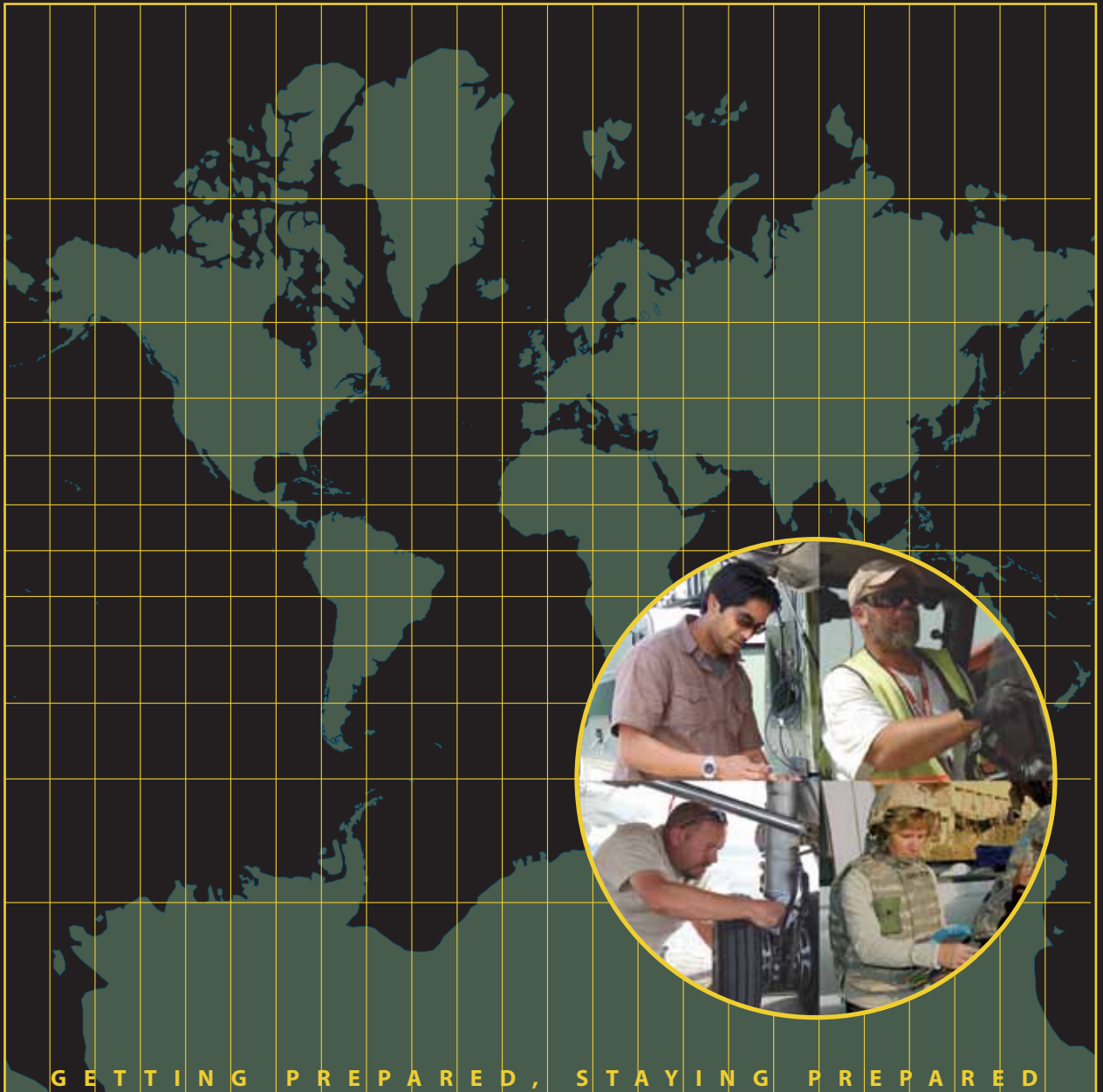


U.S. Army

Deployment Readiness Handbook

For DA Civilians and Family Members



U.S. Army

Deployment Readiness Handbook

For DA Civilians and Family Members

Department of Army Civilians and Their Families

THE INTEGRATION OF MILITARY, CIVILIAN, AND CONTRACTOR PERSONNEL to perform combat support and other crisis functions is essential to meeting today's operationally oriented demands of the Army Force Generation (ARFORGEN). There is no doubt that Family members are affected by the ongoing cycle of deployments and redeployments, in and out of humanitarian and combat missions.

