

Senior Leader Spouse Guide

Written For Spouses By Spouses

01 Dec 2016



ARMY MEDICINE
One Team... One Purpose!
Conserving the Fighting Strength Since 1775



“When you get to the end of all the light you know and it's time to step into the darkness of the unknown, faith is knowing that one of two things shall happen: either you will be given something solid to stand on, or you will be taught how to fly.”

-Edward Teller

Dedication:

This guide is dedicated to all past, current and future Senior Leader Spouses (SLSs). We hope you will find the right tool for your future endeavors enclosed. Enjoy building your Command team.

Acknowledgements:

Special thanks to the working group for input, without your efforts we could not have created such a valuable resource.

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Prayer of the Army Spouse

Dear God,

I am proud to be wed to one who defends freedom and peace. My challenges are many and I pray for your love and guidance to meet them.

Special to me are the symbols representing my religion, country, community and home.

I pray for the wisdom and grace to be true to their meaning. You are the symbol of my religious beliefs and the source of my strength.

Because my life is full of change I cherish the solid and constant spiritual foundation that you provide. Help me Lord, to be an example of your teachings.

My national flag represents freedom. Let me never forget, or take for granted, the hope it shows to the world. Bless those who have made sacrifices for freedom. As I enter the gateway to a military community, guide me to reach out to others and keep it a wholesome place. May my charity be given without thought of personal rewards.

My wedding ring represents eternity and never ending love. Let me celebrate all of the joys of our togetherness and find comfort in them during times of separation. I pray also we are spared the ultimate sacrifice of duty to country.

My house is a symbol of our Family and its unity. It is the place where we share memories of the past and build dreams of the future. Make willing my heart and hands to do even the smallest tasks that will make our house a better home.

Thank you God for daily being with us as we live in the Army. Please grant us your continued blessings, increased strength and infinite guidance, as we live to your honor and glory.

AMEN

A graphic with the word "Chapter" in a white, cursive font at the top, and a large white number "1" centered within a black, irregular, ink-like shape below it.

Chapter 1

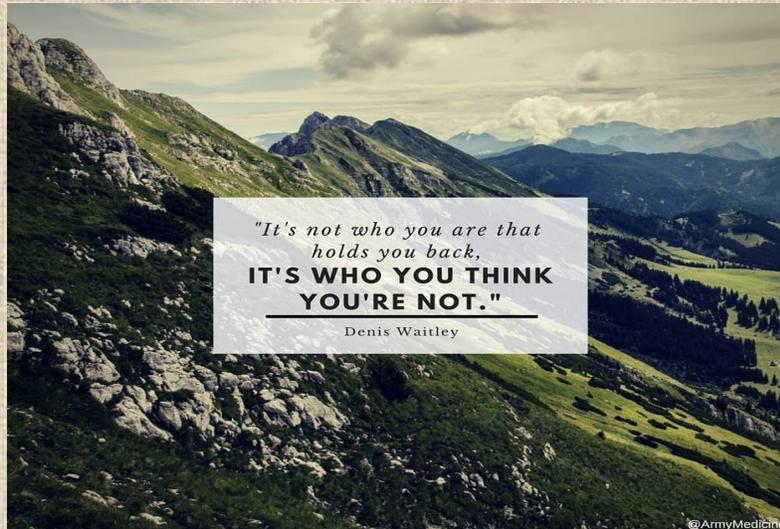
Welcome

Congratulations on your new role as the Spouse of a Senior Leader! Are you ready? Since your Spouse is a Senior Leader, whether a General Officer, Colonel (COL) or Command Sergeant Major (CSM), you have an opportunity to make a real difference for Soldiers and Families. In the process you may prove to be an asset to your Spouse, and you will have the opportunity to learn about yourself and develop as a person; to grow friendships that may last a lifetime.

This guide is similar to the toolbox in your workshop at home. It contains the tools you will need to define and execute your role. You won't need all of them. You won't need them all the time, but when you have a problem that needs fixing, the right tool makes all the difference.

If you were wondering what your role as a Senior Leader Spouse (SLS) would be, rest assured you are not alone. While Soldiers and employees have contracts with the Military and have specific duties, the Spouse's role is less Defined. Nothing is officially expected of you, and nothing you fail to do will adversely affect your Senior Leader's career. As a SLS, you are a role model. This may not be important to you, but you should be aware that it is inescapable. You have every right not to participate as a SLS, but your absence says as much to others as your presence.

As the Spouse of a Senior Leader, you may feel that you can contribute something to benefit Soldiers and Families, and your own Soldier as well. You have the rare opportunity to craft a role that suits your interests, your personality, your skills, and your lifestyle. This guide contains tools to help you define your role as a SLS.



The path you are about to take may be exhausting as well as exhilarating. Check out the tools to keep you from burning out. Learn something about time management. You may also use the SLS experience to step out of your comfort zone and acquire new skills.

What you will get out of this chapter in your life will be more than what you put in. The positives far outweigh the negatives. As a part of the Command Team you are serving your country by supporting your Soldier and the Soldiers and Families within the Command. Your participation will make a difference.

To make this guide easier to read, we have used the generic "he" when talking about your Soldier. Likewise when we say Solider, know this is inclusive of all Soldiers, Active, Reserve, Guard, and Title 10. We've also capitalized Soldier, Spouse, Family (ies), Senior Leader, Command Team, and a few other words because they are titles, just as Mr. and Mrs. and President. Not only are they titles, they are applied to Very Important People (VIP) — like you! This guide was written by experienced SLSs for our new SLSs. We have tried to offer you the best of what we have learned. We ask only that you continue the tradition by updating and improving this guide as you learn more than we ever knew.

Chapter 2

Mission & Vision

A GOAL properly set



Is HALFWAY reached

Zig Zigler

SLS MISSION STATEMENT:

The mission of the SLS is to advise and assist the Commanders and Command Sergeants Majors through the knowledge of topics that affect the Families and Army communities. Serve as a conduit to inform the Spouses about decisions, concerns, and initiatives that affect the United States Army Medical Command (MEDCOM) and Army.

SLS VISION STATEMENT:

The vision of the SLS is to be an integral part of the Command Team, in support of friends, Families, co-workers dedicated to improving our Army, our MEDCOM, and our communities.



Army Medicine Mission and Vision



Mission:

Army Medicine provides sustained health services and research in support of the Total Force to enable readiness and conserve the fighting strength while caring for our Soldiers for Life and Families.

Vision:

Army Medicine is the Nation's premier expeditionary and globally integrated medical force ready to meet the ever-changing challenges of today and tomorrow.

The Army Medicine Enterprise:

The Army Medicine Enterprise is a TEAM of military and Civilian professionals with a reputation for individual and collective excellence focused on the mission at hand — supporting the Warfighter and all those entrusted to our care. Army Medicine provides unparalleled, responsive health services, research, and training and education whenever and wherever needed; from our garrisons to our furthest deployed locations. The years of accumulated experience, expertise, and know-how of our teammates combine to create a Total Medical Force without peer. **Our people are our strength.**

The Army Medicine Ethos:

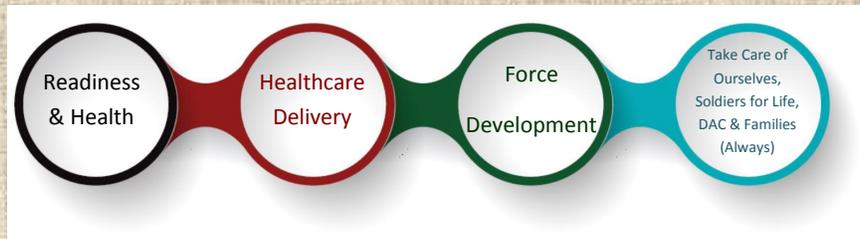
The phrase “dignity and respect” best describes our Army Medicine ethos and culture — the principles we live by and the behaviors and beliefs we exhibit every day. We embody the attributes and ethos of those we support and are a values based organization. We are always mindful that our actions and conduct reflect not only on ourselves but on our Nation and our Army. We are focused on being a well-integrated part of one team with one purpose — conserving the fighting strength since 1775!

Commander's Priorities

One Team, One Purpose...Conserving the Fighting Strength Since 1775

Priority #1: Readiness and Health (Current Fight): Our primary mission is supporting the Warfighter. In supporting the Warfighter, we uphold the solemn commitment our Nation's Army has made to our Soldiers when sending them in harm's way. We must be agile, adaptive, flexible, and responsive to Warfighter requirements. We must remain ready, relevant, and reliable. Our readiness to deploy healthy individuals and organizations in support of the world's premier combat force must be without question. Readiness is #1.

Priority #2: Healthcare Delivery (Current Fight): Our fundamental tasks are promoting, improving, conserving, or restoring the behavioral and physical well-being of those entrusted to our care. From the battlefield to the garrison environment, we will support the Operational requirements of Combatant Commanders while also ensuring the delivery of the healthcare benefit to our beneficiaries. The quality healthcare we deliver to our beneficiaries, and especially our Families, allows the Warfighter to remain focused on the task at hand. As a vital component of healthcare delivery, ensuring our Health Readiness Platforms (HRPs) are properly staffed will be our primary focus this fiscal year.



Priority #3: Force Development (Future Fight): The future of Army Medicine at the individual, organizational, and enterprise levels is being determined today. We must rapidly develop medical capabilities that are responsive to operational needs and are able to effectively operate in a Joint/Combined environment characterized by highly distributed operations and minimal, if any, pre-established health service infrastructure. We need to continue to incorporate lessons learned from recent combat experiences. We must develop agile and adaptive leaders who are able to effectively operate and achieve success in an environment of a constant state of flux while navigating to and through an unknowing and unknowable future.

Priority #4: Take Care of our Soldiers, Department of the Army (DA) Civilians, and Families (Always): Our Forces, Soldiers, Service Colleagues, DA Civilians, and their Families are our strength and we will continue to take care of them. We must continue to maintain our dignity and treat each other with respect.



EVERYTHING WE DO SUPPORTS THE TEAM. EVERYTHING WE DO HERE IS FOCUSED ON ENSURING OUR SOLDIERS CAN TAKE CARE OF OUR SAILORS, AIRMEN AND MARINES IN HARM'S WAY. WE NEED TO REMAIN READY, AND WE NEED EVERY SINGLE SPECIALTY TO REMAIN READY.

ARMY SURGEON GENERAL LTG WEST

Chapter 3

What's In It For Me?

It's basic psychology that we do everything for a payoff. Our every action gives us something we want, or we don't repeat that action. Volunteering is no different. Of course we volunteer in order to give of ourselves to others, but without the "What's in it for me?" factor, we'd never return. Participation as a SLS has its payoffs.

Getting the Feel Good:

Chances are if you married a Soldier, you have great respect and caring for all Soldiers. The step to becoming an SLS brings opportunity for supporting Soldiers and Families at a new level. By nature of being a SLS, you automatically assume a role of leadership. Whether you know it or not, you will be viewed in this light. Use this time to make a difference and advocate for Soldiers and Families. Strive to be a good listener and to be observant in order to gather information and trends and to pass along these observations. You are a crucial link in passing information to Families within your Spouse's Command.

The Marriage Partnership:

You married your Spouse because there were qualities you admired about him or her and these qualities convinced you that he was the "right one." Over the years couples find a way to serve alongside each other and to complement these qualities. You and your spouse make an even greater duo together than you would apart. Whatever has worked for you both in the past will continue to be your best guide. You and your spouse will grow together through this new experience. Be sure to discuss your role and how you can deliver the mission/vision of the unit while assisting Families. Work together (divide and conquer) to attend community meetings and other ceremonies where you can share information with Families.

New People New Experiences:

You will receive invitations and be presented with new opportunities. Try to attend as many of these as you can as a couple and share these experiences together. This is a time to set memories in place to reflect back on in years to come. If you're inclined, it might be a good time to start a diary or a scrapbook to record some of these. These times will definitely be memorable. Take time to build relationships. You will meet some of the most interesting and accomplished people along the way. Reach out and make new friends. Strengthen and reestablish relationships from the past.

Gaining New Skills:

In this role as a SLS, you may find yourself called upon to speak, to serve as committee advisor or as a mentor to others. The idea of doing some of these things might be a little daunting, but jump on in. You will find that as you embrace each of these new roles you will grow personally and gain a variety of new skills. This time is both challenging and rewarding and the beauty is that each new step taken will expand your horizons and capabilities. You will have training opportunities that match those of leaders within large business Organizations. Take advantage of all training available. This training is not only valuable to your role as a SLS, but in the professional arena as well. Keep track of the roles you perform and the jobs you do during this time. Many of these experiences will translate back into your resume, if you so choose, for future employment in the private sector.

"A PESSIMIST SEES THE DIFFICULTY IN
EVERY OPPORTUNITY. AN OPTIMIST
SEES THE OPPORTUNITY IN EVERY
DIFFICULTY."

WINSTON CHURCHILL

Chapter 4

Who Am I?

“Look at your fingers. Each one is crowned by an abstract design that is completely different from that of anyone in this world. They are a metaphor for everything. Each of you is as different as your fingerprints. Why should you march to any lockstep? Our love of lockstep is our greatest curse, the source of that bedevils us. It is the source of racism, sexism, terrorism, bigotry of every variety and hue, because it tells us there is a right way to do things, to look, to behave, to feel when the only right way is to feel your heart hammering inside you and to listen to what its timpani is saying.”

-Anna Quindlen Loud and Clear

Your Spouse has definite roles, tasks, and duties as a Senior Leader. You might notice that they behave differently in front of the troops or their staff than they do at home. Certain behaviors and skills are required in their job. To be a successful SLS, you need to define a role that you can sustain. To be successful, and maintain your sanity, you must remain true to who you are. Nobody can play a part continuously for an extended period of time. So, rather than mold yourself to the role, consider molding the role to you. This guide is filled with ideas and suggestions for being a SLS who makes an impact on Soldiers and Families. All this information taken together can be overwhelming and intimidating. Do not fall into the trap of believing that you are expected to do everything you read here, or that you will be judged on your performance. Do not be forced into marching in lockstep. If you have never taken the time to figure out exactly who you are, now is the time to do it. Once you feel comfortable with yourself, figuring out exactly who you will be as a SLS will come much more easily.



Your Personality:

Have you ever taken the Myers-Briggs Type Indicator? It is a multiple choice questionnaire whose results can give insight into your personality type. Learn more about it at www.myersbriggs.org. The volunteer activities you participate in may be influenced by whether you are an extrovert or introvert, intuitive, a risk taker, like being in charge, work well in groups, thrive on responsibility, etc. Taking a personality test can focus you on the natural attributes you want to accentuate in your volunteer duties.

Your Talents and Skills:

Are you a good writer, speaker, artist, organizer? We have Spouses who make their daughter's wedding gowns, who are elected government representatives, who are accountants, lawyers, landscapers, child care Providers. We have Spouses who are experts on antiques, Feng shui, photography, cooking, and rare coins. Every one of us has valuable skills and knowledge. If you are too modest to list your own, ask your Family members and friends to list them for you. You can define your SLS role to make good use of your skills.

Activities You Feel Comfortable With:

Do you like to plan activities? Participate in sports? Advocate for change in government? Teach classes? Jump out of airplanes? Consider instituting or participating in volunteer activities like those you already enjoy. Stay away from those you detest.

Your Goals For Yourself:

When planning your role think about how to work toward your goals as a Command Team Member, or volunteer. Think about how you want your resume to look when your SLS experience is completed. Along with your goals, think about your level of commitment, not your Spouse's or your Family Readiness Group (FRG) Leader's wish for your commitment, but how you really feel. Don't commit yourself to a level of involvement you will have difficulty sustaining. To do that would be setting yourself up for failure. Better to be a Spouse who happily attends major social functions than one who is miserable advising the FRG and trying to maintain contact with community organizations. You don't have to be fully committed, but you should be honest about how committed you are.

Your Family, Your Career, Your Health and Your Wealth:

Remember, your Family, career, health and wealth are all important factors in how you structure your role as a SLS. Juggling your other responsibilities along with your SLS duties may take a great toll on you. Nobody will fault a person who needs to care for children or parents for being not as visible as a volunteer.

