Note

Make sure to review Chapter 7: Mastering Communications for tips.

Due to the duration of a Reservist's active-duty time, their entitlement to some services may change. Details on those changes and eligibility can be found at the DoD Manpower and Reserve Affairs website at prhome.defense.gov/Home/Organization/MRA.

Before mobilization occurs:

- ▶ Understand the command's mobilization plans and processes. Ensure that contact information for the Reserve ombudsman and the gaining command's ombudsman are included in mobilization packages.
- ▶ Be able to refer Reservists' families to mobilization information, such as the Reserve integration section of the DoD Manpower and Reserve Affairs website at prhome.defense.gov/Home/Organization/MRA/RI/.
- ▶ Network with the Reserve ombudsman and other ombudsmen 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 ombudsmanregistry.cnic.navy.mil.

Individual Augmentees

In an IA deployment, a service member receives orders to deploy individually or with a small group to augment a different unit or branch of service. This is different from deploying with a ship, a squadron or an entire unit. An IA can be active duty or Reserve, volunteer for IA deployment or be selected for deployment. Special training is required for IAs before their deployment, so service members may be taken away from home for an extended period. The Navy IA Sailor life cycle includes four phases:

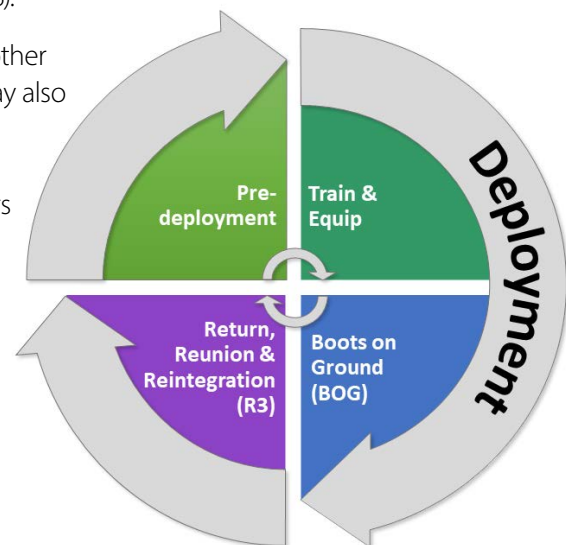
- ▶ Pre-deployment.
- ▶ Train and Equip.
- ▶ Boots on the Ground (BOG).
- ▶ Return, Reunion and Reintegration (R3).

IA assignments can be used to support another command as needed. Service members may also be called upon to augment other branches of the military, primarily the Army and the Marine Corps. Sailors are supporting Soldiers and Marines on the ground anywhere they are needed in support of the Overseas Contingency Operations Support Assignment (OSA).

Parent Command Roles and Responsibilities

Parent commands will:

- ▶ Assign a command individual augmentee coordinator (CIAC), who maintains monthly contact with the IA Sailor.
- ▶ Acknowledge those serving in IA assignments in the command plan of the day (POD).
- ▶ Touch base with IA Sailors and/or their families.



Chapter 11: Supporting Non-traditional Deployers

- ▶ Arrange welcome home ceremonies 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 through 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

When working with IA Sailors and family members, you should:

- ▶ Understand the unique aspects of the 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. Document contacts for inclusion in the Ombudsman Registry.
- ▶ Communicate with CIACs and know who the IA Sailors are at their commands.
- ▶ Inform the CO/POC 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 Expeditionary Combat Readiness Center (ECRC) via its:
 - IA Family Helpdesk: ecrc.fs.fct@navy.mil.
 - IA family support’s toll-free line: 877-364-4302.
- ▶ Ensure IA families are aware of the U.S. Fleet Forces Command USFF IA website at www.usff.navy.mil/ia/.

IA Resources

You can help IA service members’ families by explaining the IA process and connecting them with appropriate resources. There are several organizations that have a major role in the IA deployment process and family support:

- ▶ U.S. Fleet Forces Command (USFF).
- ▶ Navy Expeditionary Combat Command (NECC).
- ▶ ECRC.
- ▶ Navy-Marine Corps Mobilization Processing System (NMCMP5).
- ▶ CIAC.
- ▶ FFSC.

IA Support

U.S. Fleet Forces Command

www.usff.navy.mil/ia

The USFF provides a step-by-step process to navigating the mobilization as an IA. Their guide provides service members and their families details on expectations during the phases of the IA life cycle, resources, FAQs, and policy and guidance.



Family resources can be found at www.usff.navy.mil/Organization/Headquarters/Individual-Augmentees/Resources/Family-Resources.

Navy Expeditionary Combat Command

www.necc.usff.navy.mil

NECC manages readiness, resources, training and equipping of the Navy's expeditionary forces. These include:

- ▶ Explosive Ordnance Disposal (EOD).
- ▶ Maritime Expeditionary Security Forces (MESF).
- ▶ Navy Expeditionary Logistics Support Group (NAVELSG).
- ▶ Navy Expeditionary Intelligence Command (NEIC).
- ▶ Navy Expeditionary Warfighting Development Center (NEXWDC).
- ▶ Naval Construction Forces Seabees (NCE).



Expeditionary Combat Readiness Center

The ECRC provides support to IA service members and their families. ECRC:

- ▶ Is the Navy Mobilization Processing Site (NMPS) for IA service members.
- ▶ Helps service members complete screening certification and onward training.
- ▶ 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.



Note

A proactive and involved CIAC can mean the difference between a positive and a negative IA tour by answering questions and providing assistance, when needed.

Command Individual Augmentee Coordinator

A CIAC (pronounced "kayak") is the essential link between the parent command and the IA Sailor and their family. Important facts about the CIAC include:

- ▶ The CIAC does not replace the command ombudsman but works with the ombudsman to support the command's IA Sailors and their families.
- ▶ The CIAC should be the first POC for IA Sailors and their families if they have questions or problems at any time during their IA deployment.
- ▶ The CIAC should also be the command's subject-matter expert in all areas that relate to IAs. CIACs will ensure that their IA Sailors are prepared for deployment, supported throughout the deployment cycle and welcomed home, as directed in IA Gram 5 (NAVADMIN 099/09, *Individual Augmentation [IA] Gram #5—Assignment of Command Individual Augmentee Coordinator*).
- ▶ CIACs will inform the CO of any issues affecting their IA Sailors and families.

Overseas Contingency Operations Support Assignments

Service members who volunteer and are selected for OSA billets will receive orders that take them from their parent command to their check-in site (NMPS), through training and into a country for their assignment. Upon completion of the assignment, the member will return to their parent command.

The OSA business policy process and procedures are outlined in NAVADMIN 334/10, *Individual Augmentation (IA) Gram 08: Individual Augmentation Overseas Contingency Operations Support Assignment (OSA) Business Rules for Enlisted Personnel*.

Support Programs for Non-traditional Deployers

Become familiar with support programs for non-traditional deployers. These include programs at FFSC and Military OneSource as well as specialty support for service members and their families to prepare for and cope with non-traditional deployment and mobilization.

Fleet and Family Support Program

ffr.cnic.navy.mil/Family-Readiness/Fleet-And-Family-Support-Program



The Fleet and Family Support Program (FFSP) promotes resiliency in service members and their families, supports mission readiness and helps build a network of services through community outreach and partnership. The FFSP offers service members and their families support services when and where they are needed through 80 service delivery sites worldwide. Encourage command families to take advantage of the services provided through their local FFSC.

Yellow Ribbon Program

www.yellowribbon.mil



The Yellow Ribbon Reintegration Program is a DoD-wide effort to support National Guard and Reserve members and their families by connecting them with resources throughout the deployment cycle.

The Yellow Ribbon Reintegration Program works with the Departments of Labor and Veterans Affairs (VA), the Small Business Administration, veterans service organizations and the American Red Cross to help service members and their families access benefits and services. The program provides help with entitlement subjects and issues, including:

- ▶ TRICARE benefits and dental plans.
- ▶ Referrals to counseling services, such as financial counseling and child and youth counseling services.
- ▶ VA benefits and VA enrollment.
- ▶ Substance abuse awareness and counter-drug programs.
- ▶ Safety awareness.
- ▶ Domestic violence and sexual assault awareness.

Note

Descriptions of types of commands supported is in Appendix III: Understanding Commands.

Expert Tip

Encourage families to follow the Fleet and Family Support Program (FFSP), Commander, Navy Installations Command (CNIC) and Fleet and Family Readiness (FFR) programs on social media accounts for resources and support.

- ▶ Emotional, psychological and behavioral services.
- ▶ Marriage and singles enrichment.
- ▶ Employment issues.

This is accomplished through Yellow Ribbon Reintegration Program events, which are held in every state. Most events involve group sessions and offer the chance to speak one-on-one with service providers, giving service members immediate access to professionals who can help answer their questions.

Returning Warrior Workshop

The Returning Warrior Workshop (RWW) is available to Reserve Component and active-duty Sailors who have served as IAs. Participants learn how to overcome the challenges of returning to civilian life. Events are 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.

Qualifying participants include Reserve and active-duty Sailors who have served as IAs and one guest per Sailor. The guest can be a spouse, significant other, close family member or friend.

Facilitators lead warriors and their guests through presentations and tabletop discussions that address returning home from extended deployments, post-combat stress and transition to civilian life. The goals of RWW include:

- ▶ Honoring the warrior and the warrior's guest for their service. Providing information about the resources available for the family that will assist with reintegration into civilian life.
- ▶ Raising awareness about the symptoms associated with combat stress and providing the service 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.
- ▶ Why I Want to Go Back.
- ▶ Stress Management.

RWW is held at locations nationwide throughout the year to welcome returning warriors and help them reintegrate with civilian life.

Summary

Whether you directly support a Reserve command or if your command has individuals who support their mission, it is critical to understand resources that will support the service member and their families as they experience a deployment. Take time to discover local resources that will help them cope with the challenges of deployment.

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Chapter 12: Responding to Those in Crisis

KEY TERMS

CACO – Casualty Assistance Calls Officer

CO – Commanding Officer

CPS – Child Protective Services

DCS – Department of Child Services

DoD – Department of Defense

I&R – Information and Referral

FAP – Family Advocacy Program

FFSC – Fleet and Family Support Center

SAPR – Sexual Assault Prevention and Response

SARC – Sexual Assault Response Coordinator

UCMJ – Uniform Code of Military Justice

VA – Victim Advocate

Introduction

Though most of the contacts from your families will be requests for information and referral (I&R), you need to be prepared to support and respond to individuals who contact you in crisis. This chapter will help you to understand:

- ▶ Crises that military families might encounter, specifically:
 - Domestic abuse.
 - Child abuse/neglect.
 - Sexual assault.
 - Suicide.
 - The death of a loved one.
 - A military-related death.
- ▶ Your response to these crisis situations.

Crisis

A crisis can occur to anyone at any time. As a trusted source of information, military families may come to you for assistance in a crisis. It is important to quickly identify a crisis situation and your role in supporting that individual or family. A crisis can best be explained as a time of intense difficulty, trouble or danger.

Your Role in a Crisis

Handling crisis situations may be new to you. As a result, you may feel anxious or nervous about how to handle them, and it is natural to have those feelings. People are hard-wired to go into “fight or flight” mode to protect themselves when their safety is disrupted or they receive shocking news. This makes it difficult to remain calm and to make good, sound decisions. It is imperative as an ombudsman to stay calm, so that you can offer constructive support to those affected.

Your role is to identify when an individual is in crisis and provide I&R. The three steps that you can take include:

- ▶ Recognizing the crisis.
- ▶ Referring the person in crisis to the appropriate resource for assistance.
- ▶ Reporting crisis incidents as required by law, military directives and your commanding officer (CO).

Ombudsman’s Role in a Crisis



While supporting an individual in crisis, having guidelines on how to act is crucial to your success.

Helpful Behaviors in a Crisis	Harmful Behaviors in a Crisis
Use a soft, calm voice.	Giving advice or opinions unless asked.
Listen to the person and express genuine concern.	Reasoning or arguing with the person.
Ask how you can help them.	Joking or laughing.
Be patient.	Promising to keep it a secret. If the situation requires disclosure, you will have to break that promise.
Say “I want to help” or “I am here for you.”	Assuming or saying, “I know how you feel.”

You may need to take a more direct role in emergencies. Examples include:

- ▶ If the individual is in danger (i.e., an attacker is still present or a threat of harm was made).
- ▶ The individual is so overwhelmed they have limited or no ability to care for themselves.
- ▶ The individual is injured.

In these circumstances, calling 911 or base security is appropriate to keep the individual safe from harm or the threat of harm.

Types of Crisis

To provide effective support, you must familiarize yourself with the types of crisis contacts you may encounter, crisis warning signs and your role once informed. Because you have mandatory reportables, you must notify your CO/POC when informed of the crisis contact. There are additional support resources to provide for the individual in need during a crisis.

Domestic/Intimate Partner Violence

Domestic Violence

An offense under the U.S. Code, the Uniform Code of Military Justice (UCMJ), or state or local law involving the use, attempted use, or threatened use of force or violence against a person, or a violation of a lawful order issued for the protection of a person, who is one or more of the following:

- ▶ A current or former spouse.
- ▶ A person with whom the alleged abuser shares a child in common.
- ▶ A current or former intimate partner with whom the alleged abuser shares or has shared a common domicile.
- ▶ A person who is or has been in a social relationship of a romantic or intimate nature with the accused and determined to be an intimate partner.

Domestic Abuse

Domestic violence, or a pattern of behavior resulting in emotional or psychological abuse, economic control or interference with personal liberty that is directed toward a person who is one or more of the following:

- ▶ A current or former spouse.
- ▶ A person with whom the alleged abuser shares a child in common.
- ▶ A current or former intimate partner with whom the alleged abuser shares or has shared a common domicile.
- ▶ A person who is or has been in a social relationship of a romantic or intimate nature with the accused and determined to be an intimate partner.

Intimate Partner (Violence)

Within the context of eligibility for FAP services, a person who is or has been in a social relationship of a romantic or intimate nature with the alleged abuser, as determined by the length of the relationship, the type of relationship and the frequency of interaction between the person and the alleged abuser. An intimate partner is informed by, but not limited to, the totality of factors such as:

- ▶ Previous or ongoing consensual intimate or sexual behaviors.
- ▶ A history of ongoing dating or expressed interest in continued dating or the potential for an ongoing relationship (e.g., a history of repeated break-ups and reconciliations).
- ▶ Self-identification by the victim or alleged abuser as intimate partners or identification by others as a couple.
- ▶ Emotional connectedness (e.g., the relationship is a priority, partners may have discussed a future together).
- ▶ Familiarity and knowledge of each other's lives.



Note

Reminder: Mandatory reportables in the Navy are not to be confused with a legally mandated reporter in civilian terminology. Ombudsmen are not held to the same legal standards as social workers or health care professionals. They have mandatory reportables only under Navy mandates.

Signs

There are many different forms of abuse, and the definition of abusive actions can vary depending on the agency making the determination. The DoD has adopted a universal set of criteria and definitions based on definitions used in all 50 states and the District of Columbia. These criteria include four types of abuse: physical, emotional, sexual and neglect.

Physical

- Hitting or slapping.
- Pushing or shoving.
- Grabbing or yanking of the limbs or body.
- Scalding or burning.
- Poking.
- Hair pulling.
- Poisoning.
- Stabbing.
- Scratching.
- Pinching.
- Applying force to the throat.
- Strangling or cutting off the air supply.
- Restraining.
- Shaking.
- Throwing.
- Biting.
- Kicking.
- Holding underwater.
- Using a weapon.

Emotional

- Berating, disparaging, degrading or humiliating.
- Interrogating.
- Restricting the victim's ability to come and go freely.
- Obstructing access to assistance.
- Threatening.
- Harming or threatening to harm people/things the victim cares about (e.g., children, self, other people, pets and property).
- Restricting access to or the use of economic resources.
- Restricting access to or the use of military services (including, but not limited to, taking away a military ID card).
- Isolating someone from their family, friends or social support resources.
- Stalking.
- Trying to make victim think they are mentally ill (or make others think that the partner is mentally ill).
- Interfering with adaptation to American culture or the military subculture.

Chapter 12: Responding to Those in Crisis

Sexual

- Use of physical force to compel a partner to engage in a sexual act or sexual contact against their will.
- Use of a physically aggressive act or the use of one's body size or strength or an emotionally aggressive act to coerce a sexual act or sexual contact.
- A sexual act or sexual contact involving a person who is unable to provide consent (due to illness, disability, being asleep, being under the influence of alcohol or other drugs or other reason).

Neglect

- Withholding access to medical, mental health or dental care.
- Withholding appropriate nourishment.
- Withholding access to shelter, clothing or hygiene.

Cycle of Violence

The cycle of violence provides a display of how domestic abuse often, but not in all cases, becomes a pattern. The cycle encompasses three stages:

Stage 1: Tension Building

- ▶ Stress builds.
- ▶ Victim senses danger.
- ▶ Minor conflict may occur.
- ▶ Victim hopes that things will get better.

Stage 2: Violent Episode

- ▶ Abuser blames victim for the abuse.
- ▶ Victim may escape and return after abuse ends.
- ▶ Serious injury or death may occur.

Stage 3: Honeymoon Phase

- ▶ Abuser feels remorseful, ashamed and guilty.
- ▶ Abuser seeks forgiveness and may be kind, loving and may promise to get help.
- ▶ To cope, victim denies and minimizes the abuse and hopes for change.
- ▶ May last days, months or years.



Your Role

When informed of an allegation or suspicion of domestic/intimate partner violence, you should immediately:

- ▶ Notify your CO/POC.
- ▶ Report the incident to the Family Advocacy Program (FAP) case manager, victim advocate or Family Advocacy representative (FAR) at your nearest installation's Fleet and Family Support Center (FFSC).

Note

In cases where victims are not near a Navy installation, report to a FAP case manager at any military branch closer to victim.

- ▶ If there is imminent danger, they must contact base security/law enforcement.
- ▶ If the incident was witnessed by or involved a child, then they must contact child protective services (CPS).

If you suspect domestic/intimate partner violence, advise the individual that support is available and provide a warm hand-off to the local FAP.

Child Abuse/Neglect

Child abuse is defined as:

- ▶ Physical abuse.
- ▶ Sexual abuse.
- ▶ Emotional abuse.
- ▶ Neglect.

The abusive act is by a parent, guardian, foster parent or caregiver, whether from within or outside the family unit, under circumstances where the child's welfare is harmed or threatened. Such acts by a sibling or other family member must be deemed to be child abuse only when the individual providing care is under express or implied agreement with the parent, guardian or foster parent.

Signs

The earlier child abuse is caught, the better the chance of recovery and appropriate treatment for the child. Child abuse is not always obvious, and children might not have the vocabulary to disclose abuse or neglect or may be afraid to tell someone. By learning some common warning signs of child abuse and neglect, you can catch the problem as early as possible and get 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 (i.e., extremely compliant, extremely demanding, extremely passive or extremely aggressive).
- ▶ Frequent injuries or unexplained bruises, welts or cuts.
- ▶ Lack of proper nutrition.
- ▶ Chronically dirty or unbathed.
- ▶ 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 their age, or seductive behavior.

Chapter 12: Responding to Those in Crisis

Your Role

When allegations or suspicions of child abuse and neglect come to your attention, you must:

- ▶ Notify the FAP manager. The FAP will also inform the service member's command and law enforcement officials.
- ▶ Notify the CO/POC.
- ▶ A call may also be necessary to Child Protective Services (CPS) or Department of Child Services (DCS). There are several states that require all persons with suspicion of child abuse/neglect to make a report to CPS/DCS. Several states with this requirement have a Navy presence. In these cases, an ombudsman will make this additional call and report.
- ▶ Call 911 or base security if you believe the child is in imminent harm or danger.

A child's safety and well-being are protected by law. All U.S. states and territories have mandatory child abuse and neglect reporting statutes. All Department of Navy personnel, as well as ombudsmen, must report any suspected child abuse to the FAP and to CPS, if the state laws apply.

Ombudsmen must inform the family member of the requirement to report child abuse and neglect.

Making a Report to the FAP

When making a report to the FAP, the following information is needed:

- The names of those involved.
- The type of abuse.
- Information about the situation (e.g., description of abuse allegations, any visible or reported injuries and/or the victim's perceived current safety).
- Contact information for the family, such as a name, address or command.

Sexual Assault

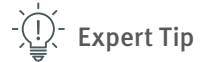
You may be contacted by someone who has been the victim of a sexual assault. It is important for you to know how to respond to the victim and to be familiar with the resources available to assist.

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

Sexual assault is an offense under the Uniform Code of Military Justice (UCMJ) and includes:

- ▶ Rape.
- ▶ Sexual assault.
- ▶ Aggravated sexual contact.
- ▶ Abusive sexual contact.
- ▶ Forcible sodomy (forced oral or anal sex).
- ▶ Attempts to commit these acts.

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 intimate partner. The attacker may be a stranger or could be multiple people involved in one incident.



Expert Tip

If you are unsure of your state laws in regard to reporting to CPS/DCS, always err on the side of caution and make the call to CPS/DCS. When making the report to CPS/DCS, provide them with the same information you provide to FAP and the CO/POC. For clarification on your individual state's requirements, check with your local FFSC.

Signs

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. Remember, it is not the ombudsman's job to determine whether an assault occurred but to be supportive and provide appropriate support.

Your Role

Note

Victims should be aware of your reporting obligation and understand that even with command/CO notification of assault, the victim will retain their reporting options even with the CO/Command's knowledge of the assault.