The *U.S. Army Deployment Readiness Handbook* has been prepared for DA Civilians and their Family members who are experiencing deployment. This handbook is an important tool that will help inform DA Civilians and Family members about deployment related issues, offer suggestions to manage the process, and provide helpful resources.

- Part 1 Describes what it means to be Family Ready and the importance of sustaining Family connections throughout the deployment process.
- Part 2 Outlines tips for deploying DA Civilians and their Family members regarding the preparation stages.
- Part 3 Focuses on ways to manage the separation.
- Part 4 Offers guidance in preparing for the deployed Family member's return home, the changes that may occur, and the importance of maintaining realistic expectations of this transition.
- Part 5 Discusses the reintegration period as the deployed DA Civilian readjusts to being back at work and at home — and as the Family readjusts to having their deployed Civilian member home.
- Part 6 Reviews the important topic of staying physically and emotionally healthy.
- Part 7 Lists the spectrum of programs, services, and other resources available for DA Civilians and their Family members.
- Part 8 Provides additional helpful information such as acronyms, terms, and checklists. Please note that the check list is not all-inclusive. They include only the most significant items or actions that should be taken before deployment.

The information in this handbook is adapted from the *“U.S. Army Deployment Cycle Readiness: Soldier's and Family Member's Handbook,”* (2008) and other U.S. Army Operation READY resources. Pertinent DA Civilian policies, regulations, and guidance are incorporated as appropriate. *Note: The terms DA Civilians, Civilians, and deploying Civilians are used interchangeably in this handbook.*

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Purpose of This Handbook

CIVILIANS HAVE PARTICIPATED IN MILITARY OPERATIONS THROUGHOUT OUR COUNTRY'S HISTORY, and will continue to serve in essential positions that are vital to the success of every mission. In light of today's military operations and the increased OPTEMPO (Operational Tempo), DA Civilians and their Families are experiencing deployments and separations for varied lengths of time. Just as their military counterparts, they have the same important expectations in front of them.

It is of utmost importance that Families prepare, resource themselves, and assume responsibility for the unpredictable challenges of deployment and separation. When the Family makes preparations throughout the deployment process, they sustain self-reliance and readiness and successfully handle most of the home front changes and responsibilities associated with deployments and separation.

This handbook does not address everything there is to know about the deployment cycle support process, yet it does provide guidance on deployment related issues and where to go for support. Much of what Families need to learn will come with time, attending and accessing various deployment information venues, reaching out to others who can share their experiences about deployment and separation, and connecting with Internet and military and community resources. DA Civilians and Family members need to keep informed concerning key organizational information, benefits, programs, and services. As a member of the "Total Army Family," these opportunities help restore balance and enhance the quality of life.

"As we remain committed to our Nation's security and the challenge of restoring balance, we remember that the Army's most precious resources are our dedicated Soldiers, their Families, and the Army Civilians who support them. They are the strength of the Army – an Army that is the Strength of the Nation."

—Honorable Pete Green and Gen. George W. Casey, Jr., Chief of Staff of the Army

(Source: Statement on the Posture of U.S. Army, 2009)

PART 1. How To Become Family Strong

“Being Army Strong is about much more than being physically fit. It is mental and emotional strength. It is the confidence to lead. It is the courage to stand up for your beliefs. It is the compassion to help others. It is the desire for lifelong learning. It is the intelligence to make the right decision. It is making a difference for yourself, your family, your community and our Nation.”

—Army Strong: New Army Recruiting Campaign,
2008 Army Posture Statement Information Paper

FAMILY READINESS IS WHEN FAMILIES ARE PREPARED AND EQUIPPED with the skills and tools to help them successfully meet the challenges of deployment.

Start by Getting Connected

Becoming “Family Ready” and staying “Family Strong” is something that the entire Family starts to do long before the DA Civilian deploys.

As a Family — Know that the deploying Civilian and his or her Family must work together to deal with the challenges of being deployed. And as a Family member become appreciative of the deployed Civilian’s challenges and mission demands.