Think About Who You Really Are:

What makes you unique among people? Read this guide, choose activities, and give serious consideration to how you want your life to be for the next few years. Your participation is encouraged, but not required. Whatever you feel you want to offer will be gratefully accepted and Appreciated. You will find support in whatever risks you choose to take as a SLS. You have the opportunity of a lifetime to craft your role in a way that will suit you, your Spouse, Soldiers and Families.

Chapter 5

Taking Care of Yourself

As a SLS, you will have many demands on your time and energy. As you choose your role in supporting Soldiers and Families, it is important to remember that in order to maintain a healthy balance in your life you must first take care of yourself. If you take care of yourself, you will be in a better position to manage life's daily challenges. It is important to spend some time thinking through what this means and ensure that you take practical actions. How do people accomplish complex jobs with a positive attitude and a sense of satisfaction? They take care of themselves.

Develop Good Health Habits:

This includes getting plenty of rest, watching your diet, and exercising regularly. Set realistic health goals for what you want to achieve. Regular check-ups with your doctor are important. By maintaining a healthy lifestyle, you will have more energy to deal with whatever comes your way. It will also improve your long term health.

Learn How to Relax:

This improves the mind. If you are overly tired or completely exhausted, you will become stressed. Take time out. It is okay to say "no" when you are feeling overwhelmed — there is no need to feel guilty. It is important to take "me" time. Set aside an hour each day to turn off the computer and cell phone and take time for yourself. This is the time to spend doing something that is relaxing for you — read a book, enjoy a hobby, see a movie, and have some fun. Remember this will not happen if you do not schedule time for it.



Goal Setting:

Set reasonable goals and establish limits for yourself and share them with others. Be flexible, let people know what they may expect from you, determine what is important and set your priorities from there. Delegate some of the responsibilities to others.

Nurture Your Spiritual and Emotional Self:

Form a small group with your peers for emotional support and find out what is working for them in their lives. Challenge yourself to step out of your comfort zone and reach out to be an active SLS. Some may seek spiritual support to gain inner peace and strength; meditation and or prayer can help.

Prepare For Your Role:

You will be looked upon as a role model. Prepare yourself with as much knowledge as possible about the unit. Review the website, Facebook, etc. to learn about the mission and how it is organized. Learn what resources are available to pass on to the FRG Leader. Attend trainings such as Army Family Team Building (AFTB). Learn about the installation and the outside community. Discuss with your spouse topics such as expectations, time management, meetings, attendance at events/ceremonies, how to handle crises, gossip, complaints, etc.

Remember:

Your role in most situations is as a mentor, advisor, and coach.

Be Organized:

Know where your tools are, it will save you time and frustration. By taking the time to stay informed, you will be better able to communicate with Soldiers and Families. Always remember that being a good communicator means being a good listener. Taking care of yourself first can be the single most important step you take in your role as a SLS. When you do this, your life will be balanced and you will be able to focus on the role you have chosen to support Soldiers, Families, and the larger military community.

Prioritize and Delegate:

Often people tend to worry about the small things. They try to attend to every detail. Frustration can set in. This leads to stress. You cannot give full attention to everything all of the time and that's okay. Recognize when you are doing this and let go. Manage your stress to prevent burn out (see Learn How to Relax, on page 17).

Command Team Transition:

(This list is meant to be a quick reference to guide you through all phases of the Command Team transition).

The Reach Out:

- Approximately 1-2 months prior to Change of Command (CoC) have your spouse forward your contact info to the current Commander and the Senior Spouse.
- As the Sponsor Program has been reignited, you may have already been contacted. Work with your sponsor closely.
- Work with spouse on the guest list for CoC. Your spouse will provide this to outgoing Commander.
- Begin CoC reception planning. The date/location will most likely be decided by outgoing Commander. Your spouse will provide updates.
- Make contact with Command Executive/Administrative Assistant to get details for special requirements, traditions, best ideas, catering (if you choose), etc. for the reception. Most likely, the Commander's spouse will also provide assistance on details for the reception. If there is no spouse, revert to the executive/administrative assistant.
- If a cake will be ordered, you may want the unit crest/logo, colors, etc.
- Review unit website, Facebook, etc. to learn all you can about the unit, command team, organizational chart (if available; if not, spouse will provide once in command).
- Learn about installation community (i.e., units on post, command teams, garrison commander, etc.) as well as outside community (Chamber of Commerce is a great place to start).
- Ask to receive unit welcome packet, newsletter, etc. Monitor Facebook and other social media sources for information purposes only. **Food for thought: Probably not a good idea to get on there and announce you are the incoming commander's spouse.* Important: focus on your Family!! PCSing is stressful for everyone, including Family pets. Find things in the area that will interest everyone and make this an exciting adventure.
- Parents: School info is critical and most of us find the school before the house! Sharing this with the kids to get them excited keeps them in the loop and makes them feel part of this journey.

- If pets are part of the Family, locate the post veterinary clinic. If there isn't one, Google or ask others for a referral. You may also have to register your pet on post and in the county. You do not want to **NEED** a vet before you have one! *Some moves OCONUS will require quarantine or very specific requirements for our furry Family members. If you get this information in a timely manner your veterinarian can help you avoid some pretty stressful issues!
- Discuss your role with your spouse. This is your spouse's command and they will have thoughts on how they see your role. At the same time, you will have your own thoughts. It is very important to be in agreement.
 - Some thoughts:
 - Amount of time you can dedicate
 - Expectations of involvement in Unit/Community
 - Representation of the Command
 - Sharing of personal contact information
 - "Me" time is simply that – no exceptions!
- Arrival to installation and prior to CoC ceremony:
 - Locate and review the CoC and reception locations
 - Attend CoC rehearsal
 - Photographer (protocol typically records/photographs ceremony)

First 30 Days Following CoC:

- Following Change of Command Ceremony and reception:
 - Your spouse most likely to work during this time.
 - You can donate left over food to the unit or Soldiers in the barracks.
 - If you have Family over keep some food for them.
 - Spend time with visiting Family as the next two years will be hectic.
 - Give them a tour of the post you just learned about!
- **Most important: *Get house/Family in order!!! Depending on timeline, make sure your house and Family are settled.**

- The first few days your spouse is reading, rewriting policies, procedures, vision and mission statements, meeting staff, transitioning, etc. Expect long days! (for the next two years).
- At a time agreed upon with your spouse (1-2 wks., sooner/later), schedule a time to visit and meet key staff (you will have met many at CoC).
- Set a time to meet with the admin assistant. Good idea to discuss calendars and how/if you would like to be notified for upcoming events (i.e., CoC/Responsibility ceremonies, Town Halls, Community Forums, meetings, Senior Spouse VTC's and forums, etc.).
- Schedule a time to meet the FRG leader (provide your contact info).
- Schedule a time to meet key spouses (CSM, XO, etc.).
- Visit Army Community Services (ACS).
- Make contact with (if you haven't already) higher HQs spouse (s).
- Have your spouse provide an organizational chart (his/her unit, AMEDD, Installation).
- Know your spouse's unit, history, and their role within the installation.
- Know the supporting units, Command Team, and their role (you will consistently run into them at various functions).
- Some key numbers to have on hand: Chaplain, JAG, Protocol, PAO (make contact and introduce yourself if you like).
- Discuss the Care Team and your role in a crisis.
- Good ideas to keep in mind:
 - Read new Command policies/ procedures
 - Read and understand Vision and Mission Statements
 - Previous two suggestions allow you to remain consistent in the Command's message. Also, in the event you hear a complaint you may be able to quickly determine if that is a policy issue and can redirect them to the Chain of Command, beginning at the lowest level.

60 Days In:

- Address anything you haven't done in the first 30, carry it over (i.e., reading SOP's, meetings, etc.). It is OK!!!
- Have another discussion with your spouse regarding your role.
- Attend meetings, town halls, community information forums, any training you feel you would like.
- Attend Steering Committee Meetings monthly if you want to keep up with Family Readiness and the current events, needs, issues at hand.
- Become familiar with community outside of the installation.
- Get involved in senior spouse meetings.

90 Days In:

- Address anything you have on that To Do list from 30-60 days.
- Continue building your network.
- If spouse's unit has subordinate units, maintain those relationships. Keep a pulse on the Families and their needs.
- Continue to assess the needs of Family Members and ensure the Family Readiness goals are meeting the Commander's intent for overall readiness.
- Are those needs relational or logistical? This will determine your resources.
- Continue to share information with Families and other spouses (senior, as well).
- Remember, you are an advisor, a mentor, and a coach!
- Have you carved out "ME" time?

Important Contacts:

- Army Community Services (ACS)
- Morale, Welfare and Recreation (MWR)
- Child, Youth, and School Services (C&YSS)
- Military OneSource (MOS)
- Army OneSource (AOS)
- Garrison Command
- Military Police (MP)
- Spouse's clubs
- Association of the United States Army (AUSA) POC
- Chamber of Commerce (Military affairs)
- Civilian Aide to the Secretary of the Army (CASA)
- American Red Cross
- Exceptional Family Member Program (EFMP)
- Local USO office

*Note: You can begin to collect this data during the reach out phase (prior to arrival). These contacts will remain important for not just your Family, but the entire organization.

Introduction to the U.S. Army Medical Department:

The top Army healthcare provider is "dual-hatted" as both the Army Surgeon General and the Commanding General (CG) of U.S. Army Medical Command (MEDCOM).

The Surgeon General (TSG) serves as the medical expert on the Army staff, advising the Secretary of the Army, Army Chief of Staff and other Army leaders and providing guidance to field units. As Commanding General of the MEDCOM, the CG commands fixed hospitals and other AMEDD commands and agencies. This dual-hatted role unites in one leader's hands the duty to develop policy and budgets as TSG and the power to execute them as the MEDCOM Commander.

One Staff:

This unity is reinforced by the "OneStaff" concept. This blends the Army surgeon general's staff, located in the Washington, D.C. area, and the MEDCOM commander's staff at Fort Sam Houston, Texas, into a single staff for both three-star functions.

Legally, the Office of the Surgeon General (OTSG) and MEDCOM remain separate entities with different duties and powers (for example, OTSG explains the medical budget to Congress; MEDCOM oversees its execution). However, staff members are now dual-hatted like TSG, to eliminate duplication and improve communication. The staff totals less than one percent of AMEDD strength.

Other features of the Army Medicine structure:

Medical research is unified under a single major subordinate command, U.S. Army Medical Research and Materiel Command (USAMRMC). USAMRMC includes six research laboratories and five other commands that focus on medical materiel advanced development, strategic and operational medical logistics, and medical research and development contracting;

Eight Army medical centers, 27 medical department activities and numerous clinics in the United States, Europe, Korea, and Japan are grouped under four major subordinate commands called Regional Health Commands (RHCs).

The AMEDD Center & School, Health Readiness Center of Excellence (AMEDDC&S, HRCoE) is where the Army trains medical personnel, and also serves as a 'think tank,' with a mission to envision, design and train a premier military medical force for full-spectrum operations in support of our Country.

The MEDCOM currently manages more than a \$12 billion budget and cares for more than 3.86 million eligible beneficiaries — active-duty members of all services, retirees and their Family members. In addition to veterinary support provided to all Services, Army medical personnel are engaged in many joint-service efforts. The OTSG oversees joint field operating activities for the Secretary of Defense, and medical units participate in many multiservice deployments/exercises. <http://armymedicine.mil/Pages/Introduction-to-the-US-Army-Medical-Department.aspx>

MEDCOM Fort Sam Houston, TX:

MEDCOM is designated as a Direct Reporting Unit (DRU) by the Secretary of the Army. The MEDCOM provides medical, dental, and veterinary capabilities to the Army and designated DoD activities; operates fixed facilities; conducts medical research, materiel development and acquisition; educates and trains personnel; and develops medical concepts, doctrine, and systems to support Army healthcare delivery.

References for Protocol:

**Many of these may be Googled and some are listed on the disc provided to you at the AMEDD Command Team Development Programs (CTDP).*

Army Publications:

1. DA PAM 600-60: Guide to Protocol and Etiquette for Official Entertainment
2. FM 3-21.5: Drill and Ceremony
3. AR 25-50: Preparing and Managing Correspondence
4. AR 600-25: Salutes, Honors, and Visits of Courtesy (Update approved)
*Updates – Army Song/Funerals
5. AR 840-10: Flags, Guidons, Streamers, Tabards, and Automobile and Aircraft Plates

Unofficial Publications:

1. "Service Etiquette," Orthea D. Swartz, Naval Press
2. "Protocol: The Complete Handbook of Diplomatic Official and Social Usage," McCaffree and Innis, Prentice-Hall
3. "Diplomatic Ceremonial and Protocol," Woods and Serres, Columbia University Press
4. "Complete Guide to Executive Manners," Latitia Baldrige
5. "The Army Wife Handbook," 2nd ed, Ann Crossley and Carol Keller
6. "Service Etiquette," 4th ed, US Naval Institute
7. "Kiss, Bow, or Shake Hands, How to do Business in Sixty Countries," Terri Morrison, Wayne A. Conaway, George A. Borden
8. "The Once Over Lightly: Practical Military Protocol" by Bibs Reynard –
Note: Amazon has a limited number of copies as this is out of print. Reach to senior spouses/groups as they may have copies available.
9. "Basics from the Barracks: Military Etiquette and Protocol"
10. International Dos and Don'ts: Use Culture Grams which may be located online.

Chapter 6

Effective Communication

Whenever we interact with another person, or don't interact when we have the opportunity, we are communicating. Communication is a two-step Process: Message sent and message received. Remember when we were children and played the game "telephone?" The message at the end of the game was hardly ever the same as the one started. Effective communication occurs when the receiver correctly understands the message precisely as the sender intended. Effective communication is a critical key to the success of all relationships and organizations. The ability of a SLS to master communication skills and use them wisely is key to his or her success as a member of the Command Team. The only thing worse than no communication, is miscommunication. We communicate in three basic ways: written, spoken, and nonverbal, such as facial expressions and body language. We also communicate when we fail to interact, such as not attending events or returning phone calls.



Written Communication:

For those of you who wish to stay connected, written communication is a good way to reach individuals. It has the advantage of allowing us to re-view our work before we make it permanent. It also allows the recipient to read it at his or her own convenience.

Examples of Reaching Large Groups:

- Newsletters
- Informational packets
- Broadcast e-mails
- Blogs, or unit websites

More Personal:

- Email
- Text messaging
- Notes and cards
- Signed photos (for promotions, awards, activations, welcome home, holiday cards, photo postcards with quick note)

Responding to an RSVP: Sending RSVPs, regrets, and invitations is crucial and should be done 10-14 days before the event. If your invitation includes dress, noting it in the bottom is appropriate.

SLS Biography Sample:

As a SLS, you may be called upon to produce a biography, especially if you do public speaking or participate on committees. It is a good idea to create one early on and keep it up-to-date. You are usually asked for one at the least convenient time to write it! Try to put into writing who you are and what you bring to the table. You should consider including this information:

- Demographics
- Spouse
- Home, where you live
- Family
- Work
- Education
- Experiences
- Volunteerism
- Family Readiness activities
- Committees
- Credentials
- Publications
- Presentations
- Honors and awards
- Hobbies and outside interests
- Personal philosophies
- A goal that you may want to accomplish (i.e., be an advocate for Families, provide cohesive units)

SLS Biography Sample:

Cheyenne Smith was born in San Marcos, Texas and moved near West Point as a child. She attended State University of New York College at Cortland, graduating with a Bachelor of Arts degree. After graduating from college in 1982, Cheyenne married her husband Stephen and began her career as a military spouse while her husband attended Medical School.

Cheyenne has been an active volunteer, both with the military and her adopted communities. She has been involved with Family Readiness Groups, Spouses' Clubs, and the Red Cross. She has been a Religious Education Instructor and a volunteer with her children's schools.