If a sexual assault is disclosed to you, you must:

- ▶ Call 911 or base security, if the victim is currently in danger or has received a threat of imminent danger.
- ▶ Immediately assist the victim by providing a warm hand-off to the nearest Sexual Assault Prevention and Response (SAPR) victim advocate (VA) or sexual assault response coordinator (SARC). SAPR VAs and SARCs are trained professionals who can provide specialized support and advocacy and can discuss reporting options with the victim.
- ▶ Notify your CO/POC that you received a report and the steps you took to connect the victim to help.
 - Provide the CO/POC and SARC with all of the information that was disclosed about an alleged assault, including personal information.

Note

You would not need to report if the person did not disclose an assault. If a person is seeking sexual assault resources and did not disclose an assault, the ombudsman will provide the requested resources and offer a warm hand-off.

Adult victims of sexual assault have two reporting options – Restricted and Unrestricted. You need to be aware of the reporting options for victims of sexual assault. However, it is best to allow the SAPR VA or SARC to discuss specifics with the victim.

Restricted Report

- ▶ Allows a victim to receive medical treatment, advocacy, counseling or other human services without triggering an official investigation.

Unrestricted Report

- ▶ Allows a victim to receive medical treatment, advocacy, counseling or other human services and pursue an official command or criminal investigation and request military protective orders.

According to a deputy secretary of defense (DSD) memorandum issued Nov. 10, 2021, sexual assault victims are eligible to file Restricted Reports even if they disclosed the incident to their commander or to personnel in the chain of command, which includes the ombudsman.



Note

DSD Memorandum Updates to Department of Defense Policy and Procedures for the Sexual Assault Prevention and Response Program and Adult Sexual Assault Investigations and SAPR policy information can be found at www.sapr.mil/policy.

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If the victim is contacting you over the telephone, you will need to take down some critical information, such as:

- ▶ The victim's name.
- ▶ The victim's location.
- ▶ The phone number they are calling from, in case the connection is interrupted.
- ▶ Whether they are safe or able to get to a safe place.
- ▶ Whether they need medical attention.
- ▶ Whether they are alone or have someone with them.

You should connect the victim to the SAPR VA or SARC before the end of the call unless the victim says they are unsafe or need medical attention. In those cases, immediately call emergency services. Offer to follow up with the caller within 24 hours to demonstrate concern and to ensure assistance was provided.

Suicide

You may get a call from a person who is so overwhelmed by their current situation that they are considering suicide and have you asked for help. The following will help you recognize the signs and how to best assist these individuals.

Many will not say they are contemplating suicide, and it will be your role to try and better assess the situation and address what the caller may be experiencing.

The DoD defines suicide as "a death caused by self-directed injurious behavior with an intent to die as a result of the behavior." Ideations are thoughts, considerations or plans of suicide. Attempts are non-fatal, self-directed, potentially injurious behavior with the intent to die. Suicide-related behaviors include preparatory acts (i.e., collecting pills for an overdose or acquiring a firearm), as well as suicide attempts and death.

Signs

Suicide is complicated and tragic, and it is often preventable and treatable. Learning to recognize the warning signs and how to get help can save lives.

The phrase IS PATH WARM can help you remember the signs of suicide.

- I Ideation** – Thoughts of suicide are expressed.
- S Substance Abuse** – Increased or excessive alcohol or drug use.
- P Purposeless** – feels no sense of purpose or meaning in life.
- A Anxiety** – Anxious; immense feeling of being overwhelmed.
- T Trapped** – feeling there is no way out of the situation.
- H Hopelessness** – lost hope in self, others, the future.
- W Withdrawing** – from family, friends, unusual activities.
- A Anger** – rage or uncontrolled anger; seeks revenge.
- R Recklessness** – risky behavior; no regard for consequences.
- M Mood Change** – Dramatic changes in mood; unstable mood.



Expert Tip

Keep a copy of the IS PATH WARM handout, located in the appendix, near your call log to review if needed.

Other signs and behaviors may include:

Talking About	Feeling	Changing Behavior
Wanting to die.	Empty, hopeless, trapped or having no reason to live.	Making a plan or researching ways to die.
Great guilt or shame.	Extremely sad, more anxious, agitated or full of rage.	Withdrawing from friends, saying goodbye, giving away important items or making a will.
Being a burden to others.	Unbearable emotional or physical pain.	Taking dangerous risks, such as driving extremely fast.
		Displaying extreme mood swings.
		Eating or sleeping more or less.
		Using drugs or alcohol more often.

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There are difficult times that may increase someone's risk for suicide. These times include:

- ▶ After a death.
- ▶ The loss of a relationship.
- ▶ Financial or professional difficulties.
- ▶ Criminal or legal problems.
- ▶ Serious illnesses or chronic pain.
- ▶ Violence victimization or perpetration.

Your Role

Do not worry about using the right words if you get a call from a potentially suicidal person. More important is the concerned tone of voice you use and your knowledge of resources to help the caller.

If you suspect someone is at risk for suicide, remember to ACT!

- A** **ASK** – Ask directly, "Are you thinking of killing yourself?"
- C** **CARE** – Listen without judgment. Show that you care.
- T** **TREAT** – Get the person immediate assistance.

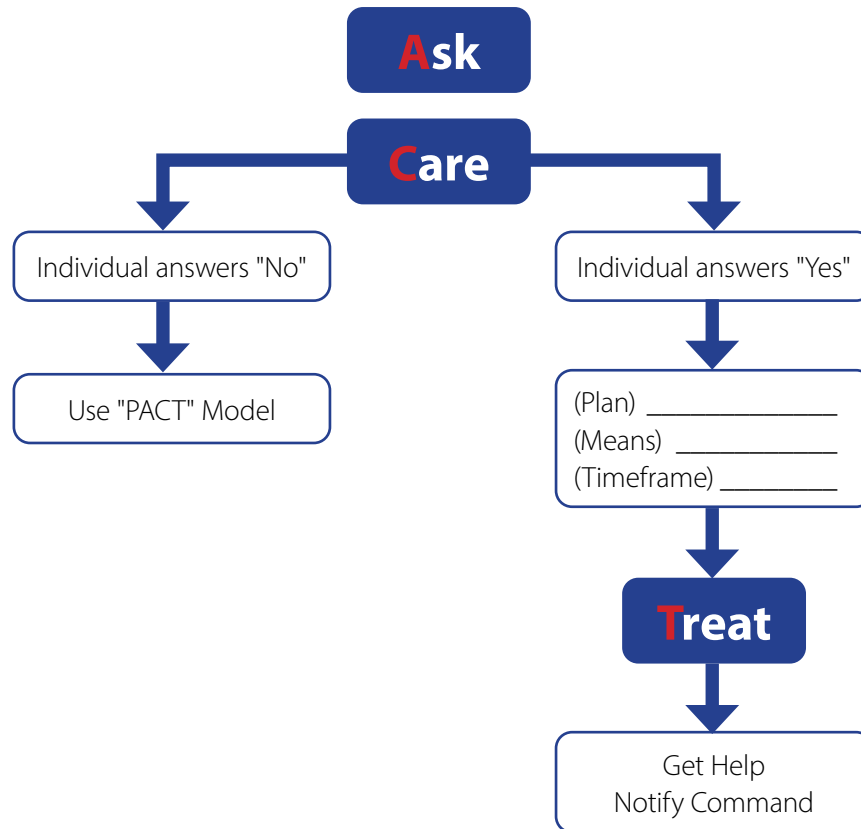
- ▶ Take all talk, thought or other behaviors of suicide seriously. Immediately alert the CO/POC.
- ▶ Call 911 or base security. Do not leave the person alone. Stay with them or stay on the phone and locate another phone to call for help.



Note

The National Suicide Prevention Lifeline is an important suicide crisis response tool that is available 24 hours a day, seven days a week. It is available to anyone in suicidal crisis or emotional distress. Dial 988 and press 1 for the military crisis line. For more information, visit their website at [988lifeline.org](https://www.988lifeline.org).

Possible Suicide Caller



ASK

- ▶ Are you having thoughts of suicide?

Asking the question does not put the idea in someone's head. This demonstrates to the individual that they are being taken seriously, that is OK to talk about their pain and that help is available. Many times, they will simply say they are not thinking about harming themselves.

If they say "no," use the PACT model from Chapter 9: Information and Referral to help the caller create a plan for dealing with the situation.

If they say "yes," move to CARE.

CARE

Allow the individual to vent. Be sympathetic, nonjudgmental, patient, calm and accepting. Remind them that you care and offer reassurance that suicidal feelings are temporary; problems can be solved.

Ask:

- ▶ Have you thought about how you would do it? (Plan)
- ▶ Do you have access to what you need (i.e. gun, drugs, or knife)? (Means)
- ▶ Have you thought about when you would do it? (Time frame)

Chapter 12: Responding to Those in Crisis

TREAT

If it seems that a suicide is imminent:

- ▶ Seek professional help immediately – Call 911 or 988 – the National Suicide Prevention Lifeline.
- ▶ Do not leave the caller alone. While staying on the phone, locate another phone and call 911 or base security to send help. Do not attempt to go to the individual; rather try to stay on the phone until help arrives.

Death of a Loved One

You may be contacted to help a family member deal with the death of a loved one. Losing a parent, child, spouse or pet can be devastating. Many Sailors and their families are young and have not experienced the death of a loved one before.

The Five Stages of Grief

According to Elisabeth Kübler-Ross, a psychiatrist who wrote extensively about death and dying, there are five stages associated with grieving:

1. Denial.
2. Anger.
3. Bargaining.
4. Depression.
5. Acceptance.

Not everyone goes through all of the stages. The stages are often experienced in sequence, but individuals can experience these feelings in a different order and may repeat some stages as grief is processed.

Denial

Upon hearing about a death, the most common reaction is shock and disbelief:

- ▶ “That is not possible.”
- ▶ “There must be some mistake.”
- ▶ “You must have the wrong person.”

For many people, time seems to stand still while they attempt to process the news. Denial helps people to cope with the shock of their loss.

Anger

Anger may quickly set in. It may be directed at the messenger who delivers the news, the doctor, even the person who died. 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.

Bargaining

People in crisis will make attempts to negotiate, either with another person involved, with God or a higher power:

- ▶ "Please give me one more chance and I promise things will be better."
- ▶ "I will change."
- ▶ "If you will reverse this, than I will..."

No matter what is said or done, things will never go back to the way they were before.

Depression

Although this phase is referred to as depression, it is more accurate to describe it as a combination of loss and loneliness. It may seem that this feeling will last forever. This intense sadness can leave an individual with little energy for work, chores, child care or outside activities. It is important to remember that this depression is a normal reaction to a great loss, not an indicator of mental illness.

Acceptance

At first, many people want to maintain life as it was before a loved one died. In time, they see that life has been changed and they must readjust. In time, and with support, individuals come to terms with the reality of the situation, recognize it as a fact and gradually let go of the intense grief and move beyond suffering. 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 grief for years, with varying frequency and intensity.

Signs

When someone loses a loved one, they will experience grief. The most common initial sign of grief is shock and disbelief. For many people, time seems to stand still while they attempt to process the news. Denial helps people to cope with the shock of their loss. Anger and depression are other common reactions to hearing about the death of a loved one.

There is no timeline or "one-size-fits-all" reaction for grief. Each person's experience is unique. For some, a few weeks or months' time brings a sense of peace and renewed hope; others experience grief for years, with varying frequency and intensity.

Your Role

You are a trusted source of support for someone experiencing grief. Listening, offering words of care and respecting the grieving process can all be ways to provide emotional support.

You should also notify the CO/POC of the death. The American Red Cross provides emergency messages for military members and their families if the service member is deployed. The American Red Cross can be reached at 1 (877) 272-7337. Submit an assistance request online at saf.redcross.org/css or download the free mobile application *Hero Care* for iPhone and Android devices.



Note

Refer to the list of helping and harming behaviors for tips on supporting an individual in grief.

Chapter 12: Responding to Those in Crisis

Military-related Deaths

You may be contacted by a person whose loved ones die as a result of combat, a training exercise or other military-related incident.

Signs

The signs and reactions from a military-related death are similar to the grieving process described in the previous section. However, there may also be other reactions due to the sensitive nature of military actions and in the interest of national security. Family members may:

- ▶ Become 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, such as 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; they may only reclaim body parts or have nothing to bury or cremate.
- ▶ Feel guilty about something they did or did not do when they last saw or talked with their loved one before they died.
- ▶ Blame the victim for their own death, particularly if there was a warning before the event or the service member volunteered for duty.

Your Role

In the event of a military-related death, you should be available to assist family members by providing effective I&R. You should be aware of resources that are available specifically in the event of a military-related death, including:

- ▶ The command.
- ▶ The Casualty Assistance Calls Officer (CACO).
- ▶ The Navy Gold Star Program support coordinator.

The command

The ombudsman acts as a direct line of communication between the command and families.

Collaboration between the command and the ombudsman is vital for mission readiness.

CACO

A command CACO is assigned to make personal notification to the next-of-kin that their service member is dead, unaccounted for or reported missing.

Assists with funeral arrangements.

Helps file the proper paperwork for Survivor benefits.

Navy Gold Star

Navy Gold Star is the official program for providing long-term support to surviving families of Sailors who die while on active duty.

Offers support and resources for as long as the Survivor desires.

Coordinates support and recognition activities for Survivors.

Expert Tip

You should never accompany a CACO on notification visits or contact the family before CACO notification. After the CACO notifies the family, you may offer support through I&R or just by providing a listening ear to the family member.

Summary

Preparing for a crisis contact can feel overwhelming. What is most important is to remember your role when receiving a crisis contact. You need to identify the contact is in crisis, refer to the appropriate resources and report the contact.

Chapter 13: Disasters

Key Terms

- CO** – Commanding Officer
- CNIC** – Commander, Navy Installation Command
- EFAC** – Emergency Family Assistance Center
- FEMA** – Federal Emergency Management Agency
- FFSC** – Fleet and Family Support Center
- NFAAS** – Navy Family Accountability and Assessment System
- NMCRS** – Navy-Marine Corps Relief Society
- POC** – Point of Contact
- USO** – United Service Organizations

Introduction

In addition to crisis contacts, your commanding officer (CO) may ask you to support a more significant-scale crisis involving a command emergency, community disaster or natural disaster. In this chapter, you will learn about the following:

- ▶ Types of disasters.
- ▶ Preparedness.
- ▶ Your role after a disaster.
- ▶ Local and national resources.

Types of Disaster

Disasters can occur in various forms, such as command emergencies and man-made or natural disasters. If a disaster strikes, you need to be familiar with the resources available to support your families in a crisis.

Command Emergencies

In the case of a command emergency, you may provide approved information to the command families. In preparation for an incident, you will need to discuss with your point of contact (POC) what your role will be during a command crisis. While supporting the command, you must be aware of your CO's policies and expectations.

A potential command emergency could be:

- ▶ The death of a Sailor.
- ▶ An accident at sea.
- ▶ A terrorist attack.
- ▶ A training incident.



Expert Tip

During a command emergency, you must follow the guidance of your CO/POC. Do not act independently or without their explicit guidance.

Natural Disasters

Natural disasters may affect your installation, community, state or nation. These disasters may have a broader effect on your command families and the communities in which they live. Natural disasters include:

- ▶ Hurricanes.
- ▶ Wildfires.
- ▶ Floods.
- ▶ Earthquakes.
- ▶ Tornadoes.
- ▶ Extreme weather events.
- ▶ Volcanic eruptions.
- ▶ Pandemics.
- ▶ Mudslides

Man-made Disasters

Man-made disasters include an element of human intent, error, negligence or failure of a man-made system. These disasters include:

- ▶ Crime.
- ▶ Terrorist attacks.
- ▶ Civil unrest.
- ▶ Cyber-attacks.
- ▶ Wars.
- ▶ Biological/chemical threats.

Disaster Preparedness

Disasters can strike quickly and without warning. They can force families to evacuate from their neighborhoods or, sometimes remain confined to their homes. Local officials and relief workers will be on the scene after a disaster, but they cannot reach everyone immediately. When a disaster happens it is not uncommon for individuals to have little to no time to prepare. Creating a plan of action and practicing it helps families to know what to do when faced with a disaster. You can help by:

- ▶ Sharing resources.
- ▶ Setting reminders.
- ▶ Practicing your role after a disaster has occurred.

Preparedness Resources

You can help your families prepare for a potential disaster by providing them with resources, checklists or informational booklets. You can also share preparation information with your families on social media, publish an article in your newsletter or ask your POC to share tips on the plan of the day, plan of the week or plan of the month (POD/POW/POM). This will help your command families:

- ▶ Prepare for a potential disaster in your geographical area.
- ▶ Understanding the importance of an emergency communication plan.
- ▶ Collect items to include in a disaster supply kit.
- ▶ Discover details and locations of evacuation routes, emergency public shelters, care of animals during a disaster and specific information for individuals with disabilities.



Note

A sample emergency preparation checklist is in the appendix.



Expert Tip

The four agencies below have great resources available to share with your command families.

American Red Cross: www.redcross.org

Department of Homeland Security: www.ready.gov

Federal Emergency Management Agency: www.fema.gov

Ready Navy: www.ready.navy.mil

Chapter 13: Disasters

Ready Navy

www.ready.navy.mil

Commander, Navy Installations Command (CNIC) established the Ready Navy program to help families prepare and cope with disasters by following three steps:

Be informed

- ▶ Know what emergencies are most likely to affect you and your family (e.g., natural disasters, man-made hazards, diseases, terrorism).
- ▶ Learn your local emergency warning system.
- ▶ Educate yourself and your family on the different ways to prepare for a disaster.

Make a plan

- ▶ Prepare multiple emergency plans for the various types of disasters (e.g., what do to, where to go, whom to call).
- ▶ Communicate the emergency plan with everyone in the family.
- ▶ Practice the emergency plan and update it every six months.

Build 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, waterproof container.

Navy Family Accountability and Assessment System (NFAAS)

NFAAS is a tool used to account for the whereabouts and safety of Navy personnel and their families who have been affected by a widespread catastrophic event. It is also used to assess their needs and monitor the recovery process. NFAAS provides all levels of the chain of command with valuable information, allowing commanders to make strategic decisions that help facilitate a return to stability after a disaster. The system allows service members to:

- ▶ Report the status for themselves and their families.
- ▶ Update their contact information and location.
- ▶ Complete a needs assessment that identifies their immediate needs, including, but not limited to:
 - Medical needs.
 - Missing family locator.
 - Transportation.
 - Housing and personal property.
 - Financial.



Note

Immediately following a declared disaster, Navy families should:

- Muster with their command.
- Ensure their service member completes the needs assessment on NFAAS.



Expert Tip

If a spouse has the service members user name and password, they can complete the needs assessment in the event of an emergency or they can contact their local FFSC and ask the local Emergency Care Manager (ECM) to account for the family and complete the needs assessment.



Note

Though it is important for you to help others as much as possible, you should not put yourself or your family at risk while doing so.

Ombudsman's Role

Often, as the ombudsman, you will likely be one of the first to be contacted by individuals after an emergency or disaster. Your CO/POC should include you in all disaster preparedness plans and exercises. You need to discuss their expectations of your role during a disaster or providing assistance to the emergency family assistance center (EFAC) or community support center.

You can support families by:

- ▶ Sharing educational resources about emergency/disaster preparedness.
- ▶ Updating the Careline.
- ▶ Serving as the POC for family members affected by a disaster who have been asked to contact the ombudsman when they have reached a safe location.
- ▶ Documenting contact information to help the command keep track of affected command family members.
- ▶ Identifying affected families during a crisis.
- ▶ Encouraging the family to send a message to their service member (if deployed) that they are safe after an incident.
- ▶ Updating families with news from the CO/POC, using the command roster and the phone tree.
- ▶ Providing timely and accurate information and updates between the command and the command families.
- ▶ Ensuring that command families have a reliable information and referral (I&R) source.
- ▶ Answering information or crisis phone lines.
- ▶ Staffing the EFAC or community support centers.
- ▶ Coordinating clothing and food drives.
- ▶ Coordinating assistance efforts with a sister command or squadron.
- ▶ Supporting service members and their families after the disaster.
- ▶ Quelling rumors.

Disaster Assistance

Many resources are available to help military families recover after a disaster strikes your area. It is essential to understand what support and resources you can offer and how to connect your families with them. These programs include:

- ▶ The local military installation.
- ▶ Navy-Marine Corps Relief Society (NMCRS).
- ▶ United Service Organizations (USO).
- ▶ American Red Cross.
- ▶ State emergency management.
- ▶ Federal Emergency Management Agency (FEMA).
- ▶ Fleet and Family Support Center.



Expert Tip

FFSC can be a resource for multiple needs such as:

- Financial Guidance.
- Emergency Case Management.
- Counseling.

Chapter 13: Disasters

Local Military Installation

Each Navy installation has a disaster response plan, which takes effect when a crisis involves Sailors, Marines or their families. The plans include support from their local Fleet and Family Support Center (FFSC) or EFAC. If directed by the installation CO, the EFAC may open on the installation or if the base has been affected, a safe location off base will be established to provide:

- ▶ A place for those affected by the crisis to gather or seek a 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.

Your CO/POC might ask you to support the EFAC if you were not affected by the crisis. While supporting the EFAC you may be asked to:

- ▶ Answer phone calls.
- ▶ Operate a check-in desk.
- ▶ Help family members.
- ▶ Organize staffing for a child care area.
- ▶ Assist with food/comfort services.
- ▶ Document donations.

Navy-Marine Corps Relief Society

www.nmcrs.org

NMCRS is available to help service members and their eligible families before and after a disaster. The society provides:

- ▶ Pre-disaster assistance—such as gas, temporary lodging, food, diapers, and baby formula—if the base commander or other local authorities have ordered an evacuation.
- ▶ Post-disaster assistance with immediate basic living expenses for families whose homes are left uninhabitable by offering interest-free loans to pay for insurance deductibles or replace lost items, such as food, clothing and furniture.