With the Unit Family Readiness Team/Advisory Center (UFRT) — Understand the deploying Civilian’s assignment, and down range commitments.

The point of contact at the unit Personnel Administrative Center (PAC) at the battalion and brigade level is called the S1, Personnel Officer. The S1 is the principal staff officer for all matters concerning human resources (military and civilians), which include personnel readiness, personnel services, and headquarters management.

Contact your servicing personnel specialist regarding questions as needed: Civilian Personnel Advisory Center (CPAC), or Emergency Operations Center (e.g., U.S. Army Corps of Engineers). At some locations this may be called the Human Resources Directorate (HRD) or Civilian Personnel Office (CPO).

With Resources — Know about the various programs, services, agencies, and organizations that are available to DA Civilians and his/her Family members. It is important to make connections with key points of contact (POCs) especially to learn about entitlements before, during, and after deployment.

What Is Deployment?

Deployment is the movement of a unit or individual from home base to an area for training or an actual mission. DA Civilians deploying to support combat operations/contingencies is normally temporarily assigned. This can include stability or support operations to various areas of the world or combat zone.

- Short term training
- Regular temporary duty (TDY) (120 or 179 day)
- Extended temporary duty (TDY per approval of the Field Support Brigade Commander).

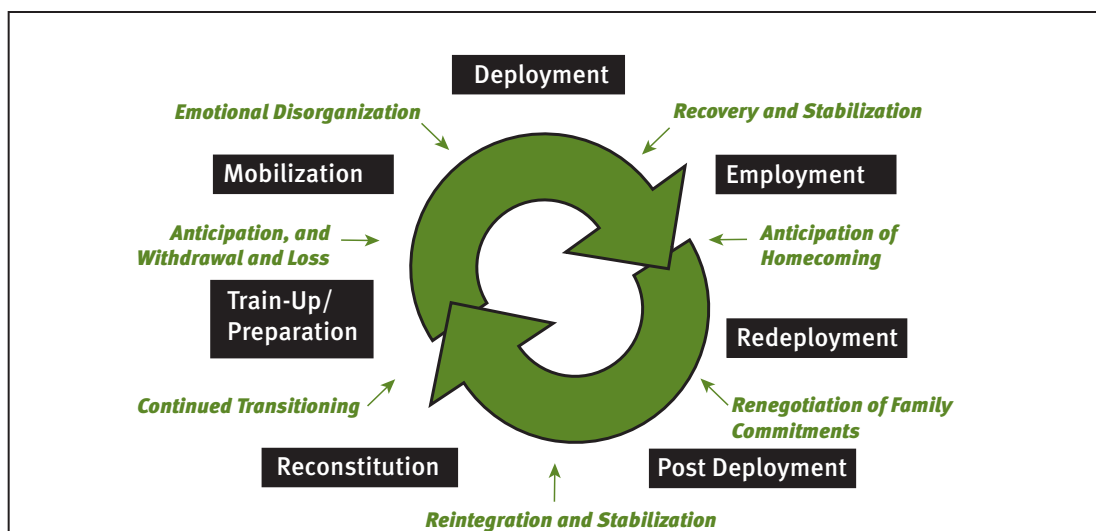
Where Are You In The Deployment Cycle?

The Deployment Cycle Support (DCS) process is a predictable cycle that the deployed members and their Families go through with each and every deployment. Although the DCS process defines distinct stages, it is important to highlight that DA Civilians and their Family members do not have defined emotions and behaviors that can be compartmentalized in exactly this way. Their life situations may be unique and their ways of coping with the related events and emotions may play out somewhat differently. *Refer to the diagram and information for details.* The U.S. Army G1 DCS Web resources, reinforces that:

“Services for DA Civilians and Families are integrated in every stage of the process, and they are highly encouraged to take advantage of the resources provided.”

U.S. Army G1, Deputy Chief of Staff Web site (search for DCS for details on this process):

www.armyg1.army.mil.



It is important to understand where you fit in the deployment cycle: It is essential that all parties be open-minded, examining things from all sides and paying attention to effective communication techniques. This often is a time when everyone renegotiates expectations, roles, responsibilities, and priorities in their relationships.