While enjoying her year at the US Army War College in Carlisle, PA, Cheyenne had the opportunity to attend a presentation from the Military Child Education Coalition (MCEC). Having three children, Cheyenne recognized the importance of an involvement with MCEC and assisting military Families with transitioning school districts. She used this training at their next duty assignment where she was the Local Chairperson for the MCEC National Conference in Colorado Springs. Cheyenne also traveled as a facilitator for their Transition Counselor Institute, and became a supervisor for their Parent to Parent Program. Cheyenne also brought the Tell Me A Story Program in their next assignments at Third US Army (CFLCC) and Landstuhl Regional Medical Center.

Twenty-six years after receiving her BA from SUNY Cortland, Cheyenne graduated with a Master of Arts Degree in Instructional Education from Central Michigan University. She graduated one month after her youngest graduated from high school. Cheyenne's Master Thesis was on Transitioning Military Children through School Districts. She developed a handbook on the subject.

Cheyenne has been married twenty-eight years to a "Doc" in the Army. They have two children: Clementine, 25, a graduate of the United States Naval Academy and a LTJG in the Navy and Madison, 23, a graduate of the University of Georgia. Cheyenne enjoys reading, cooking and baking, photography, running, and most of all, spending time with her Family.

SLS Autobiography Sample:

Julia Chan

My name is Julia Chan and I was born and raised in Yorktown Virginia, in the same house that my parents purchased in 1945. I am married to MG Joseph Chan and I have been with him since the beginning of his career 25 years ago. Joe and I have one daughter, Jenae, aged 20 and a sophomore at College in Hawaii.

I received a Certificate in Dental Assisting at the age of 19 and worked in the Dental profession for nearly 20 years, during which time I became a Registered Dental Hygienist and a Clinical Instructor in Radiology for the dental students attending the University of Maryland and Dental School. It was there I met and began dating Joe, a sophomore student. We each earned our degrees on the same day; he a doctor of Dental Surgery degree and myself a Bachelor of Science degree in Dental Hygiene. We were married the very next day.

Since becoming a "Military Spouse," I have had various jobs around the Country. I have been actively engaged as a volunteer in all of our corresponding units and groups, involved in Spouse's Clubs, thrift shops, various community clubs, schools and organizations, a friend and supporter to other Families in the unit and, most importantly, wife and mother, daughter and sister, to our Family.

During our career we have lived in Japan, Kansas, Germany, Pennsylvania, Maryland, Virginia, and Texas. We love the adventures, the people, the opportunities, schools, churches and travel that military life provides. Our only, and very special daughter, has totally enjoyed and appreciated every opportunity of each place we have lived. Jenae considers herself lucky to have friends all over the world, mostly due to the fact that she attended six different schools before graduating from High School.

We are currently stationed at Joint Base Langley-Eustis. I am an active volunteer and Advisor for the Spouses Club of the Fort Eustis Thrift Shop. I am proud to say I was a stay at home mom for our daughter and now to our cat "Snuggles."

Verbal Communication:

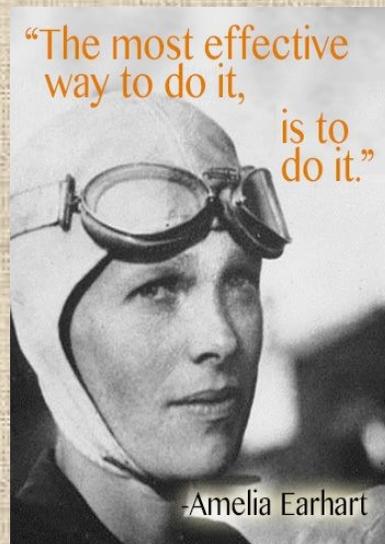
Attendance at community events, meetings, social events, FRG activities, and awards, all present opportunities for verbal communication. To communicate verbally, we speak. To communicate effectively we must speak AND listen, doing both, ensures understanding of the topic. Verbal communication requires that a message is sent and received. When we speak we need to be sure that the message is received accurately, both in meaning and tone.

Speaking to Soldiers and Families:

Speak from the heart and with conviction. Remain positive and try to use encouraging, empowering, and supportive language. Express pride in Soldiers, Family and the unit or organization. Encourage new ideas and plans. Ask questions that show interest and help you and the speaker clarify ideas, and finally, be a cheerleader.

Balanced Listening and Speaking:

Be sure to give your undivided attention to the person speaking to you. Let the speaker finish before you begin to talk. Get meaning from what is said before you reply. Ask questions for clarification, to get additional information, and to show that you are interested. Memorize a few phrases that encourage conversation such as who, what, where, when and why.



Introductions:

You've been there before...in an event or meeting where you've been asked, "Please introduce yourself." It's really not a fair request, and if you're caught off guard, you might feel put on the spot. Where do you possibly begin, and most importantly, where do you end your introduction? On the one hand, you don't want to come off as a rambling mess, talking about yourself so much that people wonder if you're completely into Yourself. Yet, on the on the other hand, you don't want to be so short, you come off as rude or antisocial. So what do you do? In an ideal situation, you'll be prepared for the vague request to introduce yourself. You may need to introduce yourself to a group at events or meetings.

Groups:

Some things to remember when speaking to a group would be to thank the group and recognize them. If you say something about yourself it helps people connect with you. Mention your volunteer work, your passion or your work. Always be yourself. Ask for a briefing on who your audience will be, if you know your audience it's easier to relate to them. Keep it short and sweet. Enroll your audience (tell them what you can contribute) be sure to end with a memorable line.

Example:

Thank you for inviting me here today, I've heard so many positive comments about your activities and your terrific organization. My involvement with Military Families began in 1972 when Jim joined the Army. I've experienced the joys and challenges of military life and if I can help you in any way please feel free to contact me. We're all in this together, and again I thank you for your continued support.

Individuals:

Do not count on someone to provide introductions for you. You will need to be comfortable introducing yourself. Use the name you prefer to be called, your Spouse's position and unit. Talk about your work, hobbies, Family, where you live and something unique about the unit.

Special Situations:

When introducing yourself to unit members or Families use your first name. This helps them be at ease around you. Be friendly, this also helps in making the Soldier, Spouse and Family comfortable to talk with you. Print business cards with your contact information on it and let them know when it's okay to reach out to you. When introducing yourself to non-military people, use your full name and explain your relationship to the military. Feel free to describe your commitment to Soldiers and Families, just remember to keep operations security in mind.

Pocket Speech:

You may be asked to say a few words to a group. It helps to be prepared for such an occasion by having a "pocket speech" that you prepare for use whenever you need it. Keep it short and friendly. If you have an area of expertise that you like to talk about, such as the Army Family Action Plan (AFAP) or Family Readiness Groups (FRGs), say a few words on that subject. You might keep some key points on an index card that you can pull out whenever you need it.

Nonverbal Communication:

Experts tell us that 90% of our communication is nonverbal. We say so much through our facial expressions, hand motions, fidgeting, etc. Saying "good job" with thumbs up and a smile is very different from saying the same words with an eye roll and a smirk. In order to be expert communicators we need to be able to control the nonverbal messages we send and correctly interpret those that we receive.

Media Interviews:

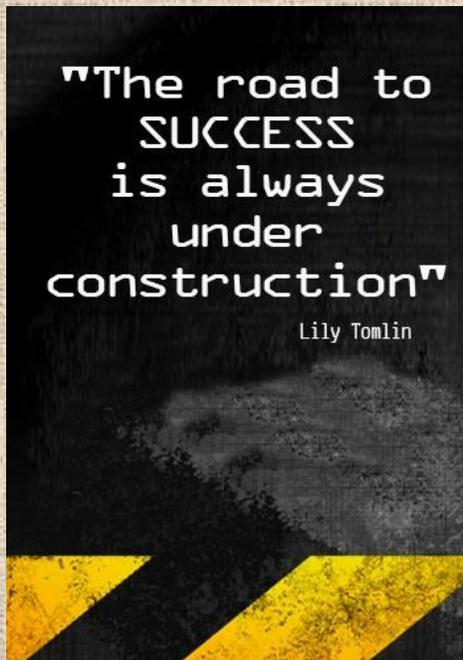
Sometime during your time as a SLS, you may be asked to give an interview. This doesn't have to be something to dread or avoid. Think of it as a way to "get the word out" on a topic and as a way to correct misconceptions about being a MEDCOM SLS. You never should feel pressured to give an interview, and it is okay if you refuse, but, if possible, try to suggest someone else or direct them to your Public Affairs Officer (PAO). If it's not the PAO who sets up the interview, it's a good idea to let staff know about it, both as a courtesy and so they may provide guidance if you need it.

Interview Dos:

- Do speak only on what you know to be true factual and first hand
- Do say that you don't know the answer if you don't
- Do pause and think about your answers before responding
- Do project a positive image – be confident and relaxed
- Do put your main points first, speaking clearly and avoiding acronyms
- Do respect a reporter's deadline
- Do correct misstatements
- Do ensure your comments are not in violation of Operations Security (OPSEC)

Interview Don'ts:

- Don't speak about confidential information (last names, addresses, unit location, schools)
- Don't speak about classified information
- Don't speak for your Spouse without permission
- Don't speak "off the record" or share in confidence with the reporter
- Don't misrepresent
- Don't repeat negative statements
- Don't lose your temper or become emotional
- Don't say "no comment." Say you won't answer that question and try to explain why



Getting Ready For An Interview

Research:

Learn as much as you can about the reporter, the program/publication. Research recent publications and broadcasts on this topic. Be sure to coordinate with your (PAO).

Prepare:

Develop a message/key points you want to communicate during the interview. Think about questions you might be asked and develop answers which incorporate your message/key points when possible. Practice being interviewed with the PAO, a Spouse, or a friend so you become comfortable with what you want to say.

Remember:

The reporter's goal is to get a "good" story. Keep this in mind and use your key points to tell the story completely and accurately. Speak as if your neighbors, friends, and relatives will hear you – because they will.

TV Interviews:

- Don't wear tinted glasses. Use contacts if you have them to avoid glare.
- Avoid patterns, white or blue, noisy jewelry, and anything ill fitted.
- Look directly at the interviewer unless told otherwise.
- If possible, choose a location that reinforces your message.
- Ensure your nonverbal matches your verbal communication.
- Keep answers short – 12 to 15 seconds. Smile.

Radio Interviews:

- Use vivid, colorful words and phrases. Paint a word picture.
- Don't talk too fast and be aware of the tone of your voice.
- If you're not talking about something serious, smile as you give your response so it will be reflected in your voice.

Print Interviews:

- Be prepared for a more in-depth interview.
- Remember the location of the interview will affect the reporter's impression of you and your message.
- Record the interview yourself.
- Ask the reporter for feedback to ensure you have been understood.
- Follow-up with additional information when appropriate.

Phone Interviews:

- First, find out the interview focus. Prepare, and then call the reporter back.
- Be animated. Stand up if it helps.



Operations Security (OPSEC):

OPSEC is a method by which the Army secures its resources (personnel, equipment, and mission). If compromised, information can get into the wrong hands, resulting in the death of Soldiers or intelligence stolen from our Country. Be careful of what you say, how you say it, when you say it, where you say it and who you say it to. Secure information regarding mission and operations, including who, what, where and when. A Family member may think the information that they have about the unit and its movement or activities could not be of interest to terrorists. Small pieces of information from various sources can add up to information of great interest to our enemies.

Compromise:

Cell phones and commercial Internet Services are not secure. E-mail can be compromised through AOL, Yahoo, etc. Letters and photographs provide information that may be detrimental to the safety of our Soldiers and their mission. Open airways allow intruders to develop profiles to target those who are unaware and vulnerable.

Insignificant Information:

Protect the information that we come into contact with on a daily basis. Although it may seem insignificant for you, it may be just the piece of information that the terrorist needs to complete their plan. Our adversaries are not always on foreign soil and may include Foreign Nationals, terrorists, hackers, criminals, competitors and insiders. Information these groups would like to know about your unit may be when you are departing, locations, and for how long.

Critical Information:

All critical information is important to protect, even if it is unclassified. Information freely published on websites may compromise an individual at home, Soldier away, or National Security. Use technology and the convenience of the web while understanding the risks and making adjustments to deal with vulnerabilities. Always ask who your audience is and what is the value of identifying specific individuals, units, dates, location, etc. Don't publish what you don't want the whole world to see! It is important to discuss social media problems as most units will have a Facebook, Twitter, Instagram, etc. Talk to your OPSEC, PAO personnel to receive training on this issue. Share the importance of attending this training with others.

Online Security and Safety:

While the Internet makes many everyday tasks faster and more convenient, like shopping, banking, and communicating on the go, it's important to be safe, secure, and responsible online.

Protect Your Privacy and Security:

You can protect your computer and personal data from theft, misuse, and destruction with some basic precautions. Learn how to recognize scams and what you can do to avoid them.



Computer and Online Security:

Defend yourself against scammers, hackers, and identity thieves by protecting your information and your computer while online. If you are a parent, you should also talk to your kids about being safe and responsible online.

Report Cyber Crime:

If you believe you have been a victim of an Internet-related crime, you can file a report with these government authorities. The Internet Crime Complaint Center (IC3) refers Internet-related criminal complaints to federal, state, local, or international law enforcement.

EConsumer.gov accepts complaints about online and related transactions with foreign companies. The Department of Justice (DOJ) helps you report computer, Internet-related, or intellectual property crime to the proper agency, based on the scope of the crime.



Phishing and Vishing:

Phishing:

Phishing is a scam in which you receive a fraudulent e-mail designed to steal your identity or personal information, such as credit card numbers, bank account numbers, debit card PINs, and account passwords. The e-mail may state that your account has been compromised or that one of your accounts was charged incorrectly. The email will instruct you to click on a link in the e-mail or reply with your bank account number to confirm your identity or verify your account. The e-mail may even threaten to disable your account if you don't reply, but don't believe it. Legitimate companies never ask for your password or account number via e-mail. If you receive a phishing e-mail there are several actions you should take.

Don't click on any links in the e-mail. They can contain a virus that can harm your computer. Even if links in the e-mail say the name of the company, don't trust them. They may redirect to a fraudulent website. Don't reply to the e-mail itself. Instead forward the e-mail to the Federal Trade Commission at spam@uce.gov.

If you believe that the e-mail is valid, contact the company using the phone numbers listed on your statements, on the company's website, or in the phone book. Tell the customer service representative about the e-mail and ask if your account has been compromised. You can also contact the company online by typing the company's web address directly into the address bar; never use the links to provided in the e-mail.

If you clicked on any links in the phishing e-mail or replied with the requested personal information, contact the company directly to let them know about the email and ask to have fraud alerts placed on your accounts. Have new credit cards issued, and/or set new passwords.

Vishing:

Similar to phishing, vishing scammers also seek to get you to provide your personal information. However, vishing scams use the phone to make their requests, instead of e-mail. You may be directed to call a phone number to verify an account or to reactivate a debit or credit card. If you have received one of these calls, report it to the Internet Crime Complaint Center.

Chapter 7

Involvement

You can create a climate of inclusion, pride and Family within the Command. How you influence that climate is up to you. Keeping in mind to balance your life, career, Family, and other commitments. In this section are some ideas from which you can select on how you can contribute within the Command, across Commands, or even in the community. Nonetheless, whatever you choose to do, we ask that you consider remaining approachable, available, enthusiastic, involved, a role-model and above all — BE YOURSELF!

Become Informed:

Tour the Command's facility and meet people! Some people to meet include the Commanding General (CG), Command Sergeant Major (CSM), First Sergeant (1SG), and Chief of Staff

Become a Knowledgeable Resource:

Complete online Family Readiness courses such as Army Family Team Building (AFTB) and attend the annual local Army Family Action Plan (AFAP) Conference. Attend Command sponsored Quality of Life Workshops and look up resources on-line at:

www.myarmyonesource.com

www.militaryonesource.com

www.arfp.org

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

Communicate:

You can help keep the flow of information moving to those who want and need it. Some things you can do to achieve this is ask questions, listen to Families, Family Programs staff, and Soldiers. You can write articles for the Family Readiness Group Newsletter, send emails to Families as well as send notes of encouragement. You could also participate in SLS teleconferences.