All military branches offer similar services through:

- ▶ Air Force Aid Society (AFAS): afas.org
- ▶ Army Emergency Relief (AER): www.armyemergencyrelief.org
- ▶ Coast Guard Mutual Assistance (CGMA): www.cgmahq.org

United Service Organizations

www.uso.org

The USO provides support to service members and their families in the United States and throughout the world. During disasters, USO centers offer support by:

- ▶ Coordinating donations from individuals, organizations and corporations who want to help military families.



Note

Review Chapter 9: Information and Referral for more information about the additional services NMCRS provides.

- ▶ Expanding hours and services provided at the centers to accommodate the needs of those affected.
- ▶ Providing food and a place to relax for service members and their families.
- ▶ Helping families find temporary housing, clothing and food.
- ▶ Offering emotional support and encouragement.

American Red Cross

www.redcross.org

The American Red Cross responds to more than 60,000 disasters every year, from home or apartment fires to large-scale disasters such as hurricanes, floods, earthquakes, tornadoes, hazardous materials spills, transportation accidents, explosions and other natural or man-made disasters.

When disaster strikes, the relief focuses on meeting people's immediate disaster-caused needs for shelter, food, health and mental health services, enabling those affected to resume their normal daily activities.

In addition to aiding in disaster relief, the Red Cross provides:

- ▶ Blood and blood products for disaster victims.
- ▶ Information and resources.
- ▶ Updates for concerned family members outside the disaster area.

State Emergency Management

www.fema.gov/locations (Search for your state)

Each state and local government has an emergency management agency responsible for coordinating with the state in response to a major disaster. During the emergency, the state and local emergency management agencies coordinate their relief efforts with FEMA. During the crisis, the state or local agency is likely to report directly to the governor of that state.

Federal Emergency Management Agency

www.fema.gov

FEMA is part of the Department of Homeland Security and oversees helping people before and after a disaster. Once the president declares a disaster, FEMA begins to support the community. A disaster is declared when hurricanes, severe weather, floods, earthquakes or other similar events strike a community.

FEMA:

- ▶ Helps disaster victims find shelter if their homes are damaged or destroyed.
- ▶ Provides resources to repair homes and works with city officials to improve public buildings.
- ▶ Teaches disaster preparation and how to make homes safe.
- ▶ Helps communities construct buildings that are less likely to be damaged.
- ▶ Trains firefighters and emergency workers.

Summary

Preparing for a disaster is crucial for a successful recovery. It is important to discuss and practice your disaster plans with your family and with your command. Take time to encourage your command families to discuss and practice their plans.

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Chapter 14: Dealing with Stress

KEY TERMS

Brief ITZ – Brief In-the-Zone

CO – Commanding Officer

E-OSC – Expanded Operational Stress Control

FFSC – Fleet and Family Support Center

NCCOSC – Naval Center for Combat and Operational Stress Control

PHCoE – Psychological Health Center of Excellence

Introduction

As you have learned, there are many tasks and responsibilities necessary to be a successful ombudsman. It is vital to discover tools that can help you self-identify, manage and balance your role and your personal life. During this chapter, you will learn to do that by:

- ▶ Setting boundaries.
- ▶ Preventing burnout.

Setting Boundaries

Whether in your personal/professional role or as an ombudsman, it is necessary to define and establish boundaries. Setting clear boundaries and priorities with those you support will help you maintain productivity and function more effectively. When you set boundaries, you should:

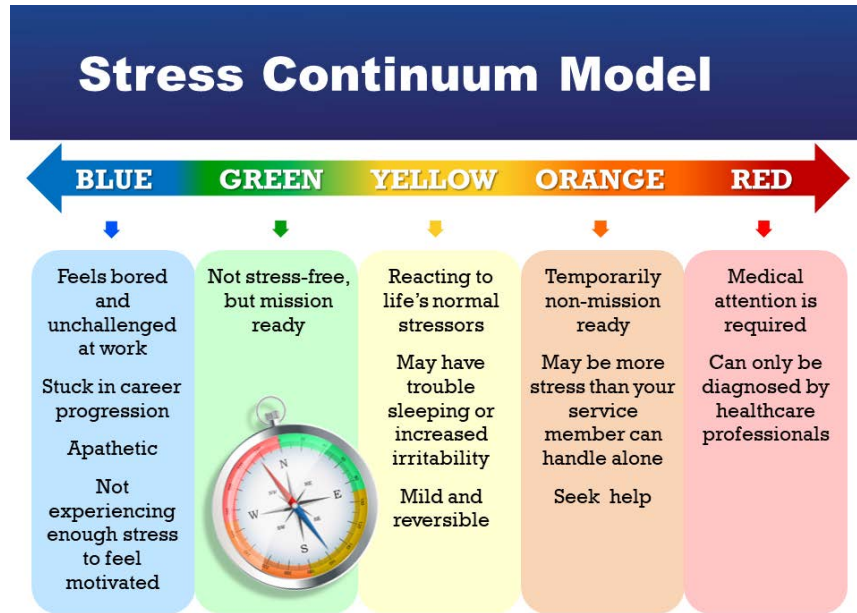
- ▶ **Understand your role and responsibilities.** Discuss with your commanding officer (CO) some boundaries in your job. Examples include office hours, the use of technology, time away from your role and self-care.
- ▶ **Be aware of your limits.** Take time to check in with yourself. Do you know how to do this task? Can you do it within the allotted time frame? Are you taking on more than you can handle? Being honest about your limitations helps you manage the expectations you have set for yourself.
- ▶ **Protect family time.** Provide command family members with a schedule of your office hours to contact you. Let them know to contact you outside the hours only in case of crisis. If you have a scheduled event where you are not able to support families, (e.g. vacation), discuss with your POC if a member of the command support team (CST) can support them in your absence.
- ▶ **Learn to say “no.”** Saying “no” is often difficult for people in helping positions, but it is critical to managing boundaries. Saying “no” does not mean that you do not care. It simply means you do not have the time, means or the authorization to help.
- ▶ **Practice.** If setting boundaries is difficult for you, practice with someone you trust to build your confidence and help you clearly and directly frame your words.
- ▶ **Use your command support team.** Turn to your CST for support. They know your role and can support you if a break is needed.



If a family member needs to contact you outside your set office hours, let them know you will be available for crises. If the request is not a crisis, inform the individual that you will follow up with them during the set hours.

Preventing Burnout

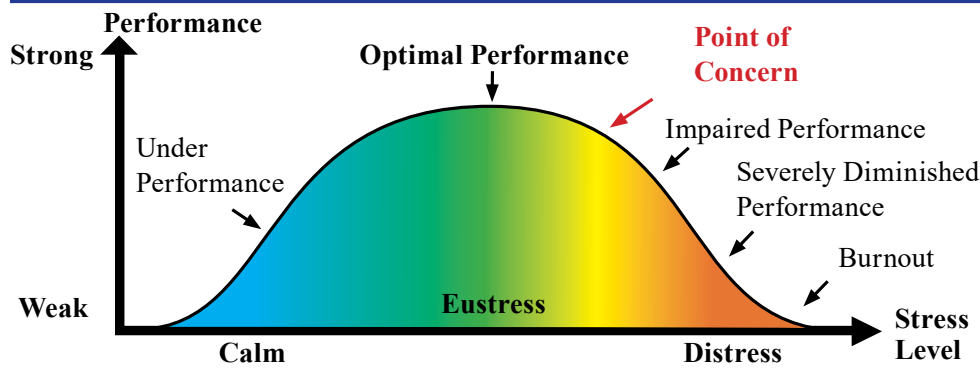
While setting boundaries allows you to be productive in your role, recognizing the warning signs and symptoms of stress prevents burnout for yourself and those you support. The stress continuum model identifies five stages with potential warning signs and ways for friends, families and organizations to offer support and counseling.



Stress Reduction

Being aware of the stress continuum can support yourself—and command families and service members—in reducing stress. The goal is to ensure that you and those you support experience optimal health and performance. The Expanded Operational Stress Control (E-OSC) Program shares that not all stress is bad. (See the model below.) People often need to move out of their comfort zone to perform at their peak. However, if stress results in your diminished health and performance, you can apply techniques and seek support to bring yourself back to the appropriate level.

Success Requires Some Stress



Chapter 14: Dealing with Stress

While at optimal performance, you should identify healthy coping behaviors to reduce stress and help take care of yourself. When choosing behaviors that help you reduce stress, ask yourself what positive strategies work for you now. If your habits are likely to increase stress (in other words, they are negative), gradually replace the negative habits with positive coping habits. Below is a list of positive and negative coping habits.

Positive Coping Strategies	Negative Coping Strategies
Create a problem-solving plan and follow through.	Avoiding friends and family.
Eat a balanced diet.	Nail-biting.
Exercise (run, lift weights, yoga, etc.).	Blaming others for problems.
Get a massage.	Declining help to tough it out.
Laugh or cry.	Driving fast.
Listen to music.	Eating too much or too little.
Meditate or practice mindfulness.	Engaging in self-criticism.
Nurture social connections.	Excessive gaming.
Play sports.	Hitting, throwing or kicking something.
Play with a pet.	Increased alcohol use.
Pray or go to a religious service.	Lashing out at others.
Practice deep breathing or muscle relaxation.	Misusing medication.
Prioritize sleep.	Over-consuming caffeine.
Seek counseling or other support.	Over-scheduling your social life to avoid problems.
Spend time outdoors.	Overusing smartphone or other technology devices.
Take a bath or a shower.	Participating in reckless behaviors.
Talk to someone trustworthy.	Spending irrationally (gambling, shopping, etc.).
Use positive affirmations.	Stopping exercise.
Volunteer to help others.	Using tobacco/nicotine.
Write, paint or do another creative activity.	Watching endless hours of TV.



Expert Tip

Make time to consider the actions you take to reduce or stop the use of negative coping strategies. If you need additional support, contact your friends or family to ask for help to keep you accountable.

The Naval Center for Combat and Operational Stress Control (NCCOSC) and the Psychological Health Center of Excellence (PHCoE) have identified stress-reduction techniques to add to your toolkit. A snapshot of these techniques includes:

- ▶ **Calm breath:** Inhale deeply through the nose and exhale through rounded lips, as if blowing out a candle. Feel free to make a sound as you exhale, simply blowing out the air or blowing out with a sighing, releasing sound. Allow the head to drop toward the chest as you exhale, thus releasing the back of the neck. Imagine that all of the tension and stress is being released with each of these exaggerated out-breaths.
- ▶ **Brief In-the-Zone (ITZ) exercise:** Brief ITZ exercises help reduce tension and anxiety quickly. Brief ITZ allows you to Stop, Breathe, Reflect and Choose in the middle of a stressful experience. The **Stop** is a call to slow down, pause, relax and focus on breathing (or any ITZ technique) to become mindful of others, our situation and ourselves. With this increased awareness, we can then **Reflect** on the stressful situation and **Choose** how to view and react to the situation in a way that is most helpful and consistent with our values. The Brief ITZ returns our wandering or scattered attention to the present moment. After the Brief ITZ, we may notice an adequate stop in our stress that allows us to have improved awareness and better choose what is best to do. Brief ITZs lead to being more mindful throughout our day. These exercises use diaphragmatic breathing. If you have trouble with this, try slowly inhaling through your nose and slowly exhaling through your mouth. You should feel your stomach rising about an inch as you breathe in and falling about an inch as you breathe out. Try putting your hand on your stomach to feel the rise and fall. Relax your stomach muscles. Diaphragmatic breathing is not possible if you are holding your stomach in!
 - Brief ITZ Practice
 1. Pick a word, phrase or image. You may also choose to focus solely on the rhythm of your breath.
 2. Close your eyes.
 3. Relax your muscles.
 4. Breathe slowly and naturally and, as you do, repeat your focus word or phrase, or picture your chosen images, as you exhale.
 5. Assume a nonjudgmental attitude. Don't worry about how well you're doing. When other thoughts come to mind, simply say to yourself, "Oh well," and gently return to the repetition.
 6. Continue until you feel comfortable with the relaxation. If you are practicing at home, you might want to have a clock nearby to check how much time has passed.
 7. Practice this technique once or twice daily.
- ▶ **Recalibration:** This form of mindful breathing can also help you return to the present moment. It goes further with guided intentions to follow as you practice slow, steady breathing. For example, breathing in peace and relaxation and breathing out tension or stress.

Chapter 14: Dealing with Stress

- Recalibration Practice
 1. Sit quietly and focus on your breath, breathing in slow, easy breaths down into your belly. Breathe in a feeling of peace and relaxation and breathe out tension or stress.
 2. Think of a box. It can be any size, any color. Take any worries or concerns—anything you might feel anxious about—and put them in the box.
 3. Close the box and put it safely on a shelf. Remember, you can take the box down at any time, but you can leave it safely on the shelf right now.
 4. Breathe in and out, slowly. Each time you breathe in, inhale peace. Each time you breathe out, let go of tension or discomfort. Feel yourself relaxing.
 5. Now, slowly bring yourself back to the room, knowing you can return to this quiet place at any time.

► **Focused Attention:** Sometimes, our minds go around in circles thinking about the past or worrying about the future. You cannot change either, but you can focus your attention on the here and now by concentrating on your senses instead of your thoughts.

- Focused Attention Practice
 1. Sight: Name things you see as you slowly scan the environment.
 2. Sound: Listen to the noises inside and outside the room.
 3. Touch: Feel objects around you (e.g., a rock, a ring, the rough bark of a tree).
 4. Taste: Take a bite of food and consider the texture and flavors.
 5. Smell: Notice the smell of leaves and plants around you.

Note: To learn more techniques in addition to those outlined above, attend Mind-body Mental Fitness (MBMF) classes. The Fleet and Family Support Center (FFSC) hosts MBMF and is available online or in person. While attending, you will discover proactive ways to achieve mental fitness and find balance in your life's mind, body, spirit and social domains that can be used daily. This class is open to you and the command families you support. Contact your local FFSC for more details.

Summary

Caring for yourself by establishing healthy boundaries and recognizing tools to support stress levels allows you to continue to help others. It would help if you practiced the tools in this chapter daily. When you take time to care for yourself, you increase your own resiliency and that of the families you support.

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NAVY FAMILY
OMBUDSMAN
PROGRAM

Appendix I:
Activity Guide



After-action Checklist

This checklist will help you identify any areas you may need clarification on during the training.

✓	Getting Started
	I have a printed copy of <i>The Navy Family Ombudsman Program Manual</i> .
	I have read the OPNAVISNT 1750.1H, <i>Navy Family Ombudsman Program</i> .
	I have my appointment letter.
	I have completed a Volunteer Agreement Form (DD Form 2793).
	I have met with my CO.
	I had a turnover with the former command ombudsman. (If not, discuss with CO whether they have passwords for a command ombudsman email account, social media accounts, etc.)
	I understand the Ombudsman Code of Ethics.
	I understand my role and responsibility as the command ombudsman.
	I know how to complete an expense form (OF 1164) and when and where to submit it.
	I have a current command roster.
	I have an ombudsman pin and name tag.
	I have ombudsman contact cards, either provided by the command or made by myself.
	If there is a co-ombudsman, do you know the preferred process for submitting worksheets?
✓	Code of Ethics
	I can abide by the Ombudsman Code of Ethics.
	I know the types of information I am required to report and to whom.
	I understand OPSEC.
	I can abide by the Ombudsman Code of Ethics.
	I know the types of information I am required to report and to whom.
	I understand OPSEC.

Appendix I: Activity Guide

✓ Meeting with your CO	
	I know my CO's Priorities.
	I have discussed confidentiality requirements.
	I was given the name, telephone number and email address of my command POC.
	I am registered in the Ombudsman Registry.
	I know who I can request a command roster from and when.
	I know who is on my command support team.
	I know who I should submit my worksheet to.
	I have discussed any potential conflicts of interest.
	I have discussed any social media guidelines.
	I have the contact information for the PAO.
	I know who will be scheduling the command indoctrinations.
	I know my expectations regarding homecoming.
	I know my CO's expectations for supporting the local EFAC.
	In case of emergency, during deployment I have a direct number to reach the CO.
	I know my CO's expectations for reportables.
✓ Command Support Team	
	I have the contact information for the members of the command support team.
	I have met the local ombudsman coordinator.
	I know where and when my local or regional ombudsman assembly meets.
	I have met with the FRG.
	I know who I can reach out to in the CST and for what topic.
✓ Communication	
	I have my ombudsman email address and passwords.
	I have a command phone and updated the voicemail.
	I have access to a computer and internet.
	I know the expectations for creating and distributing a newsletter.
	I have the codes for the Careline and know how to change the Careline message.

	I know when and where the command indoctrinations will be hosted.
	I know to whom I should submit any POD/POW/POM messages I write.
✓	I&R
	I have created a list of frequently used referrals.
	I have created a process for updating my referrals.
	I have a list of local resources
	I have developed strategy for sharing resources with my command families.
✓	Deployment
	I have a direct number to the command.
	I know the best way to contact my command while deployed.
	I have discussed with my POC, the process to receive the roster while deployed.
	I have resources available to support families experiencing deployments.
	I know my role in supporting the command with homecoming.
	I have a plan on how to discuss specific news with the command, which doesn't violate OPSEC.
	I have discussed how to handle OPSEC violations with my POC.
✓	Crisis and Disasters
	During a crisis, I know who I should report to.
	I know the steps for making a report.
	I have the contact numbers for the local FAP case manager and or FAR.
	I have the contact number for CPS/DCS.
	I have the contact number for the nearest SAPR-VA and SARC.
	I have the contact information for the local Navy Gold Star Program.
	I know my role in the commands disaster response plan.



Ombudsman Course Notes

Module 1:

Module 2:

Module 3:

Module 4:

Module 5:

Module 6:

Module 7:

Module 8:

Module 9:

Module 10:



Video Notes

After watching the videos, list benefits and highlights of the Ombudsman Program.

“Ombudsman-at-Large”

“Volunteers Who Make a Difference”



Crossing Boundaries

Scenario 1

You're at a doctor's appointment and bump into a command family member. They let you know they have been meaning to ask you questions regarding the upcoming port schedule and how to meet their spouse.

Does this cross a boundary? Yes / No

How would you respond?

Scenario 2

While you are attending the command holiday party, a command member and their spouse approach you to ask you for details regarding a spouse employment class posted on the command social media site.

Does this cross a boundary? Yes / No

How would you respond?

Scenario 3

While at work, you run into a command family member. They were not able to attend the last Family Readiness Group (FRG) meeting and ask you to share what they missed. They also need to know where to get their power of attorney.

Does this cross a boundary? Yes / No

How would you respond?

Appendix I: Activity Guide



Do or Do Not

Scenario 1

You took a call from a command spouse; they asked if you could provide a ride to and from the hospital for surgery tomorrow. Because your spouse and the caller's spouse work together and your day is free, you agree to pick them up.

Do / Do Not

What should the ombudsman have done?

Scenario 2

You are receiving numerous phone calls from family members regarding where to stay for the upcoming homecoming. To help with planning, you arrange for a block of rooms at a discounted price from the local Navy Lodge.

Do / Do Not

What should the ombudsman have done?

Scenario 3

A parent of a Sailor called you because their child shared they were flat broke and blamed it on the Sailor spending all of their money on food and ride shares. You explained that you understood their concern and shared that each FFSC has personal financial managers and that a Command Financial Specialist (CFS) supports Sailors with these situations.

Do / Do Not

What should the ombudsman have done?



Practice Makes Perfect

Scenario 1

Avery – UIC 12345

Last month was Avery's final month as the command ombudsman. Avery and the newly appointed ombudsman Parker met three times last month to turn over the program. At the first meeting, Avery and Parker met with the command leadership. The POC asked Avery to send her final ombudsman worksheet to Parker, so he could email the CO/POC the total combined numbers for Avery and Parker. Additionally, they discussed a proper turnover of information. At the next meeting, Avery introduced Parker to the CST, and the last meeting was a one-on-one meeting with Parker to turn over all emails, passwords and answer any questions about the program. The total time spent on meetings was six hours, and three hours driving to and from the meetings.

In addition to the meetings, Avery attended the command indoctrination for 45 minutes with 1 hour of drive time to and from her home. After teaching at the indoctrination, Avery spent 30 minutes with the administration department submitting her final reimbursement report for mileage.

Avery spent about an hour creating the command newsletter, in which she listed 20 upcoming events in the local area and thanked the families for their support during her time as the ombudsman. After presenting at the indoctrination, she approved 15 new members and removed 30 families from the account. In total, she spent 5½ hours maintaining the social media page.

To prepare for her turnover, Avery spent 2 hours ensuring all the information was up to date and orderly. Additionally, she updated the contact logs 3 times for approximately 30 minutes, and spent 30 minutes filling out last month's worksheet.

Avery's I&R contacts consisted of:

1. Child care resources, which she sent directly to them.
2. A discussion with Sara about employment and budgeting: she referred Sara to FFSC to discuss budgeting and employment resources. She also sent her a flyer about an upcoming job fair.
3. A family at the command needed information about TRICARE. She sent them the base contact information.
4. Posting 20 local events to the command social media account.

By the end of the month, the social media account received 55 likes on the 20 events shared.

She also sent one newsletter, which included an introduction of Parker as the new command ombudsman, to the entire distribution list of 125 people. She received six replies thanking her for her efforts.

In total Avery spent 3 hours handling information and referral contacts.