Attend:

Attending events is a chance to learn and promote MEDCOM informally. Some events that will give you this opportunity are Army and community ceremonies, Changes of Command/Change of Responsibility promotions, and award ceremonies. Be sure you also attend Soldier departures and returns to home stations, Fallen Soldier Ceremonies, Dining Out and Military Balls, and remember you are a mentor.

Network:

Networking is a wonderful way to obtain help, information and resources. Reach out to others. Experienced SLSs can be a great resource and have often been through your difficulties.

Contact membership organizations such as Association of the US Army (AUSA) and National Military Family Association (NMFA). SLS groups provide a wealth of information on many relevant topics. Ask friends outside of the military arena to provide contacts, ideas and opportunities.



Volunteer:

You may further your involvement in the Command or community by Volunteering. Register to track your hours in the Volunteer Management Information System (VMIS). Support Family Readiness volunteers by providing mentorship, advice, as well as participating in Family Day activities, events, and meetings. Speak at military and community group functions and visit the Veterans Affairs (VA) or local hospitals to recognize Soldiers and Families. Recognize volunteers – Saying “Thank You” goes a long way.

Involvement In Special Situations

Deployment:

Discuss your potential role with your Spouse. Talk to staff about the mission, the role of the unit, and the role of Family Programs during deployment. Attend a mobilization brief in person, by phone, or on-line. Probably the most important thing you can do for your Families is to provide stability. Keep a positive and calm attitude; maintain good communication with staff and key volunteers.

Be VERY sure you verify information before disseminating. Rumors hurt everyone.

“

A LEADER
IS SOMEONE WHO
DEMONSTRATES
WHAT'S POSSIBLE.

- Mark Yarnall

”

Self Care:

The second most important thing is to take care of you. If you're burned out from doing it all yourself, you aren't helping anyone. Relax! Take time for yourself. Efficiency studies have proven that managers who work long hours and/or skip vacations are no more (and sometimes less) productive than their counterparts. Refer to Chapter 3 on taking good care of yourself.

Your Role:

Lead by example. Be accessible whenever possible. Always remember that there is no rank in Family readiness. When you speak, be honest and Sincere. Don't be afraid to be yourself, and enjoy the experience. Keep in touch and communicate with the Families. What you learn from the staff needs to be passed through the Chain of Concern; be a bridge between senior staff and Families.



Listen:

Learning to listen is the priority when communicating. Listen first, talk when you must. It's fine to say, "I don't know the answer to that" and make sure you add, "Let's find out together and share with others." Ensure regular communication with experienced staff, Command and the FRG Leader to respond in a timely manner and follow through. During deployment, your single most important function is to take care of yourself and your Soldiers' Families. Remember, often times Families just need to talk with someone.

Empowering Families:

Deployment provides an excellent opportunity to empower Families. Be available and open to connect one-on-one with Families who may seek you out. Participate in unit and Family events in order to be available to those who want or need mentoring. Personal stories have more impact than facts and figures. Share what personal experiences you can. Encourage participation in all available training programs, especially mobilization and reunion briefings. Increase awareness of educational opportunities on the web.

If Your Soldier Isn't Deployed:

Be a visible representative of the unit to the community. If your Soldier is not deployed, travel with him or her when possible to present a Command Family team perspective. If your Soldier is deployed, try to attend deployment/reunion events.

Community

REACH



Recognize

Educate

Advertise

Communicate

Help

Recognize:

- Go to events when troops are leaving or coming home
- Visit the VA Hospitals
- Distribute donated toys to children of Soldiers

You can visit VA and local hospitals to recognize Soldiers. You can let them know that their service is recognized and ask if you can help them with anything. Maybe you can read to some of the older Veterans who can't see very well. you can spend an hour a week doing this and it will probably bring a little joy to someone who is alone. You can encourage others to volunteer to make a difference!

Educate:

- Meet with organizations: Scouts, Chamber of Commerce, Women's Clubs, Neighborhood Associations, Police Departments, Boys/Girls Clubs

You can send letters to the school board and local schools educating them about the community's military presence and how it affects children. It's not just the Soldier's children, but the neighbors' children and extended Family members. You can give them signs to watch for in their students that might indicate a friend or neighbor is deployed. You can suggest activities that will keep the children aware that there are those who serve, such as sending cards for holidays or community service projects that benefit the USO. This would only take an hour each year in the fall before school starts.

Advertise:

- Through PAO, contact local papers, radio, TV with items of interest
- Develop email list of contacts
- Community Bulletin Boards

You can ask the Public Affairs Office to send press releases to local TV and radio stations and newspapers, especially around Memorial Day, Veterans Day and the 4th of July. You can ask the Public Affairs Office to create something reminding the community of our service. This will keep us visible and will only take a half hour a few times a year.

Communicate:

- Communicate with elected officials
- Develop a rapport with the American Red Cross for information Reach out to other Military Family members
- Build a network of contacts

You can visit officials and groups and speak to them about what is going on with Soldiers and Families. You can keep them up to date on the unit's activities and let them know of specific needs of the troops and ask for their help either through the unit, or the American Red Cross . Talk with your PAO Officer first.

Help:

- Develop referral list of organizations that fit Soldier/Family needs
- Sponsor local workshops to address identified needs
- Volunteer to work with organizations (VFW, American Legion, etc.)

You can contact these groups and ask for their help to accomplish the previous tasks. This would be an ongoing project.

Command With Subordinate Units:

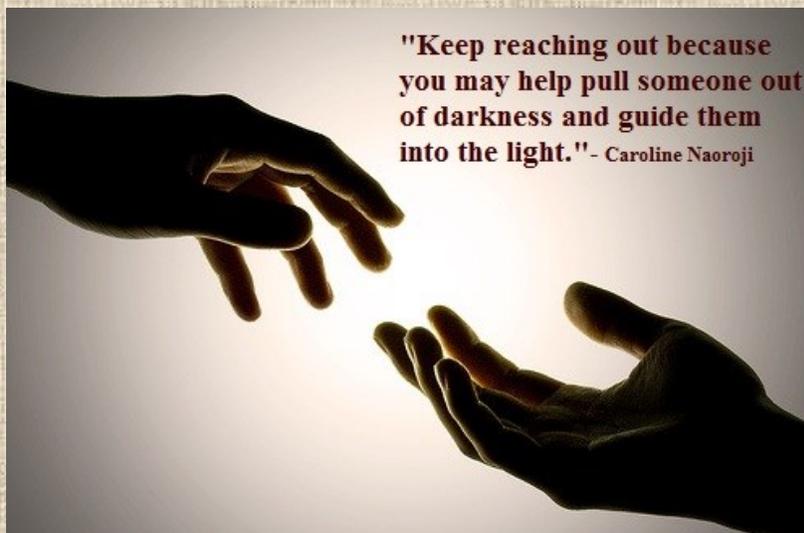
When your Spouse's Command has subordinate units, you may want to stay in contact with the key volunteers at the subordinate units to make sure that their Family Readiness Programs are working effectively. If you gain the trust of others, they will often tell you about difficulties that they would not tell those at the unit, especially in the area of personality conflicts. Keep current with Family issues throughout the military and bring them to the attention of subordinate units. Follow up to see how units are dealing with these issues. Share interesting information you receive with SLSs and FRG leaders of the subordinate units. Attend Family Days of subordinate units and travel with your Spouse on visits, when possible/appropriate.

Incoming Spouse:

When it's time to PCS, contact the incoming Spouse, introduce yourself and offer to share your experiences and perspectives. Allow the new Spouse time to accept your offer of assistance and understand that the new Spouse may have various commitments in transitioning. It may be helpful to pass on information and materials to your successor once they have settled in. You play a critical role in assisting by paving the way for a smooth transition. You can best accomplish this by familiarizing the incoming Spouse with all aspects of unit and community. Please don't overlook or underestimate this important aspect of leaving. The final decision, of course, regarding what and how much to share is yours.

Possible Subjects To Discuss:

Discuss reference materials like AR 600-20, Army Command Policy. Offer to share historical events, newsletters, rosters, names and contact information or other documents that may be helpful. To help ease the transition provide Family Programs Staff contact information and request the Continuity Book (if available). Make it a point to discuss the units' Family Readiness Program and FRG activities. Specify resources available within the Command and the community. Most importantly, alert the incoming Spouse about responsibilities or commitments that will arise soon after the change of Command. End the meeting by asking for questions, and respond frankly. There is a lot to process, be sure to allow time for reflection and offer to follow up.



Chapter 8

Managing Life's Daily Challenges

Living With the Senior Leader For Better Or Worse:

Those words certainly have taken on a new meaning since my Soldier moved up in the ranks. It seems like each rank adds another comment like this one: "What have I gotten myself into?!?" I don't regret all the years of encouraging him to take the next step. My Soldier is making a difference in the world and I'm proud of what he has accomplished. Often when I am with Soldiers, people go out of their way to tell me how much my Soldier means to them and that they respect him. That makes my heart sing.

Sure, my Soldier is gone a lot...**(Worse)**

I try to go along when I can to see different parts of the country...**(Better)**

Yes, there are a lot of long, late-night phone calls...**(Worse)**

I get to choose what is on TV...**(Better)**

He doesn't make it home for a lot of meals...**(Worse)**

I get to eat what I want which means maybe tuna fish (which he hates) or a bowl of ice cream for my lunch...**(Better)**

What's a weekend/holiday?...**(Worse)**

My friends and I have visited just about every lunch place in town, seen every movie he would have made a face at, and I've learned to do things on my own...**(Better)**

Frequent flyer miles have been added on many airlines...**(Better)**

A lot of miles have been added to my car visiting Family...**(Better)**

He WILL take me someplace Exotic/Exciting in retirement...**(Better)**

Look on the bright side! The Army has recognized how great your Soldier is and has chosen him or her as an example of what a Senior Leader should be. You can be proud. Don't brag, but be positive! You'd be surprised how much fun this really is!

Blackberry Blues:

Have you ever asked, "How did the world work before the Blackberry?" If you have asked yourself that, you have come to the right place.

If you haven't learned yet, the Senior Leader is on call 24/7/365 and the Blackberry goes everywhere you go. Whether e-mail or telephone, it has become a part of our lives. In this day and age, the Blackberry is not a luxury, it's a necessity. For good or bad, the Blackberry is seldom "out of range for service."

Your Soldier:

What hasn't changed is the person you married. He cares about Soldiers, and not only wants, but needs to be available. Let's face it; there are situations that only your Soldier can handle and decisions that need to be made quickly. That's what makes him a great Senior Leader.

Compromise:

It's hard to see the good in that ever-present device, as soon as we have a quiet moment to ourselves – BZZZZ. Consider a compromise for things that are not urgent and other situations when it may be more critical. As an example, your Soldier should consider turning the Blackberry off or on vibrate whenever food is on the table, but if the buzz becomes continuous, you have to accept that it is probably a critical situation that must be dealt with.

Supporting Your Soldier:

Twiddling your thumbs gets old and shooting dirty looks doesn't shorten calls. Redirect your attention to those around you, this will also provide privacy for your Soldier to talk. Take advantage of the time by doing things you like. You could read a book you never seem to get through, add ideas to your Pinterest wall, send an email to a friend, make a to do list or a grocery list, etc.

It Is What It Is:

The Blackberry will never be turned off. The Army requires your Soldier to be available. Accept it and move on with grace and pride.

Who Wears the Stars and Stripes?

This is the one area which should be crystal clear. YOUR SPOUSE WEARS THE RANK AND EARNED IT. You were a huge help and your Spouse probably wouldn't be here without your sacrifices and work behind the scenes for Army Families and Soldiers. Regardless, YOU NEVER HINT OR INDICATE IN ANY WAY THAT THOSE STARS, STRIPES OR EAGLES BELONG TO YOU ... because they don't! Camaraderie is ruined when a Spouse acts as if they deserve special privileges. As a SLS, you may be treated differently — your opinions or requests may be perceived as an order. Take your role seriously and accept the responsibility that comes with being a SLS. Of course you can wear stars and stripes if you dress in red, white, and blue. Being patriotic is never wrong.

Remember Your Role:

As a Spouse of a Senior Leader, be aware that some people will go out of their way to influence and please you. Military courtesies and having a direct line to Senior Leaders may both be reasons that people will treat you differently from others. Behave in a professional manner. Curb tendencies to gossip. Think about what you're saying and how it could be misconstrued. Be aware that anything you say may be repeated or considered to be a directive of the Senior Leader. Stay true to yourself. If you change your style, you run the risk of seeming insincere. You are in a unique position to be a liaison with the Families, the Command Team, and the Family Programs staff. Listen to what people tell you and then assess your appropriate intervention, if any. A few questions to ask yourself: Are they asking for your help? Who could best resolve their concerns? Should you share this with your Spouse, the Chaplain or other key staff personnel?

Determine When to Hold, Show or Fold:

Hold and attempt to resolve the situation using your resources

Show by sharing with those that can influence

Fold by not taking action

Your Role:

In many cases, all someone needs is a person who will listen. Using their emotions and frustrations as guides to determine the issue. Ask how they've tried to resolve it and how you can help. Don't take on problems that you can't directly solve. Maintain confidentiality and ask if you can pass on their contact info. Be sure to follow up within a reasonable time to ensure that their issue is being resolved. Confidentiality **MUST NOT** be maintained if a person is a danger to himself or others. Reportable incidents must be passed to the appropriate authorities. It is important to remember the mission/vision of the unit and that your message is the one Command has entrusted you to share.

Protocol:

As a SLS, people will look to you for cues, for an example of what to do and how to act. Protocol is etiquette and good manners blended with military traditions, customs, and common sense. It lets you know what to expect in a given situation which makes you more relaxed and confident at military events. Make a point to talk to your protocol officer on traditions and etiquette as there may be local differences.

The following is a guide to some of the ceremonies and events where you'll need to know the correct protocol:

Change Of Command:

This is when the outgoing Commander officially passes the unit colors to his successor. At the beginning, Ruffles and Flourishes is played if it's for a General Officer. The band plays it once for each star he or she has. That's followed by the "General's March" which might end with a cannon salute. You will stand for all of this. You also stand as the Colors pass in review (see Flag Etiquette). You always stand for the playing of the Army Song. You'll know the ceremony is over when the official party has left. If you are the spouse of the incoming or outgoing Commander, you should stand when you are receiving gift/flowers during the ceremony. Also, keep in mind that attending these events (Change of Command, town halls, and community information forums) will foster community and network building. Building relationships with those who are sharing your journey is important. Additionally, you may have the opportunity to provide mentoring and advice. If you are a guest during this event, be sure you welcome the incoming Commander and his Family as well as say good-bye to the outgoing Commander and his Family.

Change Of Responsibility:

This is when the outgoing Command Sergeant Major officially passes the responsibilities of the unit to his successor. You follow the same rules as for a Change of Command.

Receiving Line:

This is to be an expeditious process. Make sure you wear comfortable shoes and remove any rings on your right hand. Listen carefully when you're given the person's name, and then pass it on to the next person. Offer your hand palm up. Carry your handbag in your left hand. Do not carry food or drink through a receiving line. The woman precedes the man. The first person you will see is the Aide/ Adjutant, never shake his hand. He's there to get your names (which your Spouse states as Mrs. Doe, Command Sergeant Major Doe) so he can introduce you to the first person in line. Greet everyone briefly as you shake hands, and then move on down the line. Repeat your name if it is lost in passing down the line, or to correct the pronunciation. When you are through, move away from the end so it doesn't become congested.

Dining In:

This is a formal dinner for the members of the unit. Spouses are not invited. Its purpose is to celebrate the unit's successes and heritage. Everything that occurs during the evening follows old Army traditions and customs. This is appropriate because brothers and sisters in arms need to celebrate their unique relationship.

Dining Out:

This is a formal dinner usually followed by dancing for Soldiers, Spouses and Guests. It celebrates unit camaraderie and is full of pomp and circumstance from old Army traditions. This includes posting and retiring of the Colors (see flag etiquette) and a number of toasts. You may toast with another beverage or simply lift your wine glass as a token if you don't drink alcohol. Protocol requires you stand and take part in all the toasts except the toast "To the Spouses." (You never drink a toast to yourself).

Dress for the Occasion:

CATEGORY

MILITARY DRESS

Formal (White Tie)

Blue/White Evening Mess

Semiformal (Black Tie)

Blue/White Mess w/Blue Bow Tie

Uniform Informal Evening

Army Blue w/Bow Tie

Duty Uniform

Local Policy

Civilian Informal

Coat & Tie/Suit

Civilian Casual

Open Collar

**As long as you remember the three R's—
Respect, Reserved, and Read the invitation,
you can't go wrong!**

CIVILIAN ATTIRE

LADIES ATTIRE

Tuxedo

Long or Cocktail Dress

Tuxedo

Long or Cocktail Dress

Dark Business Suit

Cocktail Dress

Business Suit

Afternoon Dress/Suit

Coat & Tie/Suit

Afternoon Dress/Suit

Open Collar

Casual Dress

Flag Etiquette

National Anthem:

If you are outside: At the first note of music, face the flag (or music, if the flag is not visible) and stand at attention. Members of the Armed Forces and veterans who are present but not in uniform may render the military salute. All others present should place their right hand over their heart, or if applicable remove their headdress with their right hand and hold it at the left shoulder, the hand being over the heart. Remain standing until the last note or until the announcer tells you to be seated.

Inside and Outside:

While outdoors or indoors, Civilians stand at attention holding their headdress over their left shoulder with their right hand over the heart, if no headdress, they hold their right hand over their heart.

Posting and Retiring the Colors:

Usually there is an announcer who asks you to stand.

Outside:

Men should remove their hats. Stand quietly with your arms at your sides and face towards the flag. As the Colors move, slowly turn to keep them in front of you. When the Colors are "6 paces away," place your hand over your heart until the flag is beyond you. Remain standing until the announcer tells you to be seated.

Inside:

As the Colors move, slowly turn to keep them in front of you. Remain standing until told to be seated.

Outdoor Ceremony Moved Inside:

You act as if you are outside, so this time you do place your hand over your heart as the flag goes by.

Hanging the Flag:

When the flag is hung vertically, make sure the stars are on the left when you look at it. Never use it as a table decoration, use bunting instead. When outdoors, the flag must be illuminated after dusk.

The Army Goes Rolling Along

Intro:

March along, sing our song, with the Army of the free
Count the brave, count the true, who have fought to victory
We're the Army and proud of our name
We're the Army and proudly proclaim

Verse:

First to fight for the right,
And to build the Nation's might,
And The Army Goes Rolling Along
Proud of all we have done,
Fighting till the battle's won,
And the Army Goes Rolling Along.

Refrain:

Then it's Hi! Hi! Hey!
The Army's on its way.
Count off the cadence loud and strong (TWO! THREE!)
For where e'er we go,
You will always know
That The Army Goes Rolling Along.



The following guidance is provided by Survivor Outreach Services (SOS):

Survivor Outreach Services' mission is to deliver on the Army's Commitment to Families of the Fallen. Services are provided to all Surviving Family members regardless of Army component, cause or location of Soldier's death.

Understanding Survivor Potential Emotions:

- Anger
- Irritability
- Change in Appetite
- Cry Easily
- Denial
- Depression/Sadness
- Disbelief/Shock
- Distrust
- Fear
- Lack of Motivation
- No Reaction
- Numbness
- Sleep Disturbances
- Nightmares
- Withdrawal



Addressing Loss and Grief:

- Send a letter of condolences or sympathy
- Acknowledge the Family's feelings and listen
- Be patient
- Respect the Family's privacy
- Ensure the Family does not become isolated
- Check on the Family periodically
- Encourage Family members to get help (if needed)
- Use the Soldier's name
- Accept grief and anger as normal reaction
- Listen quietly and non-judgmentally
- Honestly answer questions that you can answer
- Don't try to answer the "why"
- Don't be afraid of silence or tears

What to Say:

- "My heart goes out to you at this most difficult time"
- "I know there is nothing I can say that will make your loss easier"
- "I cannot imagine how difficult this must be for you or your Family"
- "I'm/we're here for you"
- "I'm at a loss for words"

What Not to Say:

- "I know how you feel"
- "Everything will be all right"
- "God knows best"
- "It's God's will"
- "God does not give us anything we cannot handle"
- "You'll get over it"
- "You'll feel better in a month or so"



Casualty Concerns:

Request Care Team training. Discuss the Care Team and Care packages with your spouse. Set boundaries and determine together how you will respond in difficult situations. A Soldier who is ill, injured, wounded, captured, missing, or killed is classified as a casualty. If a Soldier becomes a casualty, there is a formal notification process to inform the primary next of kin (PNOK); PNOK is normally the Spouse of a married Soldier and parents of a single Soldier. Notification will come to appropriate Family members through official military channels. Be aware that as a leader, your spouse may be perceived as responsible.



Do:

Attend the funeral service as appropriate and send cards and letters offering support, including contact information. Be sure to operate within the desires of the surviving Family member (s). They may want to stay involved in unit activities, give them the opportunity to do so. Follow-up contact may be important to them. Allow Family member (s) space and time to grieve in their own way.

Do Not:

Do not call or contact the Family or media if you are aware of casualties. Do not telephone the Family until they are accepting contact in this manner. Ensure you are not providing more support than welcomed by the Family. Be careful not to discuss any Family circumstances that you may be aware of. Do not offer to provide child care or transportation. Do not be overbearing with offers of assistance or repeated contacts.



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Mentoring

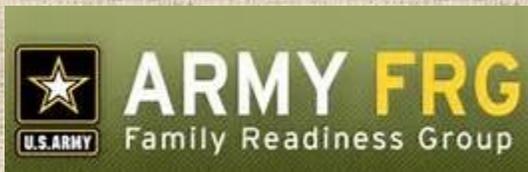
Mentoring:

Mentoring is a long-term relationship between two people. The mentor teaches, guides, and supports the receiver. Be prepared for the responsibility and commitment of a mentoring relationship. To be an effective mentor make yourself available and establish a rapport by being genuinely interested in the receiver and sharing some of your experiences. Ask questions and actively listen. Remember, part of listening is recognizing what the speaker wants from you. When you are with the receiver your focus should be on their goals and needs. Be honest, trustworthy and create a comfort zone so the receiver can freely confide in you. NEVER break a confidence. Try not to judge and encourage the receiver to focus on the goals and reflect on whether or not goals are being met. Be positive. Negative remarks tend to sour relationships. Practice two-way communication as it allows for different viewpoints. Don't be afraid to tell about your mistakes or to say "I don't know the answer to that, but I'll help you find out." When it is time, allow the receiver to grow away from you but remain available for support. Be sure to celebrate when the receiver no longer needs you.

Generational Gaps:

It is important to learn about generational gaps/differences. This will ensure you don't pass quick judgment on those much younger/older. Reaching those individuals will take an understanding of their communication preferences, backgrounds, etc. At times, diversity can breed conflict. There is a way to work together and identify strengths, challenges, and skill sets in individuals that will work well together and make a strong team. It is important to understand how to communicate with everyone in the unit and within the community.





Advising Family Readiness Groups:

You may have the opportunity to be involved in FRG or Commander's Advisory Councils. As an SLS, you will be expected to bring experience and maturity to the group. Even if you have limited experience, your presence at meetings can provide moral support and show members that the Command Team supports them. Being an effective advisor requires preparation and good judgment.

Suggestions For Success:

In order to be an effective advisor, become familiar with military regulations that pertain to the group. Ask for copies of the group's constitution, by laws, FRG Standard Operating Guidelines, goals and take the time to read them. Understanding the Commander's Family Readiness intent is critical when advising. Be yourself and get to know the group leaders and members. Be respectful of different opinions and new ideas, many FRG members have great ideas they took away from their last post. Be positive with comments and actions. Acknowledge the efforts of the officers and committee members privately and publicly. Often personal notes and heartfelt words of appreciation from a SLS can be very rewarding. Remember that there is no rank in Family Readiness. Yet, be aware of the influence you have as a SLS. Remain neutral and encourage the group in their decision-making process to help them reach consensus.

The logo for Chapter 10 features the word "Chapter" in a white, cursive font at the top. Below it, the number "10" is displayed in a large, bold, white font, centered within a black, irregular, ink-splatter-like shape.

HQ MEDCOM Family Programs Staff

Chief, Family Programs (GS-14) Serves as Family Readiness Program Manager for (TSG)/Commanding General, United States Army Medical Command (MEDCOM). Integrates and coordinates programs encompassing a wide variety of Soldier and Family support, to include Quality of Life; MEDCOM Army Family Action Plan (AFAP); Morale, Welfare and Recreation; Army and Air Force Exchange Service; Child and Youth Services, Mobilization and Deployment; Family Advocacy, Financial Readiness, Army Volunteer Corps, Employment Readiness, Outreach, Exceptional Family Members, Army Family Team Building; Relocation; MEDCOM Sponsorship, Family Readiness Support Assistant (FRSA), and others. As program manager for the One Staff (Office of The Surgeon General/HQ MEDCOM), ensures the Command maintains continued focus on the entire package of Army Well-Being and Family Support programs and services for its workforce.

Family Readiness Program Specialist (GS-13) Serves as an expert analyst, senior technical advisor, and staff level liaison for Family Readiness and Soldier/Family Support Programs (e.g., Quality of Life (QOL); Army Well-Being, Army Family Action Plan (AFAP); MEDCOM Sponsorship; Morale, Welfare and Recreation (MWR); AAFES, Mobilization and Deployment (as they affect Soldiers' Families), Army Family Team Building, and others) for the US Army Medical Command. Ensures the Command maintains focus on the entire package of Army Family Readiness and Soldier/Family Support Programs components for its workforce. Integrates mission, service member, and Family readiness with emphases on the direct impact that Family readiness has on the Command's ability to acquire, sustain, and retain a quality force.

Regional Health Command (RHC) and Major Subordinate Command (MSC) Family Programs Staff

Family Programs Specialist (FPS) (GS-9) Serves as the MEDCOM RHC technical advisor, and program specialist for the Total Army Family Program (TAFP). Performs a variety of administrative and analytical duties in support of the Commander. Contributes to overall unit readiness through direct mentorship and technical oversight throughout the Command.

Family Readiness Support Assistants (FRSA) (GS-6) Provides referral, administrative and logistical support to the Commander and volunteer FRG Leader. Provides support to sustain connectivity for Families of permanent party Soldiers, deployed MEDCOM Soldiers, Warriors in Transition, and mobilized and Guard Soldiers working in MEDCOM facilities.

Family Readiness Liaison (FRL) (Military Service Member) Serves as the Commander's representative to ensure the free flow of information and support between the unit leadership, its volunteer base, and unit personnel to include Family members. The FRL serves as the Commander's representative to ensure the free flow of information and support between the unit leadership, its volunteer base, and unit personnel to include Family members.

MEDCOM Family Readiness Programs Key Capabilities

Policy and Guidance:

MEDCOM Total Army Family Program (TAFP)

MEDCOM Family Readiness Support Assistant Program

MEDCOM Army Family Action Plan Program

OIPs/SAVs: Family Readiness Programs

MEDCOM TAFP Policy Memo

SLS Initiatives:

MEDCOM SLS T-Con/VTCs (Monthly): Hosted by the Spouse of The Surgeon General and Commanding General, USAMEDCOM, and facilitated by the Chief, Family Programs Division.

Attendees: GO/SES/CSM spouses, Medical Facility Command teams, and WTU Bde/Bn Command teams. Guest VIP spouses (e.g., ACSIM, ARNORTH, ARSOUTH, DHA, WRNMMC, etc.).

Community Visits/Family Focus Groups with TSG and SLS as requested.

Program Requirements:

HQDA AFAP GOSC Meeting (Semi-annual)

Staff liaison and Family Programs SME to MEDCOM SLSs

MEDCOM AFAP Focus Groups (Annual)

Review of new HQDA AFAP issues/priority votes

Training and support to the Joint Base San Antonio-Fort Sam Houston

Installation AFAP Conference (Annual)

Family Readiness Focus Groups (FRGs)

Bi-annual support to the AMEDD Command Team Development Program (CTDP)

Family Programs POC monthly trainings and quarterly meetings

Virtual Family Readiness Groups (vFRGs)

MEDCOM Family Programs SharePoint Site

Family Programs Collaboration with DoD, DA, ACOMs, and DRUs:

Command's lead action office for policy development and delivery of comprehensive Family support – e.g. Army Community Service Transformation, AFAP Installation Management System Database, Total Army Strong (replaced Army Family Covenant), FRSA Program and Family Readiness Groups, OPREADY Re-Write (replaced with R.E.A.L), and other working groups as requested .

Additional Family Programs Support

Program Management:

The administrative and management responsibilities related to professional training, strategic planning, program needs assessment and evaluation, and information management.

Child, Youth & School Services:

Provides information related to Child, Youth and School Services (CYSS).

Command Consultation & Support:

Family Programs Staff works with units within their Commands through on-going contacts and outreach helping establish or enhance Family Readiness Groups (FRGs).

Information, Referral, and Follow Up:

Provides information about community resources, links Soldiers and their Families with available and appropriate service providers and provides follow-up to ensure services were provided.

Marketing:

Communicating program information to the MEDCOM community.

Mobilization – Deployment – Integration:

Offers mobilization, deployment, and reintegration information to address deployment-related issues and responds to customer/ Command-identified needs, e.g. activated support, Family Readiness Group support, pre-deployment, deployment, return and reunion, and post deployment.

Outreach:

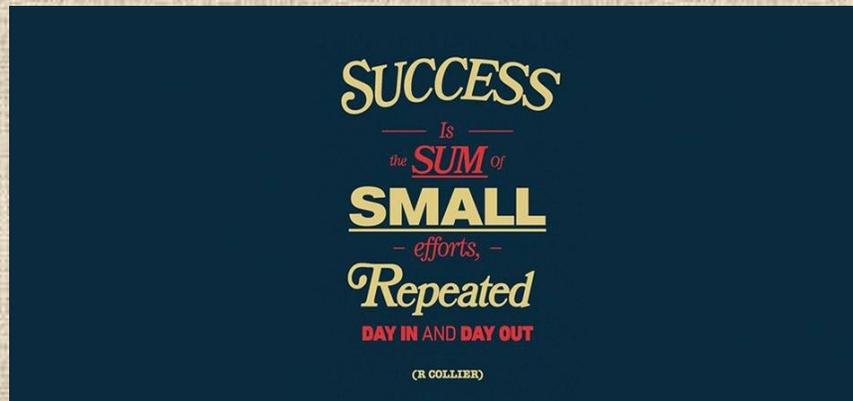
Identifies Families at risk, establishes priorities for services through needs assessments and coordinates the delivery of a variety of community-based Family support and assistance services.

Partnerships:

Collaborative working relationships are established with Civilian and military agencies to support MEDCOM Soldiers and their Families.

Training & Development:

Education and training is offered to enhance awareness, understanding and competencies. Some training is available on-line.



Chapter 11

Senior Leader Spouse Travel Policy

The following guidance derives from the SECARMY Memo, HQDA, 25 Jan 07, subject: Policy for Travel by Department of the Army Officials to Army Directive 2007-01, 25 Jan 07, subject: SECARMY Policy for Travel by DA Officials.

Permissible Spouse travel usually falls under one of the following categories (note that all paragraph references are to those set forth in the Sec Army travel policy).

Paragraph 10b (1):

A Spouse may travel with his/her military sponsor at government expense if the Spouse must “actually participate in an official capacity at an unquestionably official function.” The approval authority for travel under this paragraph is the AASA. A request for such travel must include an itinerary for the Spouse that details specific official events of sufficient duration to justify the Spouse’s travel at government expense. Per diem for the Spouse is not authorized.

Paragraph 12a (1):

A Spouse may travel, accompanied or unaccompanied by his/her sponsor, “to attend a service-endorsed training course or briefing and provide subsequent volunteer service incident to such training.” Eligible training courses and briefings are designated by the AASA - examples currently include the Army Pre-Command Course, Brigadier General Training Course, and the Army Family Action Plan Conference. The local order approving authority issues invitational travel orders (ITOs) to Spouses under this Paragraph. Full per diem is authorized for a Spouse traveling independent of his/her sponsor. If the sponsor accompanies the Spouse to the same conference or location, then the Spouse may not receive reimbursement for the lodging portion of per diem.