Appendix I: Activity Guide

PROFESSIONAL DEVELOPMENT	TOTAL EVENTS	TIME SPENT
Meetings Attended (Command Leadership/Command Support Team, Ombudsman Assembly, etc.)		
Presentations/Briefs		
Trainings Attended		

ADMINISTRATIVE DUTIES	TOTAL EVENTS	TIME SPENT
Command Newsletter		
Command Social Media Maintenance		
Other Duties		
PROFESSIONAL DEVELOPMENT AND ADMINISTRATIVE TOTALS		

INFORMATION AND REFERRAL	# INCOMING CONTACTS	# OUTGOING CONTACTS
Childcare		
Deployment/FRG		
Education		
Emergency/Crisis (American Red Cross, NMCRS, Accidents)		
Employment (Spouse/Family Member)		
Exceptional Family Member Program (EFMP)/Special Needs		
Financial/Pay/Budget		
Individual Augmentee		
Legal (Wills, Divorce, Adoption, Power of Attorney)		
Medical (TRICARE, Dental, Child Birth, Psychological)		
Military Records (PSD, ID Cards, DEERS, NFAAS)		
Morale, Welfare & Recreation		
Newsletters (Command, Ombudsman, FFSP, Base, etc.)		
Relocation/Housing/Sponsor Program		
Sexual Assault Prevention & Response/Family Advocacy/Reportables/Counseling		
Social Media		
Other Information & Referral Calls/Contacts		

	HOURS
Estimated Time Spent Working with Incoming and Outgoing Contacts	

	INCOMING CONTACTS	OUTGOING CONTACTS	HOURS
Information & Referral and Social Media Contact Totals			

	HOURS
Total Hours Spent	



Scenario 2

Parker – UIC 12345

Parker is the newly appointed ombudsman and will combine his number with Avery, the prior ombudsman. Last month was his first month of being the command ombudsman. At the beginning of the month, he attended his ombudsman basic training at the local FFSC for 3 days. He took part in the training for 17 hours. His drive to base is 30 minutes round trip. Additionally, he attended three classes on the CNIC LMS for three hours. He took part in the same command meetings as Avery, totaling 6 hours of meetings. Driving to and from the three meetings totaling six driving events for 3 hours of drive time.

Though he couldn't attend the indoctrination training with Avery, she gave him the contact information to add five new families to the distribution list. The update took 30 minutes. After the social media accounts turnover, he spent 30 minutes becoming familiar with the system. After receiving all command materials from Avery, he spent 45 minutes organizing the documents.

After Avery sent the newsletter sharing the news of Parker's appointment to the ombudsman role, Parker sent a welcome email to the command families and posted the same message on the social media page introducing himself. In addition to the 75 likes of his social media post introducing himself to the command, he received 10 email responses from the families sharing this excitement for his new role. He estimates he spent 15 minutes sending the email and posting the message on social media.

Due to the official transition happening at the end of the month, Parker did not receive any calls beyond those Avery noted.

Appendix I: Activity Guide

PROFESSIONAL DEVELOPMENT	TOTAL EVENTS	TIME SPENT
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Presentations/Briefs		
Trainings Attended		

ADMINISTRATIVE DUTIES	TOTAL EVENTS	TIME SPENT
Command Newsletter		
Command Social Media Maintenance		
Other Duties		
PROFESSIONAL DEVELOPMENT AND ADMINISTRATIVE TOTALS		

INFORMATION AND REFERRAL	# INCOMING CONTACTS	# OUTGOING CONTACTS
Childcare		
Deployment/FRG		
Education		
Emergency/Crisis (American Red Cross, NMCRS, Accidents)		
Employment (Spouse/Family Member)		
Exceptional Family Member Program (EFMP)/Special Needs		
Financial/Pay/Budget		
Individual Augmentee		
Legal (Wills, Divorce, Adoption, Power of Attorney)		
Medical (TRICARE, Dental, Child Birth, Psychological)		
Military Records (PSD, ID Cards, DEERS, NFAAS)		
Morale, Welfare & Recreation		
Newsletters (Command, Ombudsman, FFSP, Base, etc.)		
Relocation/Housing/Sponsor Program		
Sexual Assault Prevention & Response/Family Advocacy/Reportables/Counseling		
Social Media		
Other Information & Referral Calls/Contacts		

			HOURS
Estimated Time Spent Working with Incoming and Outgoing Contacts			

	INCOMING CONTACTS	OUTGOING CONTACTS	HOURS
Information & Referral and Social Media Contact Totals			

			HOURS
Total Hours Spent			



You Be the Judge

Scenario 1

Aubrey is a new command ombudsman, and the command is getting ready to leave for three months. Unfortunately, Aubrey will not have a chance to stop by to pick up any equipment or the command roster for several days. When Aubrey expressed concern about not having the proper tools, the POC said they would send it home with Aubrey's spouse.

That evening Aubrey's spouse arrived home with a paper copy of the command roster,

The ombudsman's cellphone and a sticky note with the password to access the ombudsman voicemail.

Does this violate the code of ethics? Yes / No

How could the situation have been handled differently?

Appendix I: Activity Guide

Scenario 2

Shawn is an ombudsman attending Ombudsman Advanced Training at the local Fleet and Family Support Center (FFSC). While there, he saw John and Joanna waiting in the lobby for an appointment. Shawn knows John well; they play golf together on weekends, and Shawn's spouse is John's lead petty officer (LPO). When Shawn stopped to say hello, Joanna's face flushed as if she were embarrassed. John and Shawn chatted for a few minutes before John and Joanna were called back into their appointment.

Once Shawn was in the car, he texted his active duty spouse that he had seen the couple waiting for an appointment and asked his spouse if they knew what was happening with Joanna and John. Shawn was confused because the couple had been over the previous weekend and Joanna was friendly. However, this afternoon she barely acknowledged Shawn in the lobby.

Does this violate the code of ethics? Yes / No

How could the situation have been handled differently?

Scenario 3

Tom, the command ombudsman for USS Bestship ever, received a call from Mike, a close friend who happens to be a spouse at John's command. Mike said his wife was recently back from a deployment and not getting along with their teenage son. He said his wife had been physically rough with the boy on a few occasions. She had gotten so angry a few nights ago that she punched him in the stomach, knocking him to the floor.

Tom reported what Mike told him to his CO and to the FAP representative. Mike was angry because he believed that Tom had betrayed their friendship.

Does this violate the code of ethics? Yes / No

How could the situation have been handled differently?

Scenario 4

Robin is an ombudsman whose command is a part of the air wing that supports the USS Aircraft Carrier. Robin has become openly frustrated with how the USS Aircraft Carrier handles homecoming procedures during the deployment. She shared her concern with her POC, who let her know they would discuss the situation with the chain of command.

A few weeks passed since the initial request and there was no change in handling the homecoming for her air wing. Robin wanted to ensure her command families were cared for, and contacted her friend Sara to share her concern.

Later that week, Sara and Robin discussed the concerns and questions over the homecoming process again. Sara told Robin not to worry. Sara would talk to her husband (the CMDCM of the air wing) to get the answers they needed.

Does this violate the code of ethics? Yes / No

How could the situation have been handled differently?

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 whether she can do anything to help. She knows Jackie attends the base chapel, so 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.

Does this violate the code of ethics? Yes / No

How could the situation have been handled differently?

Appendix I: Activity Guide



Email Check

Read the example email. Highlight or underline the errors or problems you see. Then note what suggestions you would make to the writer, Marta Allover.

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 answers in this email. Isn’t the weather being beautiful, don’t forget Wednesday is market day down at the Piazza 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 toll- booth) will ask for 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 command that there is a need for some sort of Women’s 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 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 holidays coming up.

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

Famiglia Prima,
Marta Allover



Writing for Likes

Topic	Catchy Tagline
Coffee with the Ombudsman	
Volunteers Needed for a Special Luncheon	
Command Pre-Deployment Brief	
Return and Reunion Brief	
Month of the Military Child	

Practice Makes Perfect

Command Triad

Parents

Appendix I: Activity Guide



Command Personnel

Spouses/Partners



Recommending the Right Resources

Scenario 1: PCS

An inbound Sailor and her family are traveling cross-country for a PCS move to your command. They had a car accident in Kansas. The car is in the shop, and they need \$1,000 for their insurance deductible but only have \$300 in savings. Everyone is OK, but they are stranded.

Resources:

Scenario 2: Electricity

It is 1 p.m. on a weekday and you receive a call from a command spouse asking what to do because her electricity will be turned off at 5 p.m. She has a 2-month-old in the house and health issues of her own that require the use of electricity.

Resources:

Scenario 3: Child Care

A new spouse's stay-at-home dad contacts you about options for child care. He shares that the stress of having a deployed spouse is getting to him and he needs a break from his newborn twins once in a while and wants to know about more resources for Navy spouses.

Resources:

Scenario 4: Post-deployment

A command couple is having marital problems after a deployment regarding concerns that they think their 2-year-old might be displaying signs of autism. They are not sure where to go for help.

Resources:



An Ounce of Prevention

MyNavy Family

Red Cross

FFSP

Military OneSource



How Can I Help?

Stage 1: Anticipation of Departure

Ombudsman can support by:

Resources:

Stage 2: Detachment and Withdrawal

Ombudsman can support by:

Resources:

Stage 3: Emotional Disorganization

Ombudsman can support by:

Resources:

Appendix I: Activity Guide

Stage 4: Recovery and Stabilization

Ombudsman can support by:

Resources:

Stage 5: Anticipation of Return

Ombudsman can support by:

Resources:

Stage 6: Return and Renegotiation

Ombudsman can support by:

Resources:

Stage 7: Reintegration and Stabilization

Ombudsman can support by:

Resources:



Helping Hands

Helping the Miller Family

Following her deployed spouse’s instructions, Morgan mustered with the command ombudsman and shared that the family was safe after the storm. She was thrilled that the kids and pets made it through the heavy rain and wind. She was unsure what to expect because this was her first time experiencing a severe storm in their new home. Before Morgan’s spouse left for deployment, the family built an emergency kit with three days’ worth of food and a small amount of money.

While sharing that they were safe, Morgan told the ombudsman that the house had lost power and a tree from her neighbor’s yard also had fallen on the roof. Morgan felt they were lucky the tree didn’t fall through the house due to its size, but she was scared there was a lot of damage to the home because water was dripping from the ceiling. With the lack of power and internet, Morgan asked if the ombudsman could get a message to her spouse regarding their situation.

Resources for the Miller Family



Finding My Strategy

Positive Coping Strategy

Negative Coping Strategy



Finding Balance

Self-care areas

- ▶ Rate 1 (least comfortable) to 6 (most comfortable)
- ▶ Ideas for self-care

Mind

Body

Spirit

Connection

Emotion

Fulfillment



Command Priorities

All members of the CST must have a clear understanding of the CO's priorities and expectations for the command's ombudsman program. During your first or second meeting with the CO, you should get answers to the following questions:

1. What are the command ombudsman's primary duties? Is there a written job description?

2. Who is the primary POC for the ombudsman?

3. In addition to situations that require mandatory reporting, are there other situations that should be reported? How does the CO want reporting to take place?

4. What are the procedures to ensure accurate command roster updates?

5. What roles do the CO's, XO's, and CMC/COB's spouses have in the ombudsman program?

Navy Family Ombudsman Program Manual

6. What is the command policy for communication with the significant others of service members, such as boyfriends or girlfriends, fiancés/fiancées and parents of service members?

7. 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 phone or email 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 the reimbursement of expenses?



Ready Navy Quiz

Emergencies such as natural disasters, an influenza pandemic, or terrorist event have the potential of disrupting thousands of lives. One may affect you and your family. Are you prepared for an emergency to strike? Take the Ready or Not Ready? Preparedness Quiz to find out!

1. As long as I have all the necessary supplies for an emergency kit somewhere in my house, I am prepared for an emergency.
 - A. True
 - B. False
2. If local authorities told me to evacuate, I would:
 - A. Refuse to leave. Most 'emergencies' don't turn out to be a big deal.
 - B. Wait to see if the situation worsened, then decide.
 - C. Follow the advice of local responders to ensure my safety and theirs.
 - D. Call my neighbor and see what she thinks I should do.
3. Our emergency supply kit has enough materials to sustain myself and my family:
 - A. For at least four hours.
 - B. Through the night.
 - C. Until we get to a shelter.
 - D. For at least three days.
4. As long as one person in my family knows what our emergency plan is, our family is prepared.
 - A. True
 - B. False
5. My family and I have:
 - A. An emergency kit at home.
 - B. An emergency kit in the car(s).
 - C. An emergency kit at work.
 - D. All of the above.

6. Since my spouse is in the Navy, he/she will be able to make sure our family is safe if an emergency strikes.
 - A. True
 - B. False

7. In terms of water, our emergency supply kit has:
 - A. A small bottle for each member of the family.
 - B. A gallon a day for each family member for three days. One gallon for the family to share.
 - C. More water for the adults than the kids.

8. Our family's emergency plan contact person is:
 - A. Our next door neighbor.
 - B. Our family friend who lives two blocks away.
 - C. Grandma and Grandpa Smith who live in another state. The Governor of our state.

9. The four aspects of being prepared for an emergency are:
 - A. Be informed, make a plan, build a kit, stay informed.
 - B. Call a friend, go to the hospital, go home, stand outside and watch.
 - C. Make a plan, practice the plan, keep the plan to myself, ignore the plan.
 - D. Water, batteries, map, perishable food.

10. Including children in the family emergency planning process will only scare them, so it should be avoided at all costs.
 - A. True
 - B. False



What's Next?

Congratulations, you have completed Ombudsman Basic Training (OBT)! It is time to share the knowledge and information with your families. If you encounter situations or questions that are new to you, make sure you rely on your partners and resources for support.

- ▶ Discuss with your CO a time to review the Getting Started Checklist.
 - Get introduced to the Point of Contact (if your CO designates one).
 - Discuss what communication should look like with your CO and POC.
 - Confirm your CO has added you to the Ombudsman Registry

- ▶ Meet with your command support team (CST).
 - Learn what roles the CST would like to support you with.

- ▶ Meet your Ombudsman Coordinator at your Local Fleet and Family support Center (FFSC).
 - Make sure to get their email and phone number for support
 - Ask for the advance training and Ombudsman assembly schedule.
 - If you do not live near a FFSC or can not attend the meetings, review the schedule to the Commander, Navy Installation Command (CNIC) monthly webinar schedule found on (GET RIGHT URL)

- ▶ Tour your local FFSC
 - Gather resources and meet staff members who can support you with families.

- ▶ Request Access to the U.S. Navy Ombudsman Program Discussion Group, after you have been added to the Ombudsman Registry.

- ▶ Spend time becoming familiar with the *Navy Family Ombudsman Program Manual*. The manual is a great resource of information to help you manage the program.



Capstone Scenario 1: Family Support

Purpose

This scenario provides ombudsmen with an opportunity to practice handling a crisis, making a referral and documenting in the worksheet.

Directions

1. Read the scenario below.
2. Work with your group to document the scenario in the worksheet, then answer the following questions:
 - a. How should the ombudsman support the request? What are the next steps for the ombudsman?
 - b. What resources should the ombudsman provide?
 - c. How should the interaction be documented?
3. Prepare a debrief of the scenario for the class.

Scenario

Individuals in the Scenario:

- Luis (service member).
- Taylor (spouse).
- Brooke (command ombudsman).

Situation

Before deployment, Taylor and Luis attended their first predeployment brief at the command. During the presentation, Brooke shared how her role is to support families with the challenges they could face. She reminded them that she would be available to support them with resources or if they are experiencing an emergency. A month into deployment, Taylor was settling into her new schedule when Luis' sister called to share that Luis' father had suddenly passed away in the country where Luis' family lives and that the family needed help. They cannot afford the funeral expenses and medical bills. Taylor needs to tell Luis his father has passed and find a way to help the family. This is their first deployment as a married couple, and Taylor is still trying to find work since moving to the area.

Rather than sending a message to Luis, Taylor called the command ombudsman, Brooke, for help. They spoke for 20 minutes. After the conversation, Brooke spent 10 minutes to compose and send Taylor an email with contact information for the resources they discussed.

Appendix I: Activity Guide

Documentation

PROFESSIONAL DEVELOPMENT	TOTAL EVENTS	TIME SPENT	
Meetings Attended (Command Leadership/Command Support Team, Ombudsman Assembly, etc.)			
Presentations/Briefs			
Trainings Attended			
ADMINISTRATIVE DUTIES	TOTAL EVENTS	TIME SPENT	
Command Newsletter			
Command Social Media Maintenance			
Other Duties			
PROFESSIONAL DEVELOPMENT AND ADMINISTRATIVE TOTALS			
INFORMATION AND REFERRAL	# INCOMING CONTACTS	# OUTGOING CONTACTS	
Childcare			
Deployment/FRG			
Education			
Emergency/Crisis (American Red Cross, NMCRS, Accidents)			
Employment (Spouse/Family Member)			
Exceptional Family Member Program (EFMP)/Special Needs			
Financial/Pay/Budget			
Individual Augmentee			
Legal (Wills, Divorce, Adoption, Power of Attorney)			
Medical (TRICARE, Dental, Child Birth, Psychological)			
Military Records (PSD, ID Cards, DEERS, NFAAS)			
Morale, Welfare & Recreation			
Newsletters (Command, Ombudsman, FFSP, Base, etc.)			
Relocation/Housing/Sponsor Program			
Sexual Assault Prevention & Response/Family Advocacy/Reportables/Counseling			
Social Media			
Other Information & Referral Calls/Contacts			
		HOURS	
Estimated Time Spent Working with Incoming and Outgoing Contacts			
	INCOMING CONTACTS	OUTGOING CONTACTS	HOURS
Information & Referral and Social Media Contact Totals			
			HOURS
Total Hours Spent			

Scenario 2: Presentation Preparation

Purpose

While working the scenarios, ombudsmen should develop an understanding of altering their message or WIIFM (What's in It For Me?) to the intended audience.

Directions

- *Read the scenario below.*
- *Work with the group to document the scenario in the worksheet, then develop the following:*
 - *An outline for a short presentation.*
 - *A must-have list of resources to share.*
- *Prepare a debrief of the scenario for the class.*

Scenario

Individuals in the Scenario

- *Davis (command ombudsman).*

Situation

As Davis drives the 15 minutes home after a 45-minute meeting with the triad, he thinks about ways to let people know how the Ombudsman Program can support command families. He had noticed an FRG meeting at a library 20 minutes away on the 17th of this month and a command indoctrination at the command on the 24th. Davis knows these events are great places to share information about the Ombudsman Program and feels this is his opportunity to explain how the program can support the command families. In addition to creating his presentation, Davis wants to ensure he has local resources to provide the command members and families. When he gets home, he spends an hour researching resources for his presentation and another hour putting together what he plans to say.

As a group, create an outline for a 10-minute presentation for Davis to use during his presentation at the command indoctrination and the FRG meeting. Make sure to include how Davis would introduce himself to the command members, discuss who he is, that he is a trained ombudsman (hint: elevator speech), and how the command's Ombudsman Program could support them. Then as a group, discuss how Davis would need to alter the message for the families at the FRG meeting. Should he share the same resources and information?

Appendix I: Activity Guide

Documentation

PROFESSIONAL DEVELOPMENT	TOTAL EVENTS	TIME SPENT	
Meetings Attended (Command Leadership/Command Support Team, Ombudsman Assembly, etc.)			
Presentations/Briefs			
Trainings Attended			
ADMINISTRATIVE DUTIES	TOTAL EVENTS	TIME SPENT	
Command Newsletter			
Command Social Media Maintenance			
Other Duties			
PROFESSIONAL DEVELOPMENT AND ADMINISTRATIVE TOTALS			
INFORMATION AND REFERRAL	# INCOMING CONTACTS	# OUTGOING CONTACTS	
Childcare			
Deployment/FRG			
Education			
Emergency/Crisis (American Red Cross, NMCRS, Accidents)			
Employment (Spouse/Family Member)			
Exceptional Family Member Program (EFMP)/Special Needs			
Financial/Pay/Budget			
Individual Augmentee			
Legal (Wills, Divorce, Adoption, Power of Attorney)			
Medical (TRICARE, Dental, Child Birth, Psychological)			
Military Records (PSD, ID Cards, DEERS, NFAAS)			
Morale, Welfare & Recreation			
Newsletters (Command, Ombudsman, FFSP, Base, etc.)			
Relocation/Housing/Sponsor Program			
Sexual Assault Prevention & Response/Family Advocacy/Reportables/Counseling			
Social Media			
Other Information & Referral Calls/Contacts			
		HOURS	
Estimated Time Spent Working with Incoming and Outgoing Contacts			
	INCOMING CONTACTS	OUTGOING CONTACTS	HOURS
Information & Referral and Social Media Contact Totals			
			HOURS
Total Hours Spent			

Scenario 3: Moving – Homeport Change

Purpose

Goal of the group is to develop a plan to share updated resources with families and re-engage families after the move.

Directions

- *Read the scenario below.*
- *As a group document the scenario in the worksheet, then:*
 - *List resources the ombudsman should find.*
 - *Decide what order the information should be shared.*
- *Prepare a debrief of the scenario for the class.*

Scenario

Individuals in the Scenario

- *Tiffany (ombudsman).*
- *CO/XO/CMDCM (triad).*

Situation

Tiffany just settled into her new home after completing the command's homeport shift. She needs to reestablish the command's Ombudsman Program at their new homeport and noticed that the local FFSC is only a 20-minute drive away and is hosting a Welcome Aboard Brief next week. She knew this would be a great opportunity to gather resources, learn about the local area and meet the local ombudsman coordinator. Tiffany reached out to the local center to reserve a seat for the 30-minute brief and schedule a 30-minute meeting with the local ombudsman coordinator. She wanted to make sure she maximized her visit to the center, so she prepared a list in advance of common resources she shared at their last location. In addition to attending the brief and meeting, she also spent an hour collecting her resources.

These included:

- MWR.
- Relocation.
- Employment.
- Child care.