Paragraph 12a (2):

A Spouse may travel, accompanied or unaccompanied by his/her sponsor, to “confer with DOD officials on DOD matters as a subject matter expert (SME).” When a Spouse travels as a SME, his/her qualifications as such must be fully documented and address “the unique training, knowledge, or educational achievement in the specific subject area that the Spouse has gained so as to elevate them above other attendees for special consideration as a SME.” It’s important to note, however, that “the role of Spouse alone is not sufficient to allow SME status.” ITOs for such travel are approved and issued locally. Per diem eligibility is generally the same as that set forth in paragraph 12a(1) unless the Spouse is traveling as a SME to participate in discussions on Army Family Programs or Quality of Life issues, in which case the Spouse must travel under paragraphs 10b or 12b of the SecArmy travel policy.

Paragraph 12b:

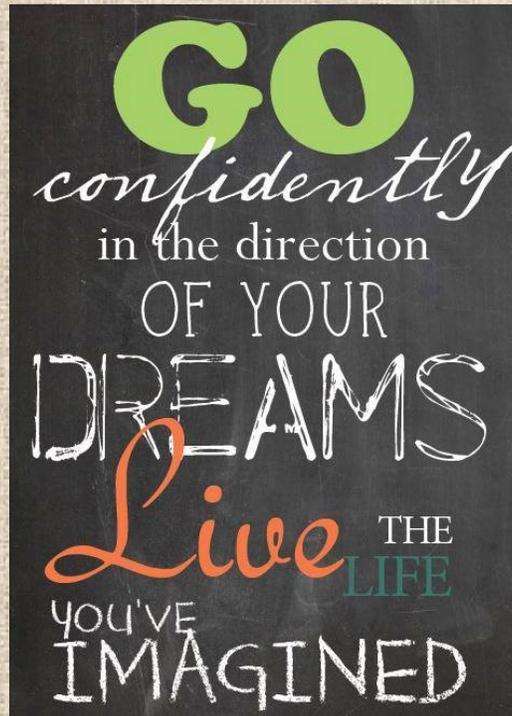
A Spouse may travel, accompanied or unaccompanied by his/her sponsor, to serve as a delegate to an official conference addressing Army Family Programs or Quality of Life issues. The sponsoring Commander is the travel approval authority. Per diem eligibility is the same as that set forth in paragraph 12a(1). To qualify for such travel under paragraph 12b, the event must be sponsored by an organization that is Commanded by an official in the rank of major general or above and the Commander must be acting in a significant role in the event (e.g., as keynote speaker or attendee).

Have a substantive agenda aimed at affording the Army Secretariat or Army leaders guidance, advice, and testimony that is essential to the process of developing effective policies pertaining to Family, education, health care, retention, and other issues related to the well-being of our Soldiers and their Families. *Training of attendees* and/or the *presentation of standardized briefings* to attendees (such as Deployment Cycle Support Training) *does not meet the criteria* for Spouse travel under this paragraph. Instead, conferences must involve the Spouses’ hands-on interactive development of “guidance, advice, and testimony” and produce a “discernible substantive product” for presentation to senior Army leaders (e.g., the sponsoring Commander, the Chief, Army , or higher authorities).

Have an established objective to render a discernible substantive product, such as a set of policies, a strategic plan, or an action plan.

Require the full-time participation of each delegate to ensure completion of the agenda and accomplishment of the established objective.

Ensure delegates who selected in a manner that conforms with Army regulatory policy and are approved in advance in writing by the sponsoring Commander. Senior Spouse status alone is not a proper criterion for delegate selection – travel to events designed primarily for senior Spouses must be addressed under paragraph 10b. Delegate selection criteria must be reasonably designed to meet the conference objectives. AR 608-47, paragraph 5-2, provides a good example of delegate selection criteria for such conferences.



Chapter 12

Army Medical Department (AMEDD)

The Army Medical Department (AMEDD) is ~ \$12B,3.9M-beneficiary healthcare system. Serving over 130,000 military, Civilian, and contract teammates in tactical and garrison locations spread over 24 time zones. Providing all aspects of health promotion, medical, dental, behavioral, and veterinary care, health research and development, health education-training, and support services in support of Soldiers and their Families, other warriors, retirees & their Families, other authorized beneficiaries, and Civilians on the battlefield.

The **leaders providing healthcare:**

- Know healthcare Command teams and their obstacles
- What the MTF does to improve **access to care**
- Be knowledgeable of the four healthcare domains

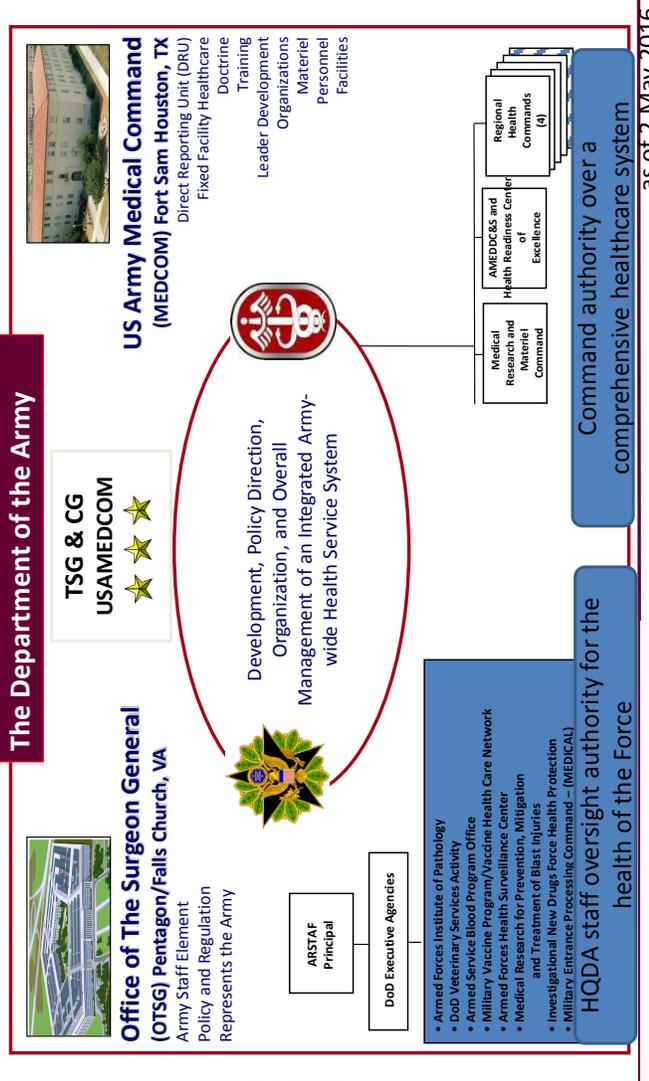
Medical, Dental, Behavioral, Veterinary:

- Know what healthcare is routinely going **downtown** & why
- Push information through Soldiers & FRGs to Families
- Help **reduce medical / behavioral health stigma** in units
- Talk to the need for a supportive environment
- What do **you choose your role** to be?



ARMY MEDICINE
One Team...One Purpose!
Conserving the Fighting Strength Since 1775

Organization Today



as of 2 May 2016

OTSG/MEDCOM Personnel

26,827 Total AC Military
 47,939 Civilians
 7,309 Contractors
 2,326 Total NG/RC Military
84,401 Total

**FY12 SRC08
 EAB TOE Units**

Active/Reserve
 10 / 16 Combat Spt Hosp (C-SH)
 16 / 22 FWD Surg. Im (F-S-Is)
 97 / 0 Other Active Units
 0 / 54 Other Army NG Units
 0 / 138 Other Army AR Units
 123/54/176 AC/NG/AR
 Deployable Units
 (353 Total)

Resourcing
\$13.7B DHP

as of 2 May 2016

AMEDD Personnel World Wide



4,349 Medical Corps Officers
 981 Dental Corps Officers
 11,283 Other Officers
 36,376 Enlisted
 52,989 Total AC
 7,309 Contractors
 49,241 Civilian
 50,002 Total NG/RC
159,541 Total

TDA Facilities

9 Medical Centers
 15 Army Community Hospitals
 7 Army Health Centers
 10 Army Health Clinics (supporting an installation)
 128 Army Health Clinics
 47 Army Troop Medical Clinics
 18 Army Occupational Health Clinics
 147 Dental Clinics
 172 Veterinary Clinics
 31 Research and Development Laboratories
 32 Prevention Facilities
616 Total

Beneficiaries



576K Active Duty (AD)
 906K Family Members (FM) (AD)
 225K Dependent Survivor
 152K Eligible NG/R
 228K Family Members of NG/R
 754K Retired
 868K FM Retired
 239K Other
3.95M Total



BLAZON

Shield:

Per pale; to dexter, paly of thirteen Gules and Argent, on a chief Azure, twenty mullets in four rows of five each of the second: to sinister, Argent, a staff entwined with a serpent Vert.

Crest:

From a wreath Argent and Azure, upon a mound Argent (Silver Gray), a Cock regardant Proper.

Motto:

EXPERIENTIA ET PROGRESSUS (Experiment/Experience and Advance).

SYMBOLISM

Shield:

The design of the shield is based on the shield of a historic heraldic device probably first used in 1818 by the Army Medical Department. The white stars on a blue background and the red and white stripes represent the United States flag of 1818. The green staff entwined with the serpent, originating in mythology, is symbolic of medicine and healing. Green was a color associated with the Corps during the last half of the nineteenth century.

Crest:

The rooster has a strong connection in medicine which dates back to Aesculapius, the Greek God of Healing. This connection was seen in 399 B.C., a practice at the time was to pay for medical services with poultry. On May 7, 399 B.C., Socrates died under judicial poisoning by drinking hemlock. His last recorded words were, "I owe a cock to Aesculapius, see that it is paid."

Coat of Arms for the Army Department Regiment





The Defense Health Agency (DHA):

This is a joint, integrated Combat Support Agency that enables the Army, Navy, and Air Force medical services to provide a medically ready force and ready medical force to Combatant Commands in both peacetime and Wartime. The DHA supports the delivery of integrated, affordable, and high quality health services to Military Health System (MHS) beneficiaries and is responsible for driving greater integration of clinical and business processes across the MHS by implementing shared services with common measurement of outcomes; enabling rapid adoption of proven practices, helping reduce unwanted variation, and improving the coordination of care across time and treatment venues, exercising management responsibility for joint shared services and the TRICARE Health Plan; and acting as the market manager for the National Capital Region (NCR) enhanced Multi-Service Market, which includes Walter Reed National Military Medical Center (WRNMMC) and Fort Belvoir Community Hospital (FBCH).

The General Staff

(The following applies to HQ MEDCOM).

Personnel:

Responsible for all facets of manning the Army including the personnel life-cycle of recruiting, retention, Soldier Readiness Processing (SRP), assignments, promotions, transfers and retirement. Also, responsible for Family Programs to ensure Soldier and Family needs, including authorized benefits, are met. This is the hub of Soldier and Family support issues.

Intelligence:

Responsible for operational intelligence and information on the threat faced by US forces worldwide. Also responsible for Soldier security clearances.

Operations:

Responsible for operations, readiness and mobilization of Army units and individuals. Also responsible for Operational Security (OPSEC) and Provost Marshal functions. Includes planning and directing all unit operations, movements, disaster response, etc. before mobilization.

Logistics:

Responsible for supplying, equipping, transporting, and arming Army units and individuals.

Strategy and Plans:

Responsible for long range strategic planning for the Army, including transformation and developing and synchronizing the plans for execution.

Communications and Computers:

Responsible for communications, automation and information technology capabilities for the Army including telephones, copiers, computers and networks.

Training:

Responsible for Army individual and unit training in order to provide ready Soldiers and units capable of performing their mission.

Comptroller:

Responsible for programming, budgeting and executing resources for the Army. Acquires and distributes all funds from Department of the Army down to Commands and units.

Force Programs:

Responsible for planning and programming all force structure (units and organizations) in the Army. Includes force transformation and modernization.

Key Personnel and Special Staff:

Chaplain:

Provides religious support to all faiths as well as the general well-being of Soldiers and Families. The Army Chaplaincy is continually involved in the lives of all Soldiers across the spectrum of military operations and Activities. They have a responsibility to be with Soldiers anywhere in any part of the world to ensure their exercise of religious freedom. The Chaplain's Office sponsors special emphasis programs such as "Strong Bonds" addition redeployment/reintegration and suicide prevention.

Surgeon:

Surgeons are responsible for medical support to Soldiers to ensure Soldier medical readiness and medical benefits to Families. Oversees the medical portion of Soldier Readiness Processing (SRP). Also, responsible for the TRICARE medical and dental programs for Soldiers and Families.

Staff Judge Advocate (SJA):

The SJA is responsible for all legal aspects including military discipline, claims and legal assistance. Provides legal support (wills, powers of attorney, etc.) for Soldier Readiness Processing (SRP) and pre and post-mobilization.

The Army Judge Advocate (JAG):

Army attorneys who work for the SJA and provide a variety of legal reviews.

Legal Reviews and You:

Some areas which may involve you as a Senior Spouse and for which your Soldier may seek legal reviews are, accepting gifts, riding in a military vehicle or using your position for personal gain. As examples of activities which are generally prohibited, you cannot ask Soldiers to perform tasks outside their official duties. You cannot ask your Soldier's aide to pick up your dry cleaning, even if the aide offers. You cannot have a Soldier drive you in a military vehicle to pick up your dry cleaning — even if some of it is your Soldier's clothing. A gift is something of monetary value. Excluded are refreshments which are not part of meals, cards, plaques, and certificates with little intrinsic value.

The Joint Ethics Regulation (JER) DoD 5500.7:

Often referred to as “the Ethics Rules” is a useful guide for what is and is not permissible and details what is “official use” and what constitutes a gift. While this regulation actually was written for government employees, it contains excellent guidance. Remember that use of government communications equipment (telephones, fax, computer and Blackberry) are for official and authorized use only.

Inspector General (IG):

Responsible for conducting inspections, investigations, surveys, and studies of a Command's performance, discipline, morale, efficiency, and administrative economy.

Diagrams and Useful Information

U.S. Army Medical Department:

The top Army healthcare provider is "dual-hatted" as both the Army Surgeon General and the Commanding General (CG) of U.S. Army Medical Command (USAMEDCOM).

The Surgeon General (TSG):

Serves as the medical expert on the Army staff, advising the Secretary of the Army, Army Chief of Staff and other Army leaders and providing guidance to field units. As Commanding General of the MEDCOM, the CG Commands fixed hospitals and other AMEDD Commands and agencies. This dual-hatted role unites in one leader's hands the duty to develop policy and budgets as TSG and the power to execute them as the MEDCOM Commander. This unity is reinforced by the "OneStaff" concept.

One Staff:

This blends the Army surgeon general's staff, located in the Washington, D.C. area, and the MEDCOM Commander's staff at Joint Base San Antonio, Fort Sam Houston, Texas, into a single staff for both three-star functions. Legally, the Office of the Surgeon General (OTSG) and MEDCOM remain separate entities with different duties and powers (for example, OTSG explains the medical budget to Congress; MEDCOM oversees its execution). However, staff members are now dual-hatted like TSG, to eliminate duplication and improve communication. The staff totals less than one percent of AMEDD strength.

Medical Research:

This is unified under a single major subordinate Command, U.S. Army Medical Research and Materiel Command (USAMRMC). USAMRMC includes six research laboratories and five other Commands that focus on medical materiel advanced development, strategic and operational medical logistics, and medical research and development contracting, 8 Army Medical Centers, 27 medical department activities and numerous clinics in the United States, Europe, Korea, and Japan are grouped under four major subordinate Commands called Regional Health Commands (RHC); medical force for full-spectrum operations in support of our Country.

AMEDD Center & School, Health Readiness Center of Excellence:

This is where the Army trains medical personnel , and also serves as a 'think tank,' with a mission to envision, design and train a premier military.