As a group, help Tiffany expand on the list of resources she should obtain. Then discuss the best way to share the information with her command families. Should she share the resources in a particular order? Is one resource more critical to share than another? How many resources should Tiffany share during a specific time? Are there other agencies beyond FFSC that Tiffany should visit to obtain information?

Appendix I: Activity Guide

Documentation

PROFESSIONAL DEVELOPMENT	TOTAL EVENTS	TIME SPENT	
Meetings Attended (Command Leadership/Command Support Team, Ombudsman Assembly, etc.)			
Presentations/Briefs			
Trainings Attended			
ADMINISTRATIVE DUTIES	TOTAL EVENTS	TIME SPENT	
Command Newsletter			
Command Social Media Maintenance			
Other Duties			
PROFESSIONAL DEVELOPMENT AND ADMINISTRATIVE TOTALS			
INFORMATION AND REFERRAL	# INCOMING CONTACTS	# OUTGOING CONTACTS	
Childcare			
Deployment/FRG			
Education			
Emergency/Crisis (American Red Cross, NMCRS, Accidents)			
Employment (Spouse/Family Member)			
Exceptional Family Member Program (EFMP)/Special Needs			
Financial/Pay/Budget			
Individual Augmentee			
Legal (Wills, Divorce, Adoption, Power of Attorney)			
Medical (TRICARE, Dental, Child Birth, Psychological)			
Military Records (PSD, ID Cards, DEERS, NFAAS)			
Morale, Welfare & Recreation			
Newsletters (Command, Ombudsman, FFSP, Base, etc.)			
Relocation/Housing/Sponsor Program			
Sexual Assault Prevention & Response/Family Advocacy/Reportables/Counseling			
Social Media			
Other Information & Referral Calls/Contacts			
		HOURS	
Estimated Time Spent Working with Incoming and Outgoing Contacts			
	INCOMING CONTACTS	OUTGOING CONTACTS	HOURS
Information & Referral and Social Media Contact Totals			
			HOURS
Total Hours Spent			

Scenario 4: Command Emergency

Purpose

For learners to review the steps, processes and resources ombudsmen must use while handling a command emergency.

Directions

- *Read the scenario below.*
- *Work with your group to document the scenario in the worksheet, then:*
 - *Develop a list of resources.*
 - *Prepare a debrief of the scenario for the class.*

Scenario

Individuals in the Scenario

- *Jamie (ombudsman).*
- *Kyle (service member).*
- *Beth (spouse).*
- *Grant (child).*
- *Taylor (child).*

Situation

Jamie received a call from her CO lasting 15 minutes. The CO informed her that Electronics Technicians 1st Class Kyle Thomas, a service member from the command, had died following an accident. The CO shared that the family was receiving the death notification from the CACO. Command members learned of Thomas' death that morning and received support from their local FFSC. The CO explained to Jamie that he would be sharing her information as a POC for the family.

Jamie contacted Beth to offer any support. During the 15-minute conversation, Beth shared she was still processing the news and needed help locating resources once her family returned home. After a few weeks, Beth contacted Jamie to ask for help. They spoke for 15 minutes, during which Beth shared that she needed to start looking for a job and child care for the kids. She also shared that she needed help finding some grief resources for the kids, beyond the therapy they were receiving. After the call, Jamie spent 45 minutes researching resources to help Beth and her children and emailed them to Beth.

As a group, help Jamie create a list of resources to help Beth and the children. Then arranged the resources in the order Jamie should share them with Beth.

Appendix I: Activity Guide

Documentation

PROFESSIONAL DEVELOPMENT	TOTAL EVENTS	TIME SPENT	
Meetings Attended (Command Leadership/Command Support Team, Ombudsman Assembly, etc.)			
Presentations/Briefs			
Trainings Attended			
ADMINISTRATIVE DUTIES	TOTAL EVENTS	TIME SPENT	
Command Newsletter			
Command Social Media Maintenance			
Other Duties			
PROFESSIONAL DEVELOPMENT AND ADMINISTRATIVE TOTALS			
INFORMATION AND REFERRAL	# INCOMING CONTACTS	# OUTGOING CONTACTS	
Childcare			
Deployment/FRG			
Education			
Emergency/Crisis (American Red Cross, NMCRS, Accidents)			
Employment (Spouse/Family Member)			
Exceptional Family Member Program (EFMP)/Special Needs			
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Medical (TRICARE, Dental, Child Birth, Psychological)			
Military Records (PSD, ID Cards, DEERS, NFAAS)			
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Newsletters (Command, Ombudsman, FFSP, Base, etc.)			
Relocation/Housing/Sponsor Program			
Sexual Assault Prevention & Response/Family Advocacy/Reportables/Counseling			
Social Media			
Other Information & Referral Calls/Contacts			
		HOURS	
Estimated Time Spent Working with Incoming and Outgoing Contacts			
	INCOMING CONTACTS	OUTGOING CONTACTS	HOURS
Information & Referral and Social Media Contact Totals			
			HOURS
Total Hours Spent			



Appendix II: Resources

2-1-1: www.211.org

Air Force Aid Society (AFAS): www.afas.org

American Red Cross (ARC): www.redcross.org

Are You Ready? An In-Depth Guide to Citizen Preparedness: www.ready.gov/sites/default/files/2021-11/are-you-ready-guide.pdf

Army Emergency Relief (AER): www.armyemergencyrelief.org

Casualty Assistance: www.cnic.navy.mil/Operations-and-Management/Base-Support/Command-and-Staff/Casualty-Assistance

Casualty Support: www.mynavyhr.navy.mil/Support-Services/Casualty

Claim for Reimbursement for Expenditures on Official Business (Form OF1164): www.gsa.gov/forms-library/claim-reimbursement-expenditures-official-business

CNIC Ombudsman Program Overview: ffr.cnic.navy.mil/Family-Readiness/Fleet-And-Family-Support-Program/Work-and-Family-Life/Ombudsman-Program

Coast Guard Mutual Assistance (CGMA): www.cgmahq.org

Combat and Operational Stress Control (COSC): health.mil/Military-Health-Topics/Centers-of-Excellence/Psychological-Health-Center-of-Excellence/Psychological-Health-Readiness/Combat-and-Operational-Stress-Control/COSC-and-the-Deployment-Cycle

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

Department of Defense Education Activity Educational Partnership: www.dodea.edu/partnership/index.cfm

Defense Logistics Agency Document Services: www.dla.mil/HQ/InformationOperations/DocumentServices/UserGuides.aspx

Appendix II: Resources

DoD Safe Helpline: www.safehelpline.org

Exceptional Family Member Program (EFMP): www.mynavyhr.navy.mil/Support-Services/Exceptional-Family-Member

Family Readiness: ffr.cnic.navy.mil/Family-Readiness

Federal Emergency Management Agency Search Your Location: www.fema.gov/locations

Federal Emergency Management Agency (FEMA): www.fema.gov

Fleet and Family Readiness Facebook: www.facebook.com/NavyFFSP

Fleet and Family Support Center Twitter: twitter.com/Fleet_Family

Fleet and Family Support Program: ffr.cnic.navy.mil/Family-Readiness/Fleet-And-Family-Support-Program

Fleet and Family Support Program Facebook: www.facebook.com/navyffsc

Manpower and Reserve Affairs: prhome.defense.gov/Home/Organization/MRA

Military OneSource: www.militaryonesource.mil

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

Naval Services FamilyLine: www.nsfamilyline.org

Navy Gold Star Program: www.navygoldstar.com

Navy Housing: ffr.cnic.navy.mil/Navy-Housing

Navy Individual Augmentee: www.usff.navy.mil/ia

Navy Judge Advocate General (JAG) Legal Services: www.jag.navy.mil/legal_services.htm

Navy Personnel Command (NPC): www.mynavyhr.navy.mil

Navy Safe Harbor Foundation: safeharborfoundation.org

Navy-Marine Corps Relief Society (NMCRS): www.nmcrcs.org

Ombudsman Program Webinars: mynavyfamily.com

Ombudsman Registry: ombudsmanregistry.cnic.navy.mil

Operations Security (OPSEC): www.navifor.usff.navy.mil/opsec

Privacy and PII Awareness Online Training: www.doncio.navy.mil/TagResults.aspx?ID=36

Navy Family Ombudsman Program Manual

Privately Owned Vehicle Mileage Reimbursement Rates: www.gsa.gov/travel/plan-book/transportation-airfare-pov-etc/privately-owned-vehicle-pov-mileage-reimbursement-rates?gsaredirect=portalcontent100715

Rank Insignia Charts: www.defense.gov/Resources/Insignia

Ready Navy: www.ready.navy.mil

Restricted Reporting/Unrestricted Reporting Options: ffr.cnic.navy.mil/Family-Readiness/Fleet-And-Family-Support-Program/Sexual-Assault-Prevention-and-Response-SAPR/Reporting-Options

School Liaison Officers (SLOs): www.dodea.edu/Partnership/schoolLiaisonOfficers.cfm

Sexual Assault Prevention and Response (SAPR): ffr.cnic.navy.mil/Family-Readiness/Fleet-And-Family-Support-Program/Sexual-Assault-Prevention-and-Response-SAPR

TRICARE: www.TRICARE.mil

TRICARE Customer Service Community Directory: www.tricare.mil/bcacdcao?sc_database=web

TRICARE Mental Health Care: www.tricare.mil/mentalhealth

U.S. Copyright Office: www.copyright.gov

U.S. Fleet Forces Command (USFF): www.usff.navy.mil

U.S. Office of Government Ethics: www.oge.gov

United Service Organizations (USO): www.uso.org

Volunteer Agreement For Appropriated Fund Activities and Nonappropriated Fund Instrumentalities (DD Form 2793): www.esd.whs.mil/Portals/54/Documents/DD/forms/dd/dd2793.pdf

Yellow Ribbon Reintegration Program: www.yellowribbon.mil

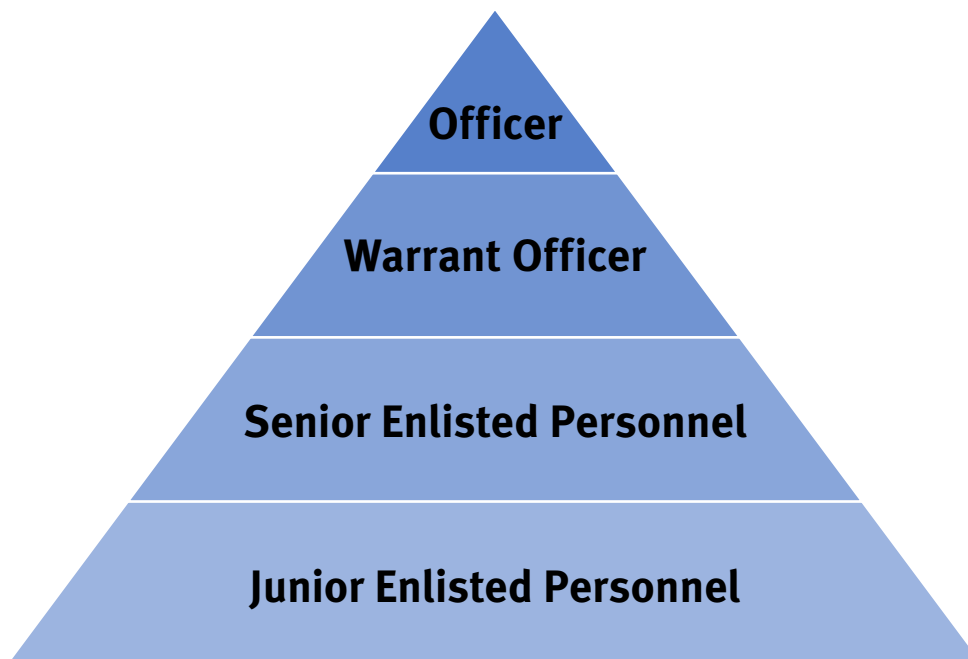


Appendix III:

Understanding the Command

Chain of Command

The chain of command is the hierarchy of authority that dictates who is in charge. It can also be viewed as the support structure within a command. As an ombudsman, you need to understand the chain of command so that you can educate families when necessary.



The chain of command is best represented in a pyramid.

Rank and Recognition

As an ombudsman it is important to become familiar with military ranks, rates and ratings. It is helpful when addressing service members or when you are asking a question to your chain of command regarding a service member. There are three categories of rank and rate:

- ▶ Commissioned officers (rank).
- ▶ Chief warrant officer (rank).
- ▶ Enlisted personnel (rate).

Officers can be identified by their pay grade or their rank. Pay grade is indicated by the letter "O" and a number. Rank is indicated by a title, such as lieutenant or captain. Enlisted personnel are identified by their rate or job and their rank. For example, John Smith, a petty officer second class boatswains mate, would be addressed as a BM2 Smith. Review the charts below for a breakdown of the military ranks and rates, insignia and tips on how to address officers and enlisted Sailors.

Depending upon the uniform, service members' rankings are marked on their sleeves, shoulders, chest or collars. As an ombudsman you should use the appropriate title when addressing them. Even if the commanding officer (CO), executive officer (XO) or command master chief (CMDCM) ask you to call them by their first name, use their titles out of respect.











Expert Tip

Officers are identified by their rank (i.e., ensign, commander, admiral).






Enlisted personnel use rate to identify their seniority (i.e., seaman, petty officer second class, chief petty officer).









Expert Tip

When in doubt about how to address an individual, just ask.

O-1		Ensign	ENS	O-6		Captain	CAPT
O-2		Lieutenant Junior Grade	LTJG	O-7		Rear Admiral (lower half)	RDML
O-3		Lieutenant	LT	O-8		Rear Admiral (upper half)	RADM
O-4		Lieutenant Commander	LDCR	O-9		Vice Admiral	VADM
O-5		Commander	CDR	O-10		Admiral	ADM

Appendix III: Understanding the Command

W-1		Warrant Officer	W01
W-2		Chief Warrant Officer	CW02
W-3		Chief Warrant Officer	CW03
W-4		Chief Warrant Officer	CW04
W-5		Chief Warrant Officer	CW05

E-1		Seaman Recruit
E-2		Seaman Apprentice
E-3		Seaman
E-4		Petty Officer Third Class
E-5		Petty Officer Second Class
E-6		Petty Officer First Class
E-7		Chief Petty Officer
E-8		Senior Chief Petty Officer
E-9		Master Chief Petty Officer

Navy Communities

Surface

The surface community consists of service members crewing most of the ships that sail on the surface of the sea. (The exception is aircraft carriers, which belong to the aviation community.)

Surface vessels include guided-missile frigates (FFG), destroyers (DDG), tenders (AD), cruisers (CG), amphibious vessels (LHA, LHD, LPD, LSD) and littoral combat ships (LCS).

Characteristics of the surface community include:

- ▶ Ships' crews vary in the number of personnel, from less than 100 to almost 2,000.
- ▶ Crews consist of male and female service members.
- ▶ Missions may include anything from maintaining a presence in an area to humanitarian relief to combat.
- ▶ Access to communication varies. Email, video chat and mail are available but may be shut down or limited depending on mission requirements.
- ▶ Ships may make overseas port calls, affording service members opportunities to tour and take part in community relations (COMREL) events.
- ▶ Homecomings have traditionally been large-scale celebrations for service members and their families.

Aviation

The aviation community consists of pilots, navigators, air crew, air traffic controllers and support specialists who maintain airplanes and helicopters.

Characteristics of the aviation community include:

- ▶ Some aviation squadrons deploy aboard ships, while others deploy to land-based sites.
- ▶ The deployment cycle is like that of the surface community.
- ▶ Some squadrons have detachments, or "dets," which are a small number of the crew who are assigned duty separate from the squadron.
- ▶ Missions may be classified, and family members may not know how their service members are engaged.
- ▶ Access to communication varies. Email, video chat and mail are usually available but not on a regular basis.
- ▶ Squadron homecomings have traditionally been special occasions on par with those of the surface community.

Reserve Community

In general, Reservists:

- ▶ Are a vital source of trained, mission-capable individuals and units.
- ▶ May or may not have active-duty military experience.

Appendix III: Understanding the Command

- ▶ Do not necessarily live near a Navy port.
- ▶ Currently comprise more than 20% of total Navy assets.
- ▶ May be called to active-duty service as individuals or as an entire unit.

Submarine

The submarine community consists of service members assigned to three types of submarines: attack (SSN), guided missile (SSGN) and ballistic missile (SSBN), also known as “boomers.”

Submarines are nuclear-powered, and service members in charge of their power plants are called “nukes.”

Characteristics of the submarine community include:

- ▶ Crews are specially selected. Submariners comprise a close-knit community where families take care of their own.
- ▶ Pay is higher for many ratings on submarines than for the same ratings on surface ships due to special incentive pay and bonuses.
- ▶ Missions are often classified, and it is difficult to communicate on a regular basis.
- ▶ Submarines may or may not make port calls.
- ▶ Homecomings have traditionally been special occasions, though smaller scale than those for surface ships with larger crews.

Navy Expeditionary Combat Command

www.necc.usff.navy.mil NECC manages readiness, resources, training and equipping of the Navy's expeditionary forces. These include:

- ▶ Explosive Ordnance Disposal (EOD).
- ▶ Maritime Expeditionary Security Forces (MESF).
- ▶ Navy Expeditionary Logistics Support Group (NAVELSG).
- ▶ Navy Expeditionary Intelligence Command (NEIC).
- ▶ Navy Expeditionary Warfighting Development Center (NEXWDC).
- ▶ Naval Construction Forces Seabees (NCE).

Naval Special Warfare

Special warfare communities include SEALs (sea, air, land) and special warfare combatant-craft crewmen (SWCC).

Characteristics of this community include:

- ▶ Small groups of highly trained service members operating as a cohesive unit.
- ▶ Frequent deployments on highly classified missions, which can occur with little or no notice for an unspecified period.
- ▶ For security purposes, family members are generally not aware of their service member's whereabouts.
- ▶ Communication is minimal or non-existent.
- ▶ Homecomings may be low-key or limited to the service member's family and friends.

Shore Command

Shore duty assignments can be in the United States and overseas. Service members assigned to shore commands may have to travel as a part of their duties but are not likely to deploy for long periods of time.

The shore command provides support for the fleet by operating:

- ▶ Facilities for the repair of machinery and electronics.
- ▶ Communication centers.
- ▶ Training areas and simulators.
- ▶ Ship and aircraft repair.
- ▶ Intelligence and meteorological support.
- ▶ Storage areas for repair parts, fuel and munitions.
- ▶ Medical and dental facilities.
- ▶ Air bases.

Recruiting Commands

Recruiting commands cover a large geographic area or region. Typically, within a region, one or two active-duty service members are assigned to a smaller territory, where they attract and encourage civilians to join the Navy. Key features of recruiting duty include:

- ▶ Individuals assigned to recruitment have recruitment goals and tend to work long hours to achieve them.
- ▶ Spending time networking with civilians to encourage them to join the Navy.
- ▶ Recruitment areas may be distant from military installations and other military families.

Pre-commissioning Units

While under construction, Navy vessels are not called ships or boats but pre-commissioning units (PCU). Generally, a PCU has leadership assigned, but it will not have a full crew until construction is complete. On PCUs:

- ▶ Crews are housed in buildings until the boat or ship is habitable.
- ▶ Commands are not fully manned.
- ▶ Crews attend training.
- ▶ Crew, families and the ombudsman may be geographically separated.
- ▶ Programs, protocols and procedures are being developed.
- ▶ Funding may not be in place for all programs.

Forward-deployed Commands

Commands homeported in overseas installations such as Japan, Guam and Spain are known as forward deployed commands. These commands are known to have a higher operations tempo (OPTEMPO).



Appendix IV: Writing Tips

Creating Content

Creating flyers, newsletters and social media posts is a great way to share news with your command families. Before creating the material, it is important to seek guidance from your CO. Questions to ask:

- ▶ Are there any established guidelines?
- ▶ Are there any restrictions (length, frequency, content)?
- ▶ Are there command contributors?
- ▶ What is the preferred delivery method?
- ▶ What is the review and approval process before publication?
- ▶ Where can I get supplies?
- ▶ What are the deadlines and what are the mailing procedures?

Once you are ready to start, follow these basic steps to create successful material:

Determine the Purpose

The first step of developing material is to decide the purpose of what you are developing. Ask yourself the following questions:

- ▶ Is the material being used to communicate official information related to mission and readiness?
- ▶ What message should be communicated with the reader?
- ▶ Is there any unofficial information to release? This information could include fundraisers, commercial ventures, advertisements, birthday announcements, etc.

Brainstorm Ideas

After you have decided the purpose, it is time to brainstorm ideas. What topics would you like to share more information about? Begin collecting story ideas, news articles, clippings, photos, etc. These topics could include:

- ▶ Seasonal ideas/tips
- ▶ Local events
- ▶ Command messages
- ▶ Command events
- ▶ Informational tips



Note

Official information includes general command information, educational information, content that enhances morale and unit cohesion, and dates of command-sponsored events, such as deployment briefs and FRG meetings.



Expert Tip

Review the Fleet Social Media Resources (gonavy.xtensio.com/vstn7rb9) for a calendar of key dates and themes.

Select the Content

It is best to plan a few months in advance. Consider the needs and interests of families and any requirements, limitations and restrictions. It is easiest to use seasonal items of interest (holidays, Month of the Military Child, etc.) or predictable pieces based on the command's status (e.g., pre-deployment, preparing for homecoming). Use these as the foundation for the newsletter or social media posts.