MEDCOM:

Manages more than a \$12 billion budget and cares for more than 3.86 million beneficiaries — active-duty of all services, retirees and their Family members. In addition to veterinary support, Army medical personnel are engaged in many joint-service efforts. The OTSG oversees joint field operating activities for the Secretary of Defense, and medical units participate in many multiservice deployments/exercises. MEDCOM is designated as a Direct Reporting Unit (DRU) by the Secretary of the Army. The MEDCOM provides medical, dental, and veterinary capabilities to the Army and designated DoD activities; operates fixed facilities; conducts medical research, materiel development and acquisition; educates and trains personnel; and develops medical concepts, doctrine, and systems to support Army healthcare delivery.

References for Protocol

Army Publications:

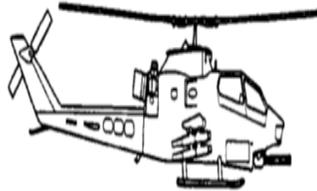
1. DA PAM 600-60: Guide to Protocol Etiquette for Official Entertainment
2. FM 3-21.5: Drill and Ceremony
3. AR 25-50: Preparing and Managing Correspondence
4. AR 600-25: Salutes, Honors, and Visits of Courtesy
5. AR 840-10: Flags, Guidons, Streamers, Tabards, Automobile and Aircraft Plates

Unofficial Publications:

1. Service Etiquette, Orthea D. Swartz, Naval Press
2. Protocol: The Complete Handbook of Diplomatic Official and Social Usage, McCaffree and Innis, Prentice-Hall
3. Diplomatic Ceremonial and Protocol, Woods and Serres, Columbia University Press
4. Complete Guide to Executive Manners, Latitia Baldrige
5. The Army Wife Handbook, 2nd edition, Ann Crossley and Carol Keller
6. Service Etiquette, 4th edition, US Naval Institute
7. Kiss, Bow, or Shake Hands, How to do Business in Sixty Countries,, Terri Morrison, Wayne A. Conaway, George A. Borden
8. Basics from the Barracks: Military Etiquette and Protocol
9. International Dos and Don'ts: Use Culture Grams which may be located online.

ARMY TOE and TDA ORGANIZATIONS

GENERAL PURPOSE FORCES Table of Organization and Equipment (TOE) UNITS



- Deployable
- Organized for combat
- Combat mission response
- Exists for wartime mission*
- Threat based



* Can and will perform Peacetime Missions

GENERAL SUPPORT FORCES Table of Distribution and Allowances (TDA) UNITS



- Not normally deployable
- Not designed for combat
- Functional mission
- Exists for peacetime and wartime missions
- Workload based



Reference: Today's Challenge: Tomorrow's Army, pg A-3.

Chain of Command:

The chain of Command in Army basic training runs from the lowest ranking recruit all the way to the President of the United States. Simply, the Army basic training chain of Command is as follows:

- Recruit
- Drill Sergeant (you'll probably have more than one, and they'll be led by the senior drill sergeant)
- Executive Officer (in Army basic training, this is usually your senior drill sergeant)
- First Sergeant (1SG)/Command Sergeant Major (CSM) or Company Commander
- Battalion Commander
- Brigade Commander
- Division Commander
- Corps Commander
- Army Chief of Staff
- Secretary of the Army
- Secretary of Defense
- Commander-in-Chief (President of the United States)

When in search of support, Soldiers and Families should start with their assigned unit chain of Command.

Chapter 13

Rank and Insignia of the Army



Commissioned officers

The U.S. armed services commissioned officers hold presidential commissions and are confirmed in their rank by the Senate.

	Company grade Junior grade in Navy			Field grade Mid-grade in Navy		
Army, Marines, Air Force						
	Second lieutenant	First lieutenant	Captain	Major	Lieutenant colonel	Colonel
Pay grade	O-1 (Lowest)	O-2	O-3	O-4	O-5	O-6
Navy	Ensign	Lieutenant junior grade	Lieutenant	Lieutenant commander	Commander	Captain
	General grade Flag-grade in Navy			Special grades Reserved for wartime*		
Army, Marines, Air Force						
	Brigadier general	Major general	Lieutenant general	General	General of the Army (both) General of the Air Force (left)	
Pay grade	O-7	O-8	O-9	O-10	Special	
Navy	Rear admiral lower half	Rear admiral upper half	Vice admiral	Admiral	Fleet admiral (above left)	

*According to some accounts, general of the Army and general of the Armies used interchangeably before 1944; Gens. Grant, Sherman, Sheridan, Pershing, Marshall, MacArthur, Eisenhower, Bradley and Arnold (redesignated Gen. of the Air Force) and Fleet Adms. Leahy, King, Nimitz, Halsey held rank; George Washington appointed posthumously in 1976

Source: U.S. Defense Department

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Second Lieutenant (2LT)(O1):



Addressed as "Lieutenant." Typically the entry-level rank for most Commissioned Officers. Leads platoon-size elements consisting of the platoon SGT and two or more squads (16 to 44 Soldiers).

First Lieutenant (1LT)(O2):



Addressed as "Lieutenant." A seasoned lieutenant with 18 to 24 months service. Leads more specialized weapons platoons and indirect fire computation centers. As a senior Lieutenant, they are often selected to be the Executive Officer of a company-sized unit (110 to 140 personnel).

Captain (CPT)(O3):



Addressed as "Captain." Commands and controls company-sized units (62 to 190 Soldiers), together with a principal NCO assistant. Instructs skills at service schools and The United States Army combat training centers and is often Staff Officer at the battalion level.

Major (MAJ)(O4):



Addressed as "Major." Serves as primary Staff Officer for brigade and task force Command regarding personnel, logistical and operational missions.

Lieutenant Colonel (LTC)(O5):



Addressed as "Lieutenant Colonel" or "Colonel." Typically Commands battalion-sized units (300 to 1,000 Soldiers), with a CSM as principal NCO assistant. May also be selected for brigade and task force Executive Officer.

Colonel (COL)(O6):



Addressed as "Colonel." Typically Commands brigade-sized units (3,000 to 5,000 Soldiers), with a CSM as principal NCO assistant. Also found as the chief of divisional-level staff.

Brigadier General (BG)(O7):



Addressed as "General." Serves as Deputy Commander to the Commanding general for Army divisions. Assists in overseeing the staff's planning and coordination of a mission.

Major General (MG)(O8):



Addressed as "General." Typically Commands division-sized units (10,000 to 15,000 Soldiers).

Lieutenant General (LTG)(O9):



Addressed as "General." Typically Commands corps-sized units (20,000 to 45,000 Soldiers).

General (GEN)(O10):



Addressed as "General." The senior level of Commissioned Officer typically has over 30 years of experience and service. Commands operations within their geographical area.

General of the Army (GOA):



This is only used in time of War where the Commanding Officer must be equal or of higher rank than those Commanding armies from other nations. The last officers to hold this rank served during and immediately following WWII.

WARRANT OFFICER 1 (WO1):



Appointed by warrant from the Secretary of the Army. WO1s are technically and tactically focused officers who perform the primary duties of technical leader, trainer, operator, manager, maintainer, sustainer, and advisor.

CHIEF WARRANT OFFICER 2 (CW2):



Chief Warrant Officers become commissioned officers as provided by the President of the United States. CW2s are intermediate level technical and tactical experts who perform increased duties and responsibilities at the detachment through battalion levels.

CHIEF WARRANT OFFICER 3 (CW3):



Advanced-level experts who perform the primary duties that of a technical and tactical leader. They provide direction, guidance, resources, assistance, and supervision necessary for subordinates to perform their duties. CW3s primarily support operations levels from team or detachment through brigade.

CHIEF WARRANT OFFICER 4 (CW4):



Senior-level experts in their chosen field. They primarily support battalion, brigade, division, corps, and echelons above corps operations. CW4s typically have special mentorship responsibilities for other WOs and provide essential advice to Commanders on WO issues.

CHIEF WARRANT OFFICER 5 (CW5):



Master-level technical and tactical experts that support brigade, division, corps, echelons above corps, and major Command operations. They provide leader development, mentorship, advice, and counsel to WOs and branch officers. CW5s have special WO leadership and representation responsibilities within their respective Commands.

PRIVATE FIRST CLASS (PFC):



(Addressed as “Private”) PV2s are promoted to this level after one year—or earlier by request of supervisor. Individual can begin BCT at this level with experience or prior military training. Carries out orders issued to them to the best of his/her ability.

SPECIALIST (SPC):



(Addressed as “Specialist”) Can manage other enlisted Soldiers of lower rank. Has served a minimum of two years and attended a specific training class to earn this promotion. People enlisting with a four year college degree can enter BCT as a Specialist.



CORPORAL (CPL):

(Addressed as “Corporal”) The base of the Non-Commissioned Officer (NCO) ranks, CPLs serve as team leader of the smallest Army units. Like SGTs, they are responsible for individual training personal appearance and cleanliness of Soldiers.



SERGEANT (SGT):

(Addressed as “Sergeant”) Typically Commands a squad (9 to 10 Soldiers). Considered to have the greatest impact on Soldiers. Sergeants set an example and the standard for Privates to look up to, and live up to.



STAFF SERGEANT (SSG):

(Addressed as “Sergeant”) Commands a squad (9 to 10 Soldiers). Has one or more SGTs under his leadership. Develops, maintains and utilizes the full range of his Soldiers’ potential.



SERGEANT FIRST CLASS (SFC):

(Addressed as “Sergeant”) Key assistant and advisor to the platoon leader. Generally has 15 to 18 years of Army experience and puts it to use by making quick, accurate decisions in the best interests of the Soldiers and the country.

MASTER SERGEANT (MSG):



(Addressed as “Master Sergeant”) Principal NCO at the battalion level, and often higher. Not charged with all the leadership responsibilities of a 1SG, but expected to dispatch leadership and other duties with the same professionalism.

FIRST SERGEANT (1SG)



(Addressed as “First Sergeant”) Principal NCO and life-blood of the company: the provider, disciplinarian and wise counselor. Instructs other SGTs, advises the Commander and helps train all enlisted Soldiers. Assists Officers at the company level (62 to 190 Soldiers).

SERGEANT MAJOR (SGM):



(Addressed as “Sergeant Major”) SGMs experience and abilities are equal to that of the CSM, but the sphere of influence regarding leadership is generally limited to those directly under his charge. Assists Officers at the battalion level (300 to 1,000 Soldiers).

COMMAND SERGEANT MAJOR (CSM):



(Addressed as " Command Sergeant Major") CSM’s Functions without supervision. And is expected to be calm, settled and accurate-with unflagging enthusiasm. Supplies recommendations to the Commander and staff, and carries out policies and standards. Assists Officers at the brigade level.

SERGEANT MAJOR OF THE ARMY:



There’s only one Sergeant Major of the Army. This rank is the epitome of what it means to be a Sergeant and oversees all Non-Commissioned Officers. Serves as the senior enlisted advisor and consultant to the Chief of Staff of the Army (a four-star General).

Chapter 14

References

Internet resources and Acronyms:

www.acronymfinder.com

Army and Air Force Exchange Service (AAFES):

<http://www.shopmyexchange.com/>

American Legion:

www.legion.org/support

American Red Cross (ARC):

www.redcross.org

Armed Forces Vacation Club:

www.afvclub.com

Army Emergency Relief (AER):

www.aerhq.org

Army Posture Statements:

<https://www.army.mil/aps/>

Army Family Programs (ARFP):

www.arfp.org

Casualty Assistance:

<https://www.hrc.army.mil/TAGD/CMAOC>

Civilian Personnel Issues:

<http://cpol.army.mil/webmaster.html>

Defense Commissaries:

<http://www.commissaries.com/>

Defense Finance & Accounting Service:

<http://www.dfas.mil/>

Department of Defense:

<http://www.defense.gov/>

Employer Support of the Guard & Reserve:

<http://esgr.mil/>

Disclaimer: This list of internet resources is for your reference and were active at time of publication of this guide. If you find a link is no longer actively maintained, contain broken links and/or outdated information please use a search engine to locate a current reference. Appearance of links doesn't constitute endorsement.

GI Bill Calculator:

<http://www.newgibill.org/calculate-your-benefits/>

ID cards:

www.dmdc.osd.mil.rsl

Legal Assistance:

<https://www.jagcnet.army.mil/Legal>

Service members Group Life Insurance:

<http://www.benefits.va.gov/insurance/sgli.asp>

MEDCOM Family Programs:

http://armymedicine.mil/Pages/Family_Readiness_Programs.aspx

Military Money:

<http://www.military.com/money>

Military OneSource:

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

Military Spouse Corporate Career Network:

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

Military Spouse Support:

<http://militaryspousesupport.net/>

Military Treatment Facilities Locator:

<http://www.tricare.mil/mtf>

Morale, Welfare, and Recreation:

<http://www.armymwr.com/>

Post-Traumatic Stress Disorder National Center:

<http://www.ptsd.va.gov/>

Forces Almanac:

<http://www.defense.gov/News/Publications/almanac>

Space A Travel:

<http://www.amc.af.mil/Home/AMC-Travel-Site/>

Disclaimer: This list of internet resources is for your reference and were active at time of publication of this guide. If you find a link is no longer actively maintained, contain broken links and/or outdated information please use a search engine to locate a current reference. Appearance of links doesn't constitute endorsement.

Strong Bonds:

<http://www.strongbonds.org/skins/strongbonds/home.aspx>

Suicide Prevention Lifeline:

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

Tax Guide:

www.irs.gov/pub/irs-pdf/p3.pdf

Temporary Lodging:

<http://www.dodlodging.net/>

Thrift Savings Plan:

<https://www.tsp.gov/index.html>

Tragedy Assistance Program for Survivors:

www.taps.org

Traumatic Service members' Group Life Insurance:

<http://www.benefits.va.gov/insurance/tsgli.asp>

TRICARE:

www.tricare.mil

TRICARE Dental Issues:

<http://www.tricare.mil/mybenefit/home/Dental>

Delta Dental:

www.trdp.org

US Army Publications & Forms:

www.army.mil/usapa

US Army Authorized Abbreviations, Brevity Codes, and Acronyms:

<https://www.rmda.army.mil/abbreviation/mainpage.asp>

U.S. Department of Veterans Affairs:

http://www.va.gov/landing2_vetsrv.htm

Disclaimer: This list of internet resources is for your reference and were active at time of publication of this guide. If you find a link is no longer actively maintained, contain broken links and/or outdated information please use a search engine to locate a current reference. Appearance of links doesn't constitute endorsement.

United States Military Holidays and Observances:

The following shows various holidays, events and observances that are specific to the United States Army, active duty personnel, veterans, reservists and military Families (military spouse, military children). This list is not all inclusive but will give you some days to focus on with your Spouse's Unit, and FRG.