Once you are ready to select your content, ensure that you collect information from:

- ▶ The CO, XO, CMDCM and their spouses, the chaplain, Command Financial Specialist or command career counselor.
- ▶ FRG.
- ▶ Ombudsman assembly handouts, announcements, speaker's comments, etc.
- ▶ FFSC newsletters, flyers, staff members.
- ▶ Ombudsman Registry bulletins.
- ▶ Commander, Navy Installations Command (CNIC) Ombudsman Hot Topic webinars.
- ▶ Ombudsman advanced trainings.
- ▶ Housing Welcome Center.
- ▶ Morale, Welfare and Recreation (MWR).
- ▶ Child Development Center (CDC).
- ▶ Navy Exchange and commissary.
- ▶ Naval hospitals/clinics.
- ▶ Local and military newspapers.
- ▶ Local library.

Like any responsible professional editor, an ombudsman must exercise good judgment about what types of material to include. All content must be carefully screened. Consult with the command or installation PAO for guidance on appropriate content. COs are the final authority on the official content of newsletters and whether they meet the criteria for mailing with appropriated funds.

Writing Material

Once you have selected the content, the next step is to begin writing.

Effective Headlines

The best way to write a good headline is to keep it simple and direct. Choose short, concise words, use an active verb and capture the key point of the story in the headline. Do not be so brief that readers miss the idea or are misled about the topic. Avoid standard, repeating headlines. You may want to create regular features, such as a monthly medical tip, but insert a subheading for each month's entry. Be cautious about headlines that reflect opinions. Do not try to be too clever; leave out puns and rhymes.

Writing Content

Before writing your content, determine your audience needs by answering the following questions:



Reminder

Always include a personal message to the command families. Remind readers of the purpose of the Navy Family Ombudsman Program, explain your role and provide a note of encouragement. Be sure to include your name, telephone number and the times you are available for routine calls.



Note

The following types of information should not be included in the ombudsman newsletter:

- Sensitive information.
- Political or religious opinion.
- Services that require the payment of a fee.
- Advertisements.

Appendix IV: Writing Tips

WHO	WHAT	WHEN	WERE	WHY	HOW
Who is my audience?	What does my audience need to know about this subject? What will interest my audience most? What will help my audience understand this subject? What do I want my audience to do?	When does my audience need this information? When will these events take place?	Where can I get the information my audience wants or needs?	Why does my audience need this information? Why is my audience interested or uninterested in this subject?	How much information does my audience need? How can I help my audience do what I ask? How does my audience feel about this subject?

Writing Tips

If you are not sure how to write an article, the following tips provide some basic guidelines:

- ▶ Grab your 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.
- ▶ 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, creating a run-on sentence.
- ▶ Choosing a 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.
- ▶ Relying on spell-check only. Have someone else proofread your newsletter to avoid common spelling, grammar and punctuation errors.



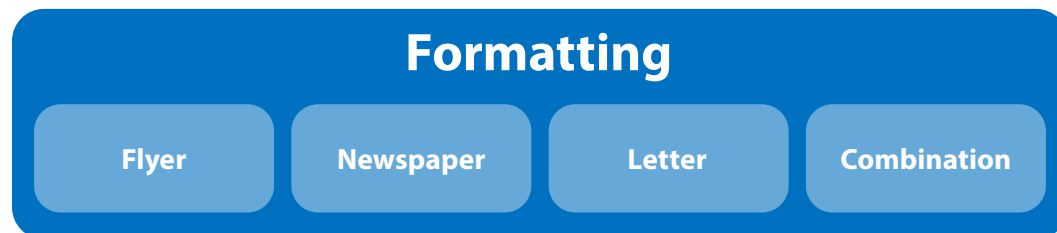
Note

To use copyrighted materials, you must obtain permission under the fair-use provisions. Publishers usually handle copyright requests for authors; send your request to the publisher.

For additional copyright information, visit www.copyright.gov.

Formatting

When formatting your material, you need to choose the format you are most comfortable using. This allows you to develop a personal touch to your material. There are four common formats you may choose from.



Flyer

A flyer is a single sheet of paper that allows you to advertise an event, product or service. This product is great to distribute to your command families.

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 (i.e., bold, italics) helps keep readers' interest. The length of the letter-style newsletter is usually one to two pages.

Newspaper

Newspaper style is the most time-consuming to produce. This style most closely resembles a professional publication. It contains larger bold headlines, artwork, calendars, news stories and special columns, and has a specially prepared banner. It is visually appealing and can hold 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

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 theme or to give a seasonal flair. The length is usually two to four pages.

Design Tips

The following design tips were developed by graphic design expert Robin Williams (not to be confused with the late comedian). To keep your material looking professional and inviting, use the following guidelines:

- ▶ **Contrast:** Contrast is the concept that states if you want one design element to be different from another, make it look different, not similar. Contrast is what attracts the reader to look at the page.
- ▶ **Alignment:** Alignment creates a visual connection among design elements on the page. This is what gives the piece a clean, sophisticated look.

Appendix IV: Writing Tips

- ▶ **Repetition:** Repetition of visual elements throughout a piece develops organization and creates unity.
- ▶ **Proximity:** Proximity groups related items close together. This further organizes the page, reduces clutter and gives the reader a clear structure.

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.

Consider the following when designing a banner:

- ▶ Choose a descriptive title and subtitle.
- ▶ Isolate or emphasize important words.
- ▶ Choose an appropriate font.
- ▶ Use secondary words to add graphic contrast.
- ▶ Carefully select the banner size and its position.

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

Columns

A one-column format works well with the letter-style newsletter; use a six-inch column for ease of reading. If space in the newsletter is at a premium, consider using a two- or three-column format. Most word processing programs will automatically format columns.

Multicolumn layouts offer more flexibility for design. The text is easier to read because the eye only travels a short distance from the end of one line to the beginning of the next. The headline of an article should span all of the article's columns.

Fonts

There are two common types of fonts: serif and sans serif. Serif fonts are those that have "hooks" at the ends of the letters. Times New Roman is an example of a serif font. Serif fonts can be more readable in print.

Serif fonts include:

- ▶ Times New Roman
- ▶ Garamond
- ▶ Cambria
- ▶ Century

Sans serif are preferable for electronic media and smaller text due to their simpler form. 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:

- ▶ Candara
- ▶ Arial
- ▶ Open Sans
- ▶ Century Gothic



Expert Tip

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.

A single typeface may come in different weights such as:

- ▶ **Regular/Book**
- ▶ *Italic/Oblique*
- ▶ **Bold**
- ▶ SMALL CAPS

Limit the number of font families or typefaces you use together. Variety within the same typeface family is fine (i.e., italics, bold, other point sizes). Using too many fonts in a single document will make your documents visually cluttered and unprofessional.

Fonts are available in different sizes, measured in points (in print, 72 points equals 1 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. Article text should not be smaller than 10 points.

Graphics

A well-designed graphic will have a good balance of text and images. Images that support the content of your information create visual interest and attract the interest of your reader. Check with the CO/POC about restrictions on using any photos including those of your command in your newsletter.

Avoid relying too heavily on images for your content. Graphics will increase the file size of your document and may be difficult to send via email. If your material is being printed, the use of graphics will drive up the cost of printing.

Proofreading

Proofreading is difficult. The person who created the material may miss errors in spelling or context because the content is too familiar. Ask someone else to proofread the newsletter. When proofreading, view the material one element at a time. Read the:

- ▶ Body copy. Check for consistency. Decide on rules of capitalization, grammar and punctuation and be consistent with them throughout. After this is done, read the content for errors. Look for ideas that seem disconnected, indicating a missing sentence or paragraph.
- ▶ Headlines. Check for spelling. Just because headlines are big, do not assume they are spelled correctly.
- ▶ Extra material, such as page numbers.

Many commands appoint a member of the command support team to review your material before distribution. This person should be familiar with the guidelines outlined in this chapter as well as any legal issues that may apply.

Submit for Approval

Once your material has been proofread and corrected, send it to the command through your POC for final approval before it is distributed to command families.



Note

Check for trouble spots when proofreading:

- Commas
- Periods
- Capitalization
- Quotation marks
- Apostrophes
- Numbers
- Headings



Expert Tip

Once you are ready to distribute your material, make sure you save it as a PDF. You cannot assume your readers have the same word processing tools you used.



Appendix V:
**Ombudsman
Worksheet Job Aids**

Easy Approach for Completing Your Worksheet

Worksheet Tips:

- ▶ Download a new worksheet for every submission from the Ombudsman Registry homepage.
- ▶ Do Not alter the spreadsheet. Alterations will prevent their CO/POC from submitting the worksheet.
- ▶ Only use Microsoft Excel to input data on the worksheet. Other applications are not compatible with the Ombudsman Registry.
- ▶ Ombudsmen **SHOULD** only input data in the cells that are prefilled with a zero.
- ▶ If you do not own Microsoft Excel and use a different document type, save it as a pdf file and have your command POC manually input the data in the registry.

Activities	Events
Meetings Attended	Each meeting attended by the ombudsman is counted as one event.
	If the ombudsman attends multiple meetings on the same day, each meeting is counted as a separate event even if they are in the same location.
	When the ombudsman attends an Ombudsman Assembly, it is counted as one event and if there is an advanced training provided during the assembly it is counted as a training attended in addition to the meeting.
Presentations/ Briefs	For COTS that teach eOBT/OBT: Each module instructed for eOBT/OBT will count as one event. Document the total instruction time in the time spent section.
Trainings Attended	eOBT or Ombudsman Basic Training: The total training counts as one event. Document the total time spent in live/virtual training and completing the on-demands in the time spent section.
	Advanced training: If attending a training with multiple topics, count each topic as a separate event. Record the time spent for both trainings in the total time spent column.
Command Newsletter	Creating, editing and publishing a command newsletter counts as one event. The time spent on these tasks should be documented in the time spent column.
	All research for the newsletter should be count as one event for the month, and the total time spent doing the activity is documented in the time spent column
Command Social Media Maintenance	All maintenance on social media platforms, such as adding/removing content and updating account information, counts as one event.
	Researching information for social medial posts counts as one event for the month and document the total time spent completing the activity.
	Each social media post counts as one outgoing. Each response to a posts counts as one incoming each.

Appendix V: Ombudsman Worksheet Job Aids

Activities	Events
Other Duties	Travel: Ombudsman should count each drive (to and from their destination) as one event.
	Contact Log Update: Each time an ombudsman updates their log, it counts as one event.
	Email Distribution List Update: Updating the email distribution list, regardless of the number of contacts added or deleted, is counted as one event.
	Presentation/Briefs: All preparation time for presentations or briefs is counted as one event and the time spent.
	Meeting Preparation: Preparing for meetings is counted as one event and time spent, per meeting.
Information and Referral	<p>When an ombudsman drafts an email to their command distribution list, that is not a command newsletter, ombudsmen should document the contact in the Other Information & Referral Calls/Contacts.</p> <p>The email will be counted as 1 outgoing contact regardless of the number of email addresses on the distribution list.</p> <p>The time spent drafting the email is noted in the time spent the email is counted as 1 outgoing contact (no matter number of emails in the distro list) and the time spent drafting the email is note in the estimated total spent.</p>
	Incoming emails count as one I&R per topic requested, outgoing emails count as one I&R per information sent.

Contact Log

Name	Date	Email	Type of Contact	Follow-up

Ombudsman Individual Contact Log

Date: _____

Name: _____

Contact Information: _____

Situation:

Referrals provided:

Follow-up:

Appendix V: Ombudsman Worksheet Job Aids

Sample Worksheet

PROFESSIONAL DEVELOPMENT	TOTAL EVENTS	TIME SPENT
Meetings Attended (Command Leadership/Command Support Team, Ombudsman Assembly, etc.)		
Presentations/Briefs		
Trainings Attended		

ADMINISTRATIVE DUTIES	TOTAL EVENTS	TIME SPENT
Command Newsletter		
Command Social Media Maintenance		
Other Duties		
PROFESSIONAL DEVELOPMENT AND ADMINISTRATIVE TOTALS		

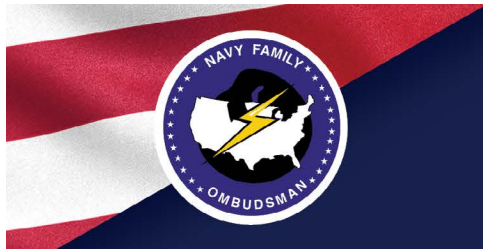
INFORMATION AND REFERRAL	# INCOMING CONTACTS	# OUTGOING CONTACTS
Childcare		
Deployment/FRG		
Education		
Emergency/Crisis (American Red Cross, NMCRS, Accidents)		
Employment (Spouse/Family Member)		
Exceptional Family Member Program (EFMP)/Special Needs		
Financial/Pay/Budget		
Individual Augmentee		
Legal (Wills, Divorce, Adoption, Power of Attorney)		
Medical (TRICARE, Dental, Child Birth, Psychological)		
Military Records (PSD, ID Cards, DEERS, NFAAS)		
Morale, Welfare & Recreation		
Newsletters (Command, Ombudsman, FFSP, Base, etc.)		
Relocation/Housing/Sponsor Program		
Sexual Assault Prevention & Response/Family Advocacy/Reportables/Counseling		
Social Media		
Other Information & Referral Calls/Contacts		

	HOURS
Estimated Time Spent Working with Incoming and Outgoing Contacts	

	INCOMING CONTACTS	OUTGOING CONTACTS	HOURS
Information & Referral and Social Media Contact Totals			

	HOURS
Total Hours Spent	

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NAVY FAMILY
OMBUDSMAN
PROGRAM

Appendix VI:
Ombudsman Forms

Form 1164, Claim for Reimbursement for Expenditures on Official Business

CUI when filled in										
CLAIM FOR REIMBURSEMENT FOR EXPENDITURES ON OFFICIAL BUSINESS		1. DEPARTMENT OR ESTABLISHMENT, BUREAU, DIVISION OR OFFICE				2. VOUCHER NUMBER				
						3. SCHEDULE NUMBER				
<i>Read the Privacy Act Statement on the back of this form.</i>										
CLAIMANT	4. a. NAME (Last, first, middle initial)				b. EMPLOYEE ID NUMBER				5. PAID BY	
	c. MAILING ADDRESS (Include ZIP Code)				d. OFFICE TELEPHONE NUMBER					
6. EXPENDITURES (If fare or toll claimed in column (g) exceeds charge for one person, show in column (h) the number of additional persons which accompanied the claimant.)										
DATE	CODE	Show appropriate code in column (b):				MILEAGE RATE (Enter Whole Numbers Only)	AMOUNT CLAIMED			
		A - Local Travel		D. Funeral Honors Detail			NUMBER OF MILES (e)	MILEAGE (f)	FARE OR TOLL (g)	ADD PERSONS (h)
(a)	(b)	B - Telephone or Telegraph		E. Specialty Care						
		C - Other expenses (itemized)								
		(Explain expenditures in specific detail.)								
		(c) FROM	(d) TO							
<i>If additional space is required continue on the back.</i>						SUBTOTALS CARRIED FORWARD FROM THE BACK				
7. AMOUNT CLAIMED (Total of columns (f), (g) and (i).) \$						TOTALS				
8. This claim is approved. Long distance telephone calls, if shown, are certified as necessary in the interest of the Government. (Note: If long distance calls are included, the approving official must have been authorized in writing, by the head of the department or agency to so certify (31 U.S.C. 680a).)						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. <i>Sign Original Only</i>				
										<i>Sign Original Only</i>
APPROVING OFFICIAL SIGN HERE		DATE		11. CASH PAYMENT RECEIPT						
9. This claim is certified correct and proper for payment.		<i>Sign Original Only</i>		a. PAYEE (Signature)		b. DATE RECEIVED				
						c. AMOUNT				
AUTHORIZED CERTIFYING OFFICER SIGN HERE		DATE		12. PAYMENT MADE BY CHECK NUMBER						
ACCOUNTING CLASSIFICATION										



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, log or electronic file to note all information gathered and disseminated.
- Do you know where each of the following documents are located?
- Establish a POC at the 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 the CO, executive officer (XO) and command master chief (CMDPCM) spouses and establish plans for communication.
- Activate the emergency call tree (if applicable).
- Update the Careline.
- Contact the public affairs officer (PAO), if needed.
- Get the command roster and any emergency data forms you might have.
- Keep your cellphone charger nearby.
- Work with the squadron or group regarding an informational meeting for families. Contact the PAO, 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 the squadron/group and CACO regarding visitations/needs of casualty families.
- If requested, visit families in conjunction with CO, XO or CMDPCM spouses.
- Attend any memorial services.
- Contact the FFSC to coordinate a critical incident stress debriefing, if needed.
- Follow up with casualty families.
- Follow up with the volunteer coordinator.
- Follow up with the squadron/group.



Deployment Mobilization Checklist

Pay/Direct Deposit/Allotments

- Bank account information (bank address/telephone number, bank routing/account numbers) for each desired allotment.
- Copy of current mortgage(s) (with principal/interest/tax/insurance breakdown) or copy of a house or apartment rental agreement. Documentation 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 Basic Cardiac Life Support (BCLS), Advanced Cardiac Life Support (ACLS), Pediatric Advanced Life Support (PALS), etc.
- Current demographic information, if MC.
- Internship.
- Residency.
- Board certification in specialty or board certification qualifications.

Service Records/PSD

- Certification of discharge/separation (DD Form 214) for all former periods of active duty.
- Birth certificate or passport (for those deploying outside the continental United States).
- 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 (i.e., divorce, annulment, spouse's death certificate).
- Certification of full-time enrollment for self and college-age dependents (from school registrar).
- Signed statement from a 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).



Single Sailor Deployment Readiness Checklist

✓	Do you know where each of the following documents is located?
	Birth certificate
	Divorce decree(s)
	Death certificate(s)
	Medical records
	Dental records
	Veterinarian records for each pet
	Up-to-date passports/visas/REAL ID
	Insurance policies (i.e., life, health, home, vehicle, flood, others)
	Real estate documents (i.e., lease, deed, first and second mortgages)
	Vehicle title, registration and inspection
	Most recent Leave and Earnings Statement (LES)
	Current address and phone number of immediate family members
✓	Legal Documents
	Do you have/need a will?
	Is your Record of Emergency Data (Page 2) current?
	Is the amount and beneficiary information current for the Servicemembers' Group Life Insurance (SGLI)?
	Will a general or specific power of attorney be needed to manage your affairs in your absence?
	Will your ID card expire during deployment?

Appendix VI: Forms

✓	Financial Planning
	Do you have a written monthly spending plan?
	Does your budget include money for port visits, phone calls, gifts/souvenirs?
	Does your budget include additional funds for sea pay and other special pay (i.e., flight, submarine, combat duty, etc.)?
	Will there be a promotion during deployment?
	Will a reenlistment bonus be received during deployment?
	Do you have access to myPay?
	Are you enrolled in the Thrift Savings Plan (TSP)?
	Have you established a financial goal(s) for this deployment, such as paying off a vehicle, increasing savings, saving money to purchase a new vehicle, etc.?
✓	Banking
	Is pay distribution set up the way you want? Direct deposit to correct account(s)? Split pay? Any allotments or automatic check drafts?
	Do you have overdraft protection for your checking accounts?
	Will your debit/credit cards expire during the deployment?
✓	Bills
	How will you be making payments to creditors? Do they have your correct address?
	How will you be paying rent/mortgage/utilities?
	Are there any annual/quarterly expenses, such as car or home insurance payments, due while you are deployed? If so, how will they be paid?
✓	Taxes
	If you plan to file federal or state taxes while deployed, do you have all the necessary documents?
	Do you have a specific power of attorney if someone else will be filing your taxes, or are you going to request a filing extension?
✓	Vehicles
	Are vehicle insurance, tags, registration, title and inspection stickers current?
	Is all routine maintenance current?
	Have you made arrangements for storing your vehicle(s)?
	Have you talked with your insurance agent about reducing coverage while your vehicle is in storage?
	If a friend or family member is storing your vehicle for you, does your insurance cover them?

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✓	House
	Are you able to terminate your lease due to military deployment? Will there be a financial penalty?
	If you plan to maintain your house or apartment, is your renters/homeowners insurance current?
	Is your house/apartment prepared if it will be vacant for an extended period during deployment? Did you stop the mail and newspaper, turn off or reduce the temperature of the water heater, air conditioning or heat, arrange lawn maintenance, etc.?
✓	Pets
	Have you made arrangements for your pets to be cared for by family, friends or an animal foster care group (blog.ahrn.com/foster-military-dogs/)?
	Does your pet's caregiver have a copy of veterinary and immunization records, current license, if required, and your vet's contact information?
	Have you made arrangements to pay for food, treats and vet care while deployed?
✓	Emergencies
	Is your NFAAS information and family NFAAS information up to date and correct?
	Do you have a least one month's pay saved in case of financial emergency?
	Does your family know to use the American Red Cross in case of an emergency?
	Does your family have the command ombudsman's name and phone number? Have you given the ombudsman permission to provide information to your family members?
✓	Relationships
	If you are in a relationship, have you discussed the effect of an extended separation?
	Have you told friends and family you are deploying, provided them with your contact information and asking them to keep in touch?
	If you share a house or apartment, have you instructed your housemates on the use of your household goods, or are you planning to store them?
✓	Communication
	Have you discussed how often you will communicate and by which methods?
	Have you discussed how sensitive news will be shared?
	Does your family have the number to the command Careline, if available?
	Is your family on the command phone/email tree?



Couples Deployment Readiness Checklist

✓	Personal Documents
	Birth certificates
	Marriage licenses
	Divorce decrees
	Update/verify information in NFAAS (navyfamily.navy.mil/cas/login?service=https%3A%2F%2Fnavyfamily.navy.mil%2F)
	Medical records of each family member
	Dental records of each family member
	Veterinarian records for each pet
	Adoption papers
	Citizenship/naturalization papers
	Wills
	Up-to-date passports/visas/REAL ID
	Insurance policies (i.e., life, health, home, vehicle, flood, others)
	Real estate documents (i.e., lease, deed, first and second mortgages)
	Car title, registration and inspection
	Social Security numbers of each family member
	Current address and phone number of immediate family members of both spouses
	Is the service member's Record of Emergency Data (Page 2) current?
	Is the amount and beneficiary information current for the Servicemembers' Group Life Insurance?
	Are powers of attorney needed for buying a house, moving into government quarters, completing taxes, etc.?
	Is a Health Insurance Portability and Accountability Act (HIPAA) form required to grant access your medical records?
	Will military ID cards expire during deployment?
	Are all family members enrolled in the Defense Eligibility Enrollment and Reporting System (DEERS)?

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✓	Financial Planning
	Do you have a written monthly spending plan?
	Does your budget include money for port visits, phone calls and gifts/souvenirs?
	Does your budget include additional funds for sea pay, family separation allowance and other special pays (i.e., flight, submarine, combat duty, etc.)?
	Will there be a promotion during deployment?
	Will a reenlistment bonus be received during deployment?
	Do you/your spouse have access to myPay?
	Are you enrolled in the Thrift Savings Plan (TSP)?
	Do you and your spouse understand and agree to how finances will be handled during the deployment?
	Have you decided who will be using which credit cards during the deployment?
✓	Banking
	Is pay distribution set up the way you want? Direct deposit to correct account(s)? Split pay? Any allotments or automatic check drafts?
	Are you using joint or separate checking accounts? If joint, have you discussed how you will manage?
	Do you need overdraft protection for your checking accounts?
	Will your debit/credit cards expire during your absence?
✓	Bills
	How will you be making payments to creditors? Do they have your correct address?
	How will you be paying rent/mortgage/utilities?
	Are there any annual/quarterly expenses, such as car or home insurance or tuition payments, due while you are deployed? If so, how will they be paid?
✓	Taxes
	If you plan to file federal or state taxes while deployed, do you have all of the required documents?
	Do you have a specific power of attorney if someone else will be filing your taxes, or are you going to request a filing extension?
✓	Vehicles
	Are vehicle insurance, tags, registration, title and inspection stickers current?
	Is all routine maintenance current?
	Have you left the name of a trusted mechanic/repair garage with your family?
	Have you provided information about types of routine maintenance, such as oil, filters and tires?

Appendix VI: Forms

✓	House
	Is all routine household maintenance complete?
	Is your renters/homeowners insurance current?
	If you are expecting to move into government quarters during the deployment, is a special power of attorney available to arrange the move?
	If your family is planning to stay with extended family during the deployment, note that this is not covered in the military clause of most leases. Does your lease allow you to sublet or will there be a penalty?
✓	Emergencies
	Is your NFAAS information and family NFAAS information up to date and correct?
	Do you have a least one month's pay saved in case of a financial emergency?
	Have you considered signing a preauthorization form with the Navy-Marine Corps Relief Society for your spouse?
	Does your family know to use the American Red Cross in case of an emergency?
	Does your family have the name and number of the command ombudsman?
✓	Communication
	Have you discussed how often you will communicate and by which methods?
	Have you discussed how sensitive news will be shared?
	Does your family have the number to the command care line, if available?
	Is your family on the command phone/email tree and newsletter distribution list?
✓	Homecoming
	Have you discussed homecoming plans and expectations?
	Do you want to stay at home or take a vacation upon reuniting?
	If you have children, what are the homecoming plans for them?

Additional Items

List items not covered in the checklist here:



Single Parent Deployment Readiness Checklist

In addition to completing all of the items on the Single Sailor Deployment Readiness Checklist, active-duty custodial single parents should also be able to answer “yes” to the following:

✓	Personal Documents
	Does your will include who will become your child/children’s guardians should something happen to you?
	Have you updated your family care plan? This document ensures that arrangements are in place for your dependent children.
	Is your Record of Emergency Data (Page 2) current?
	Is the amount and beneficiary information current for your Servicemembers’ Group Life Insurance?
	Do your children have ID cards and are they enrolled in DEERS?
	Do you have a written financial agreement with your caregiver?
	Do you have an “agent letter” to allow your child’s caregiver access to the base and to services such as the commissary, exchange and medical clinic for your child?
	Does your child’s caregiver have a medical power of attorney to access emergency and routine care for your child/children? Do they know how to access the military medical clinic or how to file TRICARE claims if using civilian facilities?
	Is a Health Insurance Portability and Accountability Act (HIPAA) form required in order for your child’s care giver to access your child’s medical records?
✓	Caregiver
	Does your caregiver know how to contact you with your command name and mailing address and your email address?
	Does your caregiver know to use the American Red Cross in case of an emergency?
	Is your caregiver aware of the services provided by the command ombudsman? Do they have the name and number of the command ombudsman?
	Is your child’s caregiver aware of any medical conditions your child has and any medications being taken?
	Does your child’s caregiver know how to get medication refills?
	Have you discussed rules and discipline with your child’s caregiver?
	Do you have a plan for celebrating your child’s birthday during your absence?
	Have you developed a communication plan with your child’s caregiver? How often will you email, phone or send regular mail? What types of information would you like to know? Have you asked your child’s caregiver to send pictures?

Appendix VI: Forms

	Does your child's caregiver have the number to the command Careline, if available?
	Have you asked the command ombudsman to keep your child's caregiver informed on the status of the command via the command phone/email tree and newsletter distribution list?
	Does your child's caregiver have an age-appropriate car seat for transporting your child?
✓	Your Child
	Have you told your child that you will be leaving and that you will return?
	Have you made a communication plan with your child and provided them with the tools they need to stay in touch with you, such as stationery, pens, markers, stamped, self-addressed envelopes, etc.?
	Did you include money in your budget for phone calls and gifts/souvenirs for your children?
	If you have pets, is your child's caregiver caring for them too? If the pets will be cared for elsewhere, have you explained this to your child?
	Do you and your child have a support system – people you can reach in person, by phone or email – you can turn to for assistance during the deployment?
	Will your child be able to see you off when you leave for deployment?
	In conjunction with your child's caregiver, do you have plans to keep your child/children busy during deployment with fun activities including sports, scouts, music, church, etc.?
✓	Relationships
	Have you talked with your child's school or day care provider about your deployment? Have you asked them to send copies of school work and report cards? Be sure to include self-addressed, stamped envelopes.
	Have you asked if your child's school sponsors a discussion group or other program for children of deployed military parents?
	Have you discussed with your child's other parent what role, if any, they will have during your deployment?
	Have you informed extended family members about your upcoming deployment, provided your child's contact information and asked them to keep in contact with your child?
✓	Comfort Items
	Have you created a photo album for you and each of your children doing things together?
	Have you read and recorded your child's favorite books on audio or videotape?
	Did you leave a personal item of yours for each of your children to keep until your return?
✓	Homecoming
	Will your children be able to meet you at homecoming? If so, have you made arrangements?

Additional Items

List items not covered in the checklist here:



Navy Public Affairs Guide for Ombudsmen



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Navy Public Affairs Guide for Ombudsmen



Dear Ombudsmen,

If you picked up this guide, a loved one is affiliated with the Navy in some form or fashion. We are grateful for them and for your dedicated support of their chosen career.

One way to support your Sailor is to recognize the importance of sharing the Navy story. You have likely heard that family readiness equals warfighting readiness, and we hope you believe that as strongly as we do. Without strong, capable families, our men and women cannot be prepared to do what they must to defend our nation and further our objectives abroad.

Because families are such a big part of the Navy's story, it makes sense to get to know each other a bit better than perhaps we do; to work more closely than we may already in order to better tell that story.

This guide is an introduction to Navy Public Affairs that we hope begins an in-depth discussion of how we can work together, and deepens an already robust partnership. Some of it will discuss the Public Affairs-Ombudsman relationship, while other parts are geared to help you as a liaison to family members. We will present best practices and a few rules of the road, and let both the ombudsman and the command know what they should expect of the Public Affairs Team when we work together to share the Navy story.

This product is the first of its kind, so we hope this is a useful tool and appreciate you sharing your feedback with the PAO who shared this guide with you. Welcome to the Navy Communication team. Thank you for your service.

With the utmost respect,

Navy Public Affairs

The Ombudsman's Role in Communication

When we talk about sharing the Navy story, we talk about families in general. But where does the ombudsman fit into Navy communication, exactly?

The Ombudsman Handbook states ombudsmen are volunteers appointed by the commanding officer to serve as an information link (http://www.cnic.navy.mil/content/dam/cnic/hq/pdfs/n91_fleet_and_family_support_program/ombudsman_program/OmbudsmanTrainingMaterialsProgramManual.pdf) 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.

Your job description is a lot like ours – support the objectives of the commanding officer through effective, appropriate communication. The best way you can help us is by serving as a liaison and:

Providing feedback on how PA products are received by families.

Keeping your ear to the ground, and bringing it to the PA team’s attention if you hear of family members participating in media events, such as reality shows. While family members have no legal obligation to inform the Navy of their participation in a reality show or similar productions, it is a professional courtesy. We need to be prepared to answer questions from the media if they arise.

Assisting the PA team in identifying appropriate individuals who might be willing to do an interview, when media request a family interview or a family voice is needed for command-produced blogs or social media sites.

Sharing information about family events (command-sponsored and non-command-sponsored) with the PA team prior to the events. We may be able to assist you. Your command-appointed liaison may also forward this information to us when appropriate, depending on your command structure.

In addition to your role as a liaison, you may be asked to serve as a subject matter expert for a news media interview, or to provide a quote for use in a press release or blog produced by the PA team. We will talk more about the news media later in this guide, but rest assured you will be well prepared and protected if you do interact with them.

Meet the Navy Public Affairs Team

Public Affairs (PA) professionals work with both the command and communication leaders in the Pentagon to clearly describe the Navy's roles and actions to the public.

Governed by Secretary of the Navy Instruction 5720.44C, PA professionals facilitate open, timely and uninhibited access to public information, except where restricted by law, security classification, or privacy statutes; and communicate information about Navy and Marine Corps programs, activities, missions, and responsibilities to both external and internal U.S audiences as well as international and host-nation populations. PA professionals also protect the privacy of those who use or request information, act as liaisons to the news media without interfering with the reporting process, advise the commander, and promote positive relations between the command and the local community.

Through any and all avenues, the Navy's communication philosophy is based on the following fundamentals:

It is our responsibility to continually and accurately communicate with the public, providing context to enhance their understanding of issues of the day. We accept this responsibility to explain ourselves to the people we defend.

We value and prioritize our relationships with reporters, editors, producers, and other media members who enable us to share the Navy story.

Credibility is our cornerstone - we tell the truth.

Time is of the essence, but we always communicate deliberately.

Words matter - we choose them carefully.

Operational security is maintained at all times.

The Navy is always on duty, and so are its PA professionals.

If you are thinking "wait a minute, ombudsmen are expected to be familiar with Navy and Marine Corps programs in order to use them as referral resources," then you already see why we are so excited to work more closely with you! We share many communication goals, and we can reach them more effectively by working together.

The PA professional you work most with at your command may, or may not, be a uniformed service member. Like ombudsmen, our team members have varied backgrounds. Whether they wear uniforms or civilian clothes, junior or senior, all members of the Public Affairs team are eager to share the Navy story with our families.

How Public Affairs Supports Ombudsmen

Wondering what exactly the PA team can do, or nervous about approaching us with your request?

First and foremost, remember that we are here to share the Navy story, and you are part of that story – our doors are always open. We most commonly work with ombudsmen when we:

Facilitate or support speaking opportunities	Many Navy spouses are high-powered professionals, or influential community members active in local organizations. It is not unusual for Navy spouses to receive requests to speak about their lives, which often includes a discussion of how they balance the demands of supporting their Sailor's career and their own interests. We are happy to provide talking points, videos, photos, and other materials for any family member who may speak about the Navy experience as part of a PTA meeting, children's career day, or other non-political public events.
Field embark requests	All requests to embark a Navy ship, plane or other tactical vehicle, or to tour a command, should be forwarded to the PA team.
Support Ombudsman Assemblies	Because Ombudsman Assemblies are attended by the commander or a representative, as well as chaplains and other Navy leaders, they are considered official functions. We are happy to speak briefly or photograph when our operational commitments permit.
Provide training to ombudsmen and families	Family member briefings on how to interact with the news media and responsible social media use should be a standard element of pre-deployment family readiness group activities. If your families need or want training on other related topics, we may be able to assist.
Facilitate news media interaction when appropriate	PAOs have a working relationship with the news media, and can provide advice on how to share the Navy story without sharing information that could lead to the inappropriate release of privacy, classified or other sensitive information about Sailors or families. PAOs can help family member protect their privacy, while allowing the news media to report the story.
Gain clearance and escort news media	PA clearance and escort is required for news media visits to a Navy installation regardless of the purpose of their visit, with no exceptions. Several reporters covering military issues are or were military spouses. Do not make the mistake of ever believing a reporter is attending your event in a "spouse only" capacity – while that may be the initial intention, if they hear something interesting at the event, the reporter hat is quickly donned. Inform the PA office if you believe a reporter will attend an ombudsman event in any capacity, and we will reach out and determine how we can best support them.
Photograph command-sponsored events	Photographers may cover command-sponsored events in an official capacity as operational commitments allow. A command-sponsored event is one that includes both Sailors and their families, and is hosted or otherwise endorsed by the commander.

A portion of Navy Ombudsman training is dedicated to the discussion of allowable expenses and the reimbursement process of approved expenditures incurred in carrying out your duties. Like you, we must also operate within a few parameters. Please be mindful that:

We are not personal photographers, and cannot support ombudsmen- or family-only events that are not command sponsored. Some commands have cameras available for check out to take photographs of family events. There may be a photographer in the family crowd who would like to take photos and release them with photo credit. Don't be alarmed if the PA team consults the JAG (military lawyer) about supporting a photography request - with the allocation of military resources under ever-increasing scrutiny, we must always be able to justify why we support an event.

Please do not approach the PA team with requests for production support; the budget for production of business cards and similar materials comes from the commanding officer or their designated representative.

If we are occasionally slow to respond, your patience is appreciated - emergent operational matters quickly can take center stage and wreak havoc with scheduled meetings. Our relationship with you and the families you serve is extremely important, but operational needs of the command are of primary importance when allocating resources, including time.

News Media

One of the PA team's roles is effectively and appropriately interact with the news media, as well as train subject matter experts to engage with them.

Merriam-Webster describes "media" as "a medium of cultivation, conveyance, or expression." Dictionary.com defines "media" as "the means of communication that influence people widely;" the singular, "medium" is described as "an intervening substance through which a force acts or an effect is produced." These definitions are broad – "media" is no longer synonymous with "newspaper." In the modern communication environment, "media" can mean community publications, local vigilante blogs, social media websites, university-sponsored newsletters, student-run video channels, regional radio, trade magazines, national television affiliates, or international outlets. Stories are told in video, infographics, photographs, sound bytes, written stories, and in social media blasts of 140 characters or less.

News is an extremely competitive business, and reporters go to great lengths to "get the story" before their competitors do. Military families often become the center of news media attention as reporters produce local and national stories. Sailors and their families can be the best (sometimes the only) local ties to news stories about global and national events. Their individual stories are often the best way to tell the military's story, good or bad.

When it makes sense to share a family story through traditional news media, we will take every opportunity to do so. The PAO will likely ask you to participate in an interview, or for your assistance finding another suitable interviewee. As the ombudsman, you are already vetted and have the full faith and confidence of the commander, as well as basic training and the credibility to make statements about the families at the command.

If you feel nervous at the thought of speaking to a journalist, first, take a deep breath and relax. Reporters are not out to get you. They respect your position as an ombudsman, and are well aware you do not make policy or formulate procedures. Besides, being rude to the ombudsman would be among the quickest ways for a reporter to sour their relationship with a command!

We will talk about types of interviews and walk through the interview process shortly, but there are a few fundamentals that are applicable to every situation:

- Never engage the news media on your own, suggest a story to a reporter, or comment on the command or families without the authorization and guidance of the CO or PAO. You are not an official Navy spokesperson, nor do you have access to information that determines whether or not we choose to aggressively publicize any particular story. On a more personal note, as mentioned earlier, a PAO can facilitate an interview and help you protect your privacy. Finally, your job is to support the command; your commander will want the PAO involved to ensure the story is reported accurately and consistently.
- If you are ever approached by a reporter, no matter how casually, do not answer any questions – refer them to the PA office. Refrain from saying "no comment," which can be construed as an attributable quote. Next, inform the PA office you were approached and provide details such as the name of the reporter and outlet, time and location, and any questions the reporter asked. They can take it from there and reach out to the reporter.

- Please remember the news media does a job vital to democracy. It is not harassment if they initially call your home or stop you at the supermarket to ask for an interview. It is harassment if they infringe on your privacy or persist after being referred to the PA office. Your home is your property. No one, reporter or otherwise, has a "right" to enter your home or be on your property unless you grant them that privilege.
- What you choose to share is entirely up to you. You have the ability and opportunity to end an interview at any time, if for any reason you feel that your privacy is being infringed upon. Be conservative, because once you grant an interview, you have in a sense opened the door to others who also wish to speak with you.
- Before the interview begins the PAO will make it clear to the reporter that privacy is of the utmost concern. To protect your privacy, the PAO may ask you whether you want to use your full name, only a first name, or a pseudonym. While it is acceptable to mention that you do or do not have children do not discuss them with a reporter. In the same way that children are not included in official Navy biographies, for their and your protection, they should be kept away from the media, as well. Refrain from mentioning your address.
- You are a valuable subject matter expert because the media would like to share your experience and perspective as an ombudsman and family member. Do not offer your opinion on policy, or speculate. Some of what you have learned from your spouse could be incorrect, sensitive, or subject to change. If a technical viewpoint or comment on policy is desired, those experts will be approached separately.
- Explain concepts, programs, initiatives, and operational developments clearly and in simple language. This is a challenge for the military community, and in government in general. Michael McCurry, President Clinton's former press secretary and a veteran of more than 30 years in Washington, goes so far as to note that one of the biggest mistakes federal leaders make when communicating with the American public is using acronyms, abbreviations, or vocabulary that are not understood by the audience. We want people to understand what we are doing and how – that is the point of engaging the media.

You may be asked participate in an interview for a command-produced product, or with a reporter for a newspaper, blog, radio or TV show:

- **Interview for a command-produced product.**
This is the easiest type of interview because the command has full control over the final product. You may speak to the PA professional preparing the story in person, on the phone, or over email. Instead of a formal interview, you may be asked to provide a quote, or approve a quote that is drafted for you.
- **Interviews for an externally produced product.**
You may ask a PAO help you prepare for and to facilitate the interview. Like an interview for a command-produced product, you may speak to the reporter in person, on the phone or over email. Or, you may never speak to the reporter at all, but work with the PAO to draft a quote. Your name is used, and information provided in the interview is attributable to you.
- **Off the Record.**
Remember when speaking with a reporter, nothing is truly ever off the record.

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The interview process itself is relatively straight forward:

- You will meet with the PAO a few minutes before the scheduled interview time.
- The PAO will address any last minute questions or concerns you may have, and ensure you are comfortably settled in the interview location. If it is a phone interview, the PAO may review details such as when they will mute the phone.
- It is customary for the PAO to call the reporter at the designated time; if an in-person interview, the PAO will walk out to meet the reporter and escort them to the designated location.
- Once everyone is ready, the PAO will review ground rules such as how long the interview can last, the topics for discussion and the process for submitting follow-up questions.

During the interview, stay relaxed and talk to the reporter as you would with any other person. If you misspeak or say something in error, the PAO can clear it up with the reporter later – try not to be nervous or flustered, and simply move along with the discussion. Remember, the reporter is not out to get you.

News outlets now strive to be on as many platforms as possible, at the same time, which means print journalists also snap photos and produce blog entries, newspapers run in-house television stations, and many traditional outlets employ social media specialists, to cite a few examples. Your message must be as multi-dimensional and easy to translate as possible, because it will be shared and it may go viral. Be mindful of the fact that “viral” means you can never be entirely certain who you are talking to, or where a product will end up.

After the interview, the PAO will follow up to make sure the reporter got the needed information, answer any additional questions, and confirm the expected publication or run date.

The PAO will also be sure to get you a copy. What’s the best thing to do with the piece?

Share it on social media, of course! More about that in the next section...

Social Media

My command is currently deployed and the collateral duty PAO asked me to help with the command Facebook page. What do I do now?

When ships or units are deployed, they have less bandwidth, or no connection at all, which makes it difficult or impossible to update social media sites. Having someone shore side help by uploading photos, video, or even just status updates can be extremely helpful. We recommend that you talk to the public affairs office or senior enlisted advisor before the command deploys and discuss this possibility. Ask the public affairs officer for training before he or she departs in case they need your support. If the command is already deployed and you need immediate assistance with a social media platform that you are unfamiliar with, you can reach out to the Navy Media Content Services team at any time at 703-614-9154 or navymedia@navy.mil.

Eager to connect with other Ombudsmen?

Ombudsmen registered in the official Ombudsman Registry at www.ombudsmanregistry.org can request access to a Facebook group for Navy Ombudsmen that currently includes nearly 900 active participants in everything from discussions on OPSEC to webinars explaining resources and benefits. To join the group, log onto Facebook and search for "U.S. Navy Ombudsman Program Discussion Group." You will need to submit a request to join the group and be approved by the administrator prior to gaining access.

"Social media" describes the different means by which people, enabled by digital communication technologies, connect with one another to share information and engage in conversations on topics of mutual interest. Social media is an umbrella term describing a variety of communication mediums and platforms, social networking being the most well-known of them. As a result, people now get information from more places than ever, fueling a desire to have real conversations with other people and organizations. While specific mediums, platforms and technologies may change over time, the overall trend of people connecting with each other will continue to increase, presenting a tremendous opportunity for commands to be able to better communicate with their Sailors, their families, and their country.