Month of the Military Child:	April
Gold Star Wives Day :	5th of April
Army Reserves Birthday:	23rd of April
Military Appreciation Month:	May
Military Spouse Day :	2nd Friday in May
Memorial Day:	Last Monday in May
Army Birthday:	14th of June
Flag Day:	14th of June
Independence Day:	4th of July
Patriot Day:	11th of September
Gold Star Mothers Day:	Last Sunday in September
Veterans Day:	11th of November
National Guard Birthday:	13th of December



Army Flag



Secretary of Defense



Deputy Secretary of Defense



Secretary of the Army



Chief of Staff of the Army



Under Secretary of the Army



Vice Chief of Staff of the Army



US Army
4 Star General



US Marines
4 Star General



US Navy 4 Star
Admiral



US AF
4 Star General



SES Flag

*Displayed as an individual flag in order of precedence



Civilian Aide to the Secretary of the Army (CASA) Flag

*Displayed in order of 3 Star precedence

UNCLASSIFIED

UNITED STATES ARMY MEDICAL COMMAND Transformation to Regional Health Commands (FOC: 08 July 2017)



★★★ **U.S. Army Medical Command (MEDCOM)**
National Capitol Region and Joint Base
San Antonio, TX

★★ **Regional Health Command-Pacific (RHC)**
Honolulu, Hawaii

★ **Regional Health Command-Pacific (RHC)**
Joint Base Lewis-McChord, WA

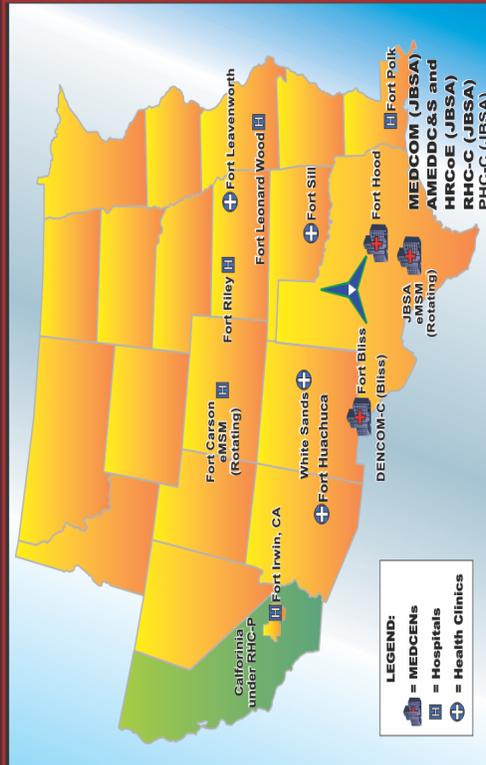
- Public Health Command - Pacific
- 6x Public Health Command District (PHCD)
- 4x Dental Activity (DENTA)
- 4x Dental Activity (DENTA)
- Madigan AMC, Joint Base Lewis-McChord, Tacoma, WA
- Tripler AMC, Honolulu, HI
- Bassett ACH, Fort Wainwright, AK
- Brian Aligood ACH, Yongean, Korea
- BG Crawford F. Sams AHC, Camp Zama, Japan
- California Medical Detachment, Monterey, CA
- Schofield Barracks AHC, Honolulu, HI

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as of 1 November 2016

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UNITED STATES ARMY MEDICAL COMMAND Transformation to Regional Health Commands (FOC: 08 July 2017)



★★★ **U.S. Army Medical Command (MEDCOM)**
 National Capitol Region and Joint Base
 San Antonio, TX

★★ **Regional Health Command-Central (RHC-C)**
 Joint Base San Antonio, TX

- ☒ Public Health Command - Central
- ☒ 2x Public Health Command District (PHCD)
- ☒ Dental Command - Central
- ☒ 8x Dental Activity (DENTAC)
- ☒ Brooke AMC, Fort Sam Houston, TX
- ☒ Carl R. Darnall AMC, Fort Hood, TX
- ☒ William Beaumont AMC, Fort Bliss, TX
- ☒ Bayne-Jones ACH, Fort Polk LA
- ☒ Evans ACH, Fort Carson, CO
- ☒ General Leonard Wood ACH, Fort Leonard Wood, MO
- ☒ Winn ACH, Fort Riley, CA
- ☒ McAfee ACH, White Sands, NM
- ☒ Munson AHC, Fort Leavenworth, KS
- ☒ Raymond W. Bliss AHC, Fort Huachuca, AZ
- ☒ Reynolds AHC, Fort Sill, OK

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as of 1 November 2016

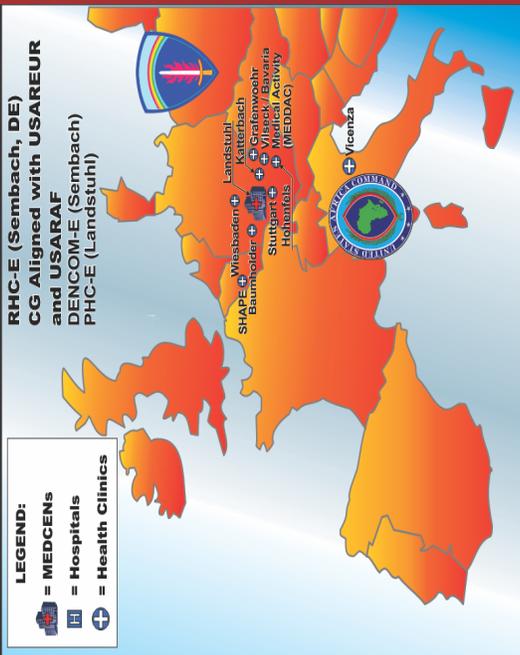
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UNITED STATES ARMY MEDICAL COMMAND Transformation to Regional Health Commands (FOC: 08 July 2017)



RHC-E (Sembach, DE)
CG Aligned with USAREUR
and USARAF
DENCOM-E (Sembach)
PHC-E (Landstuhl)

LEGEND:
[Icon] = MEDCENS
[Icon] = Hospitals
[Icon] = Health Clinics



★★★ **U.S. Army Medical Command (MEDCOM)**
National Capitol Region and Joint Base
San Antonio, TX

★ **Regional Health Command-Europe (RHC-E)**
Sembach, DE

- ✈ Public Health Command - Europe
- ✈ 2x Public Health Command District (PHCD)
- ✈ Dental Command - Europe
- ✈ 3x Dental Activity (DENTAC)
- ✈ Bavaria Medical Activity (MEDDAC), Vilseck, DE
- ✈ Landstuhl AMC, DE
- ✈ Baumholder AHC, DE
- ✈ Grafenwoehr AHC, DE
- ✈ Hohenfels AHC, DE
- ✈ Katterbach AHC, DE
- ✈ SHAPE AHC, BE
- ✈ Stuttgart AHC, DE
- ✈ Vicenza AHC, IT
- ✈ Vilseck AHC, Bavaria, DE
- ✈ Wiesbaden AHC, DE

as of 1 November 2016

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Chapter 15

Acronyms and Abbreviations

AAFES	Army and Air Force Exchange Services
AC	Active Component
ACS	Army Community Service
ACU	Army Combat Uniform
AD	Active Duty
AER	Army Emergency Relief
AFAP	Army Family Action Plan
AFTB	Army Family Team Building
AKO	Army Knowledge On-line
APF	Appropriated Funds
APO	Army Post Office; Air Post Office
AR	Armor; Army Regulation;
ARC	American Red Cross
ARFP	Army Family Programs
ARFRED	Army Family Readiness Education for Deployment
ARNG	Army National Guard
AT	Annual Training (Army)
AUSA	Association of the United States Army
AW2	Army Wounded Warrior Program
AWOL	Absent Without Leave
BA	Battle Assembly
BC	Battery Commander
BCT	Basic Combat Training, Brigade Combat Team
BDE	Brigade
BDU	Battle Dress Uniform (jungle, desert, cold weather)
BN	Battalion
BNOC	Basic Noncommissioned Officer Course
BRAC	Base Realignment and Closure
BSEP	Basic Skills Education Program

CONUS Continental United States
C of S Chief of Staff
CAC Common Access Card
CAO Casualty Assistance Officer
CG Commanding General
CH Chaplain
CO/Co Commanding Officer
COLA Cost of Living Allowance
CYSS Child Youth and School Services
DA Department of the Army
DAC Department of the Army Civilian
DCS Deployment Cycle Support
DeCA Defense Commissary Agency
DEERS Defense Enrollment Eligibility Reporting System
DFAS Defense Finance and Accounting System
DIV Division
DoD Department of Defense
DRC Direct Reporting Command
EFMP Exceptional Family Member Program
EOM End of Month
EOY End of Year
ESGR Employer Support of the Guard
ETS Expiration of Term of Service
FAC Family Assistance Center/Army Community Service
FCP Family Care Plan
FGLI Family Group Life Insurance
FM Family Member; Field Manual
FOUO For Official Use Only
FPA Family Program Academy
FPC Family Programs Coordinator
FPD Family Programs Director
FRG Family Readiness Group
FRL Family Readiness Liaison
FRP Family Readiness Program
FS-NAF Family Support Non-appropriated Fund
FTX Field Training Exercise

FY	Fiscal Year
G-1	Division Level Personnel Officer
G-2	Division Level Intelligence Officer
G-3	Division Level Operations and Training Officer
G-4	Division Level Logistics Officer
G-5	Division Level Civil Affairs Officer (Army)
GOV	Government Owned Vehicle
GWOT	Global War on Terrorism
GS	General Schedule (Government Civilian employee pay grades)
IG	Inspector General
HRC	Human Resource Command (formerly known as PERSCOM)
HOR	Home of Record
HQ	Headquarters
HQDA	Headquarters Department of the Army
IMA	Individual Mobilization Augmentee
I & R	Information and Referral
IRR	Individual Ready
ITO	Information Travel Office; Invitational Travel Order
IAW	In Accordance With
JAG	Judge Advocate
JCS	Joint Chiefs of Staff
JFTR	Joint Federal Travel Regulation
KIA	Killed in Action
LES	Leave and Earnings Statement
LOD	Line of Duty
MACOM	Major Army Command
MEDEVAC	Medical Evacuation
METL	Mission Essential Task List
MFR	Memorandum for Record
MIA	Missing in Action
MOA	Memorandum of Agreement
MOS	Military Occupational Specialty
MP	Military Police
MRE	Meals Ready to Eat
MTF	Military Treatment Facility
MUTA	Multi-Unit Training Assembly
MWR	Morale, Welfare, and Recreation

NA Not applicable
NAF Non-appropriated Funds
NCO Noncommissioned Officer
NCOER Noncommissioned Officer Evaluation Report
NCOIC Noncommissioned Officer in Charge
NG National Guard
NGB National Guard Bureau
NLT Not Later Than
NOK Next of Kin
O&F Organizational and Functional (Commands)
OCONUS Outside Continental United States
OEF Operation Enduring Freedom (Afghanistan)
OER Officer Evaluation Report
OIC Officer-in-Charge
OIF Operation Iraqi Freedom
OMAR Operation and Maintenance Army
OPSEC Operations Security
OTSG Office of the Surgeon General
PAM Pamphlet
PAO Public Affairs Officer
POA Power of Attorney
POC Point of Contact
POV Privately Owned Vehicle
PT Physical Training
PX Post Exchange (See also BX or NEX)
QTRS Quarters (Living area)
RAPIDS Real-Time Automated Personnel Identification System
R&R Rest and Recreation
RC Reserve Component
RDC Rear Detachment Commander
REFRAD Release from Active Duty
REG Regulation
RRC Regional Readiness Command
RSC Regional Support Command
SCRA Service Members Civil Relief Act
SECDEF Secretary of Defense

SGLI	Service members' Group Life Insurance
SOP	Standard Operating Procedure
SRP	Soldier Readiness Processing
SSN	Social Security Number
TBA	To Be Announced
TBD	To Be Determined
TDY	Temporary Duty
TPU	Troop Program Unit
TSGLI	Traumatic Service members' Group Life Insurance
TSP	Thrift Savings Plan
UA	Unit Administrator
UCMJ	Uniform Code of Military Justice
USAF	United States Air Force
USAR	United States Army
USARC	United States Army Reserve Command
USCG	United States Coast Guards
USMC	United States Marine Corps
USN	United States Navy



Phonetic Alphabet

A – ALPHA

B – BRAVO

C – CHARLIE

D – DELTA

E – ECHO

F – FOXTROT

G – GOLF

H – HOTEL

I – INDIA

J – JULIET

K – KILO

L – LIMA

M – MIKE

N – NOVEMBER

O – OSCAR

P – PAPA

Q – QUEBEC

R – ROMEO

S – SIERRA

T – TANGO

U – UNIFORM

V – VICTOR

W – WHISKEY

X – RAY

Y – YANKEE

Z – ZULU

Chapter 16

Military Terms

ADJUTANT

Assists the Commander, responsible for correspondence

ALERT

Call to be ready for mobilization

ARMY COMMUNITY SERVICE

Provides Family support services on installations for active duty members and their Families

ARTICLE 15

Disciplinary action, non-judicial

BATTLE ASSEMBLY

duty (previously known as drill)

BENEFITS

Medical, Dental, Commissary, etc.

CASUALTY ASSISTANCE OFFICER

Appointed to assist next-of-kin settle personal affairs of deceased Soldier

CHAIN OF COMMAND

Leadership structure for Soldier issues

CHAIN OF CONCERN

Informal structure for Family concerns

CHAPLAIN

Military religious leader

CLASS VI

Store on post to buy alcohol

CODE OF CONDUCT

Rules by which a service member lives

COLORS

National and unit/organization flags

COMMISSARY

Military Grocery Store

COMMISSION

Written order that gives an officer rank and authority

COMMON ACCESS CARD

ID used to access secure networks

COMPANY GRADE

Second Lieutenants, First Lieutenants, and Captains

COURT-MARTIAL

Military trial system

DETAIL

Special duty or assignment

DIRECT DEPOSIT

Military member's guaranteed check to bank

DINING IN

Formal social gathering for service members only

DINING OUT

Formal social gathering with Spouses

DISCHARGE

Departure from active duty

DOG TAG

ID tags worn by military



DRESS BLUES

Informal uniform with four-in-hand tie/ formal attire with bow tie

DRESS MESS

Formal uniform; short jacket equivalent to white tie and tails

DUTY ROSTER

Duty schedule maintained by the unit

EMERGENCY DATA CARD

Contains important information for use in emergencies. DD Form 93 is the official record for insurance payments upon a Soldier's death

ESPRIT DE CORPS

Morale within unit or organization
Epitome of pride

FAMILY ADVOCACY

Program that assists with child and Spouse abuse problems

FAMILY CARE PLAN

Written instructions for care of Family members while sponsor is away from home station

FAMILY PROGRAMS

Provides Family support services to Soldiers & their Families

FAMILY READINESS GROUP

Organization of Family members, volunteers, and Soldiers/Civilian

FIELD GRADE

Majors, Lieutenant Colonels, Colonels

FLAG OFFICERS

Generals and Admirals

FORMATION

Gathering of Soldiers in a prescribed way

FUNCTION

Social event

GARRISON

Post or community

GI BILL

Education entitlement

GRADE

Corresponds to pay level of the Soldier

GUEST HOUSE

Temporary living quarters

HAZARDOUS DUTY PAY

Extra pay for duty in hostile area

HOOAH

Army cheer

ID CARD

Identification card issued to legally recognized military members and their Family members

INSIGNIA

Indicates branch of service or rank

INSPECTOR GENERAL

Conducts investigations and inspections.

JAG or SJA

Military lawyer. JAG officers provide the same type legal services as Civilian lawyers.

K-9

Dogs trained for military police service

LEAVE

Approved time away from duty

LEAVE & EARNINGS STATEMENT

Pay stub indicating entitlements and deductions from mid-month and end-of-month pay

LIBERTY

Off duty

LOGISTICS

Equipment and support needed for performance

MILITARY BRAT

Endearment for a child of military personnel

MOBILIZATION

Assembling of forces in preparation for deployment

MUTA

Each 4-hour period during the training assembly

O'DARK THIRTY

Early morning hours, usually before sunrise

OLD MAN

Slang for Commander

ORDERS

Spoken or written instructions to military member

PACKAGE STORE

Store on base to buy alcohol. See also Class VI.

PAMPHLET

Army publication

PLATOON

Several squads within a company

POWER OF ATTORNEY

Legal document permitting a person to act on behalf of another.

PROFILE

Medical profile to limit duty

PROTOCOL

Customs and courtesies

QUARTERS

Government housing for married service members or single Soldiers with children

RANK

Official title of military member

RECRUIT

Individual undergoing initial military training

REGRETS ONLY

Respond only if not attending

RETREAT

Bugle/flag ceremony at end of day

RE-UP

Reenlist

REVEILLE

Bugle call/ceremony at beginning of day

ROSTER

List of Soldier assigned to a unit

RUFFLES AND FLOURISHES

Musical honor for General Officers and equivalent ranking officials

SPACE A

Space available flights

SUBSISTENCE

Food allowance

SURE PAY

Service member's guaranteed check to bank

TAPS

Last call of the day

One Team, One Purpose...
Conserving the fighting strength since 1775!



Brooke Army Medical Center



WOMACK Army Medical Center



Landstuhl Regional Medical Center



Tripler Army Medical Center