Ombudsmen report they interact with Navy families, sometimes on a daily basis or even multiple times a day through social media. Your social media presences are where you will share content that is publicly released.

You and the command can consider a number of options to support family readiness through social media. Based on our experience and observations, we recommend commands have a single presence on any given social media platform, with the ombudsman actively participating. Facebook and Twitter are the platforms we recommend because those are the communities the most families are active in, and the platforms incoming Ombudsmen are familiar with. If the command is unable to support an on-going presence on a social media platform, we recommend they do not create one. It's better not to have one, than to have one and abandon it later.

Ultimately, it is up to you and your command to determine which social media platform is the best fit for how you need to communicate with your families. Keep in mind that by its very nature, social media is viral, so it is easy to post information in one place and for it to quickly spread to your command's extended family. A well-coordinated command social media presence with active participation from you alongside command leadership, presents a cohesive and supportive environment that leads to stronger family readiness. Also, remember people want to communicate with one another. Your families can and

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will create their own social media presences if the command does not have one in place. It is in your best interest and the command's to lead the way by providing an online presence for your families.

We have found that the following are vital to any environment you choose to engage families:

- **Command leadership participation**

Command leadership participation is essential to the success of a social media presence. Family members see command social media use as a direct and open line of communication to both the ombudsman and command leadership.

- **Audience connection**

It is tempting to create a social media presence for specific groups or audiences. However, it is more effective to have one central location for families and Sailors at the command. In some cases you and the command will determine it is beneficial to have both a command and a family readiness group presence, but you should cross promote each other's presences and keep the number to a minimum to avoid confusion.

- **Discussion sharing**

Social media is most valuable when members of a community engage in discussions, share resources, and network. As the ombudsman, you are in an excellent position to encourage discussion on the command and family readiness group presences. People will be honest, ask questions, and at times, may express frustration. This feedback enables the command leadership and you to effectively address family concerns. More often than not, we have seen overwhelmingly supportive Navy families on social media — especially when there is an active and responsive administrator.

Operational Security

OPSEC should be the #1 concern of anyone communicating through a social media site in an official capacity, or even in an unofficial one.

Remember!

Even if you are using a private or closed social media site, such as an invitation-only Facebook group, you should still refrain from disclosing any sensitive information. While the group may appear secure, there is no true way to verify the security of a third-party site or your Web connection. Save sensitive discussions for an appropriate forum, such as your next in-person meeting.

Not sure how to safely use social media? Pause before you post, and you will be just fine. For example:

Instead of saying that you are proud of your Sailor, a member of XYZ unit, at ABC camp, in TUV city in overseas, say that your Sailor is deployed in overseas.

Instead of saying that you can't wait for your daughter, aboard XYZ ship, to call you when she reaches ABC city/country in X number of days, simply state that she is stationed aboard the ship.

Instead of saying that your family is back in Union, Kansas, share simply that you are from the Midwest.

When posting to social media as an ombudsman or educating families about safe social media use, remember the following:

- NOTHING online (including e-mail) is fully secure. Closed groups may appear to be a safe place to communicate with designated families and Sailors, but they can be hacked, monitored or otherwise breached.
- Keep sensitive information safe. Do not discuss sensitive information, such as ship or unit scheduled movements; locations, including underway or return times; information about military capacity and weapons; personnel rosters; or anything else that may compromise the personal privacy of our Sailors and their families or bring harm to them.
- Limit the amount of detailed information you post on social media about yourself, your Sailors and their activities. You never know who is watching and collecting information that can be used to harm you or your family.
- Set and regularly check security settings. Social media platforms regularly change their security features and settings – sometimes even updating yours to more public settings with each new feature. Remember, just because you are not “friends” with someone or they don't “follow” you, does not mean they can't see your profile and posts.
- When using public wireless networks with your laptop, tablet or smartphone, always assume they are being monitored. Equipment to illegally monitor these devices can be readily obtained on the open market.
- If you have any questions about what constitutes a breach of operational security, contact the PAO before posting or sharing.
- The Naval OPSEC Support Team offers information and training materials at: <http://www.slideshare.net/navalOPSEC>, or send your questions and challenges to opsec@navy.mil.

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We have observed Navy Ombudsmen are extremely mindful of OPSEC concerns and have been doing an outstanding job monitoring online discussions and reminding family members when posts are a potential security risk.

You may find yourself educating families about OPSEC and reminding them to be aware of what they post online. Some ombudsmen successfully employed education techniques such as:

- Including notes and reminders of OPSEC, as well as real-world examples, in monthly newsletters
- Proactively providing information about FRG meetings and other appropriate venues to discuss homecoming and port information, so family members do not feel like they have to violate OPSEC – they know where to get information
- Discreetly contacting those who violate OPSEC directly to have them remove the offending post, and creating a teachable moment by discussing why the post is a violation of OPSEC so the mistake is not repeated. If the offending individual refuses, you can block or report them. This option, however, does not fix the problem because the offending person will likely share inappropriate content elsewhere. In either case, notify your command so they are aware of the breach in OPSEC.

The Naval OPSEC Support Team offers information and OPSEC training materials at their website (<https://www.nioc-norfolk.navy.mil/opsec/index.html>) under the 'FRG/OMBUDSMAN Brief' tab. They also operate a Facebook page (www.facebook.com/NavalOPSEC) with OPSEC information and products.

Privacy

As an ombudsman, you are trained to keep sensitive personal information and information shared with you in confidence, private. Social media is no different and is not the place to share such information.

What you post online is often seen by a lot more people than you intend. Something you think is private, likely is not. Social media sites share most information by default. If you want to keep something private, you may not want to share it on social media. If you'd like to share something with just your friends (but not their friends) you'll need to update your privacy settings. When you hear of major (and even minor) changes to how social media sites are sort and share information, be sure to double-check your privacy settings, because the sites change often and don't always share how that affects your privacy settings.

Be especially mindful in situations where there is loss of life or injuries. It is the DoD's policy not to release the names of casualties until 24 hours AFTER their next of kin have been notified to respect their privacy. The Health Insurance Portability and Accountability Act (HIPAA) prohibits the release of medical information without the individual's consent. That means, if a Sailor or family member is injured and you don't have their permission to share information with others, you should not share those details in any manner, not even on a closed Facebook group.

This applies equally to photographs, videos and written posts.

Frequently Asked Questions about Social Media

Q Our Sailors have been extended on deployment and the families are not happy. There is a very negative feel to our social media presence right now. What should I do?

A Most importantly, do not get discouraged and DO NOT close the account. Closing the page will only result in your families creating alternative presence(s) to continue complaining, in which case you will have less opportunity to understand or influence this conversation. It is important to get command leadership involved to reach out to the families and reassure them. In the meantime, you may want to stress alternate methods of discussing information that if posted online could violate OPSEC. Continue to be proactive on the social media presence and ask the command to send photos and updates of Sailors for the families to keep connected.

Q Someone hacked into my ombudsman social media account. What do I do now?

A If you believe your account has been hacked, taken over, or otherwise compromised, the first thing you should do is notify any other administrators to your command's social media presences and ask them to remove you as an administrator. Next, change the password to every email address you use to access these sites. The most common method of taking over accounts is by someone figuring out your password through social engineering. Once you have changed the password(s) on your email address(es) and established control of them, attempt to reset your password to your social media accounts. If the person who has taken over your account hasn't changed the default email address then you should receive an email with a link where you can reset the password and regain control. If you do not receive an email to reset the password you will need to work with the site directly to regain control of the account. In this case contact the Navy Media Content Services team and we will work with you to reach out to the site. In the meantime inform people on your command's social media presence the account is no longer fully under your control and that communication coming from that account should be treated as suspect.

Q I did some searching and found my command already has a non-official family group on Facebook (or YouTube, Twitter, etc.). What should I do?

A Many commands have unofficial social media presences established by former crew members, veterans or fans excited about the command. We do not have the right to remove these presences, nor would we want to unless they portrayed themselves as an official presence. Work with the command leadership to determine if you want to approach the page and/or simply monitor it and chime in when you have information to add. You also may want to contact the administrator to see how you can work together. Regardless, this should not stop you or the command from creating an official presence for the command

and its families. These official presences are listed in the U.S. Navy Social Media Directory (lists only command presences, not family readiness groups) which can be found at: <http://www.navy.mil/>. If you find an online presence portraying itself as an official presence and the command is not sponsoring it, suggest your command contact the administrator. If your command is unable to engage with that presence, contact the Navy Content Media Services team for further assistance.

Q I am turning over Ombudsman duties. How should I transfer our social media presence?

A If you established your social media presences under a general command ombudsman account, simply turn over the login and passwords and teach the new ombudsman how the platform works. If you have been using your personal account to relay information as an ombudsman, you will need to introduce the new ombudsman on the social platform to the audience. If you have administrative rights to the command's social media presence or a family readiness group page, ensure the new ombudsman is added as an administrator and you are removed. You may also recommend the new ombudsman post a photo/note introducing themselves.

Sample Ombudsman Assembly Instructions

SAMPLE OMBUDSMAN ASSEMBLY INSTRUCTION

(COMMAND) INST 1750.XX

(Code)

(Date)

(COMMAND) INSTRUCTION 1750.XX

Subj: OMBUDSMAN ASSEMBLY

Ref: (a) OPNAVINST 1750.1 Series

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

SAMPLE OMBUDSMAN ASSEMBLY CHAIRPERSON DESCRIPTION OF DUTIES

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 1750.1H 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 CO.
- j. Coordinate with the Fleet and Family Support Center to perform orientation of all newly appointed ombudsmen.

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.

Sample Ombudsman Assembly Chairperson Duties

Sample Resignation Letter 1 (change of command)

From: [Ombudsman]

To: [Commanding Officer]

Via: [Point of Contact]

Subject: Resignation as command family ombudsman

Ref: OPNAVINST 1750.1 Series, or current version.

1. I tender my resignation as command family ombudsman when a new commanding officer reports, as directed by OPNAVINST 1750.1 Series, or current version.
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]

Sample Resignation Letter 2 (general resignation)

From: [Ombudsman]

To: [Commanding Officer]

Via: [Point of Contact]

Subject: Resignation as command family ombudsman

Ref: OPNAVINST 1750.1 Series, or current version.

1. Per reference (a), I tender my resignation as this command's family ombudsman, effective (date), due to (e.g., 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]

Appendix VI: Forms

DD Form 2793, Volunteer Agreement

CUI when filled

VOLUNTEER AGREEMENT FOR					
<input type="checkbox"/> APPROPRIATED FUND ACTIVITIES		<input type="checkbox"/> NONAPPROPRIATED FUND INSTRUMENTALITIES			
PRIVACY ACT STATEMENT					
<p>AUTHORITY: 10 U.S.C. 1588, Authority to accept certain voluntary services; 5 U.S.C. 3111, Acceptance of volunteer service; and DoDI 1100.21, Voluntary Services in the Department of Defense.</p> <p>PRINCIPAL PURPOSES(S): To acknowledge and document Volunteer Agreement for Appropriated Fund Activities or Nonappropriated Fund Instrumentalities before a statutory individual is allowed to provide volunteer services.</p> <p>ROUTINE USES: There are no specific routine uses anticipated for this information; however, it may be subject to a number of proper and necessary routine uses that are identified in each of the following systems of records notices: (1) A0608b DFSC, Personal Affairs: Army Community Service Assistance Files (at http://dpclid.defense.gov/Privacy/SORNsIndex/DoD-wide-SORN-Article-View/Article/570084/a0608b-cfsc/); (2) NM01754-2, DON Family Support Program Volunteers (at http://dpclid.defense.gov/Privacy/SORNsIndex/DoD-wide-SORN-Article-View/Article/570427/nm01754-2/); and (3) F036 AFDPC, Family Services Volunteer and Request Record (at http://dpclid.defense.gov/Privacy/SORNsIndex/DOD-wide-SORN-Article-View/Article/569815/f036-af-dp-c/).</p> <p>DISCLOSURE: Voluntary; however, lack of a signed Volunteer Agreement will limit Government support and eliminate certain benefits to individuals donating voluntary services to Appropriated Fund Activities and Nonappropriated Fund Instrumentalities.</p>					
PART 1 - GENERAL INFORMATION					
1. NAME OF VOLUNTEER (Last, First, Middle Initial)		2. NAME OF PARENT/GUARDIAN (If volunteer is under age 18) (Last, First Middle Initial)		3. VOLUNTEER IS (Select one) <input type="checkbox"/> AGE 18 OR OVER <input type="checkbox"/> UNDER AGE 18	
4. TELEPHONE NUMBER (Include Area Code)			5. E-MAIL ADDRESS		
PART II - VOLUNTEER ASSIGNMENT (to be completed by Accepting Official)					
6. INSTALLATION/COMPONENT ACTIVITY	7. ORGANIZATION/UNIT WHERE SERVICE OCCURS	8. PROGRAM WHERE SERVICE OCCURS	9. ANTICIPATED DAYS OF WEEK	10. ANTICIPATED HOURS	
11. DESCRIPTION OF VOLUNTEER SERVICES					
PART III - VOLUNTEER CERTIFICATION					
12. CERTIFICATION I expressly agree that my services (or those of my minor child) 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, to participate in any training required to perform assigned voluntary duties, and to follow all installation, unit and organization rules and procedures applicable to the voluntary services I (or my minor child) will be providing.					
a. SIGNATURE OF VOLUNTEER		b. SIGNATURE OF PARENT/GUARDIAN (if volunteer is under age 18)		c. DATE SIGNED (YYYYMMDD)	
13.a. 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 AND SIGNED BY VOLUNTEER					
14. AMOUNT OF VOLUNTEER TIME DONATED	a. YEARS. (2,087 hours = 1 year)	b. WEEKS	c. DAYS	d. HOURS	15. SERVICE END DATE (YYYYMMDD)
16.a. VOLUNTEER SIGNATURE	b. PARENT/GUARDIAN SIGNATURE (If volunteer is under age 18)	17.a. NAME OF SUPERVISOR (Last, First, Middle Initial)	b. SUPERVISOR'S SIGNATURE	c. DATE SIGNED (YYYYMMDD)	

DD FORM 2793, MAR 2018

PREVIOUS EDITION IS OBSOLETE.

CUI when filled

Controlled by: OUSD(P&R)
CUI Category: PRVCY
LDC: FEDCON
POC: 571-372-5352

Page 1 of 2

Navy Family Ombudsman Program Manual

CUI when filled

VOLUNTEER AGREEMENT FOR APPROPRIATED FUND ACTIVITIES or NONAPPROPRIATED INSTRUMENTALITIES INSTRUCTIONS FOR COMPLETING DD FORM 2793

DD Form 2793, Volunteer Agreement for Appropriated Fund Activities and Nonappropriated Fund Instrumentalities, is available online at, <http://www.esd.whs.mil/Portals/54/Documents/DD/forms/dd/dd2793.pdf>. A Volunteer Agreement must be completed and signed by both Volunteer (or Parent/Guardian of volunteer under the legal age of majority) and Government Accepting Official (Installation Volunteer Coordinator or similar) before volunteer begins voluntary service. The accepting official will furnish the volunteer a copy of DD Form 2793, and retain the original in accordance with *DoD Instruction (DODI) 1100.21, Voluntary Services in the DoD* and the Military Departments' Records Disposition Issuances.

VOLUNTEER AGREEMENT FOR APPROPRIATED FUND ACTIVITIES or NONAPPROPRIATED INSTRUMENTALITIES. To be completed by Government official applicable to the volunteer's assignment.

PART I - GENERAL INFORMATION (to be completed by Volunteer or Parent/Guardian as specified)

1. **NAME OF VOLUNTEER.** (Last, First, Middle Initial)
2. **NAME OF PARENT/GUARDIAN.** (if volunteer is under legal age of majority) (Last, First, Middle Initial) Parent/guardian signature is required only if volunteer is under the legal age of majority.
3. **VOLUNTEER IS: AGE 18 OR OVER OR UNDER AGE 18.** Check applicable box to indicate whether volunteer is an adult or minor child (under the legal age of majority).
4. **TELEPHONE NUMBER.** (Include Area Code) List number where volunteer prefers to be contacted.
5. **E-MAIL ADDRESS.** List address where volunteer prefers to be contacted.

PART II - VOLUNTEER ASSIGNMENT (to be completed by Accepting Official)

6. **INSTALLATION/COMPONENT ACTIVITY.** List the installation/component activity where voluntary service will be performed or that assumes primary responsibility for the volunteer program.
7. **ORGANIZATION or UNIT WHERE SERVICE OCCURS.**
8. **PROGRAM WHERE SERVICE OCCURS.** List organization or unit program or location where voluntary services will be performed.
9. **ANTICIPATED DAYS OF WEEK.** List anticipated day(s) volunteer will be donating services.
10. **ANTICIPATED HOURS.** List anticipated times or number of volunteer hours to be provided per specified time period.
11. **DESCRIPTION OF VOLUNTEER SERVICES.** Briefly describe assigned voluntary service duties.

PART III - VOLUNTEER CERTIFICATION

12. **CERTIFICATION.** Certification must be signed and dated by both Volunteer and Government Official accepting volunteers providing voluntary services. Accepting Official must check either Appropriated Fund Activity or **Non-appropriated** Fund Instrumentality at the top of DD Form 2793.
 - a. **SIGNATURE OF VOLUNTEER.**
 - b. **SIGNATURE OF PARENT/GUARDIAN.** (if Volunteer is under legal age of majority).
 - c. **DATE SIGNED (YYYYMMDD).** List date signed by Volunteer.
13. **NAME OF ACCEPTING OFFICIAL.**
 - a. (Last, First, Middle Initial).
 - b. **SIGNATURE.** Signature of Accepting Official.
 - c. **DATE SIGNED (YYYYMMDD).** List date signed by Accepting Official.

PART IV - COMPLETED AT END OF VOLUNTEER'S SERVICE BY VOLUNTEER SUPERVISOR AND SIGNED BY VOLUNTEER

14. **AMOUNT OF VOLUNTEER TIME DONATED.**
 - a. **YEARS.** (2,087 hours = 1 year)
 - b. **WEEKS.**
 - c. **DAYS.** This may apply to volunteers designated as Special Government Employees. Consult Ethics Counselor for details.
 - d. **HOURS.** Total number of voluntary service hours donated.
15. **SERVICE END DATE (YYYYMMDD).** Volunteer Supervisor lists final day of voluntary service.
16. **VOLUNTEER SIGNATURE.**
 - a. **Volunteer's signature verifies voluntary service time donated.**
 - b. **PARENT/GUARDIAN SIGNATURE.** (if Volunteer is under legal age of majority).
17. **NAME OF SUPERVISOR.**
 - a. (Last, First, Middle Initial) of Volunteer Supervisor.
 - b. **SUPERVISOR SIGNATURE.** Signature of Volunteer Supervisor or Accepting Official verifies total amount of voluntary service time donated.
 - c. **DATE SIGNED (YYYYMMDD).** Date signed by Volunteer Supervisor or Accepting Official.



Your Words Matter: Choosing Words That Support



Your Words Matter is a national campaign that calls for the end of stigmatizing or negative language when addressing mental health. This same approach is integral for suicide prevention. Words hold power and using supportive terms can create connection and encourage individuals to seek support when they need it. Avoiding language that carries stigma is something we all can do to **Be There** for others and plays an important role in suicide prevention.

HOW TO HELP

- Avoid using hurtful or negative terms and labels. Encourage/Challenge/Correct others to use the proper terms.
- Create a safe space for sharing and create a feeling of connectedness by using supportive terms and encourage help-seeking behavior by offering information and resources about crisis services such as the Veterans Crisis Line/ Military Crisis Line, and non-crisis services such as Military One Source.
- Share stories of hope and recovery through help-seeking and positive coping skills. Recovery stories can be powerful, especially when they come from trusted individuals such as family, friends, peers in the military, leaders, chaplains, and other sources of support.

INSTEAD OF	SAY	WHY
Failed suicide or successful suicide	Suicide attempt or suicide	Suicide is not something to accomplish or fail.
Mental defect or disease	Mental health condition	Defect and disease mean there is something "wrong" or negative about the person.
Irrational behavior	Uncharacteristic behavior	Irrational is dismissive of the person and is often overused to describe differences in points of view and not behavior worthy of more concern.
Suffering from	Diagnosed with	The word suffering can paint someone as a victim.
Committed suicide	Died by suicide	Committed is a negative word that recalls legal or religious overtones.
Mental institution	Treatment facility	Mental institution references outdated treatments of those with mental health issues.

Use language that acknowledges the person first and not the condition:

INSTEAD OF	SAY
Suicidal person	A person with suicidal ideation
Mentally ill or crazy	A person with a mental health condition
Addict	A person engaging in substance misuse
Schizo	A person with schizophrenia
Manic-depressive	A person with bi-polar disorder





Recognizing Suicide Warning Signs

IS PATH WARM

I deation	Thoughts of suicide are expressed.
S ubstance abuse	Increased or excessive alcohol or drug use.
P urposelessness	Feels no sense of purpose or meaning in life.
A nxiety	Anxious; immense feeling of being overwhelmed.
T rapped	Feeling there is no way out of the situation.
H opelessness	Lost hope in self, others, the future.
W ithdrawal	From family, friends, usual activities.
A nger	Rage or uncontrolled anger, seeks revenge.
R ecklessness	Risky behavior; no regard for consequences.
M ood changes	Dramatic changes in mood; unstable mood.

ACT

A sk	If someone is depressed and is thinking about suicide.
C are	Let them know you care.
T reat	Get them assistance (treatment) as soon as possible