During each stage of the deployment cycle answer the following questions:

- How can this affect the Family?
- What can be done at each stage to keep the Family connection strong?
- Why is it important to stay emotionally and physically fit?
- What can I learn from experienced Civilians and Families who have managed multiple deployments?
- What resources are available?

Here are some common reactions:

- Disappointment in things that have changed.
- Relief that the deployed member is safe.
- Concern that things will “never seem the same.”
- Discontent with how things are going.
- Gratitude for what you have.
- Guilt in thinking that you are NOT doing enough.
- Proud of the sacrifices and accomplishments.
- Appreciative of the new social connections made.
- Delight in being together again as a Family.

Common Experiences During the Emotional Cycle

Anticipation of Departure and Detachment/Withdrawal

Pre-Deployment: Train-Up/Preparation and Mobilization

When you first learn that your loved one will be going away, this pre-deployment phase often causes the most anxiety. This can be a time of frustration and high emotions as Family members are worried and fearful of the upcoming deployment, the unknown, and the impact of having their loved one gone. They are still home, but may be working long hours in preparation for deployment. There are many changes occurring at home as Family members anticipate their departure. Questions need to be fielded such as “who will be there to take care of things while you are gone?” and “why are you always at work, this should be the time that you are spending with your Family?” ***Family members who practice on-going readiness and sustain emotional connections tend to experience reduced stress during this stage.***

Emotional Disorganization, Recovery and Stabilization

Deployment and Employment

These are the phases where the DA Civilian is away from home. It is not an easy time for the DA Civilian or the Family, especially if there have been multiple deployments, but eventually a “new normal” will be established. The first six to eight weeks are reported to be the most difficult as Family members and the deployed Civilian try to find their own routines and coping mechanisms while separated. On the Family side it seems that anything that could possibly breakdown or go wrong does, and the Civilian is not available to help with or talk about those challenges. Once into the routine of the deployment, fear seems to really set in as Families are on edge wondering what is happening with their loved one, especially if they do not hear from them or communications have been shut down. Despite any challenges many Families remain resilient. ***It is so important for both sides to set realistic expectations when it comes to communication throughout the deployment and also recognize that the best laid plans for communication may break down.***

Anticipation of Homecoming

Return: Redeployment

This is the time in which the deployed Civilian is beginning post conflict/mobilization processing in-theater, either individually or with a unit. Excitement and apprehension seem to be the overriding emotions. There will be excitement about seeing one another and being home, but apprehension about the changes that may have occurred and their impact and that the reunion (when home on R&R) will be short lived. Some DA Civilians may be feeling a little additional anxiety and fearful that they are so close to getting home and that something may happen and they will not make it home. Many emotions surface during this time of transition. ***All parties need to preplan and talk about realistic expectations and needs.***

Renegotiation of Family Commitments and Reintegration and Stabilization

Post Deployment and Reconstitution

This is an exciting time as the Family is reunited. However, it is also a time of frustration as everyone gets reacquainted and settles into a new routine once again. During these stages of deployment the Civilian is home readjusting to work and Family life, and the Family is transitioning to having their Civilian home. Excitement and apprehension seem to be the overriding emotions. There is an initial feeling of euphoria as the deployment fades and normalcy sets in. Given the current Operations tempo, sometimes reintegration collides with getting ready to deploy again. This means that while the Civilian may be “home” for some time, they may be away for various trainings and other assignments. ***It is important that both the Civilian and Family members expect and understand these realities and know how to communicate their concerns and needs for sustaining wellness or healing.***

FAMILY Connection

What To Do

Despite the many challenges, adjustments, and concerns that Families experience many have proven that it is possible to pace through life events, big or small, and deal successfully with them even after the second, third, and fourth assignment/deployment.

All Family members need to trust that uncertainties and worries pass, and problems can be resolved. This requires, however, that the DA Civilian and all Family members take on responsibilities that will support their deploying Civilian's job. This raises the point that it is important to sustain ongoing connections between the Family and their deploying Civilian. This is especially important given the rigors of technologically advanced combat, in a fast-paced global era where information travels quickly.

DA Civilian Connection

- ☐ Lay out exactly what his/her role will be during this deployment.
- ☐ Explain what he/she anticipates the time and type of commitment will be, and how predictable or unpredictable his/her job may be.
- ☐ Discuss some hard fast rules to remain connected as a Family, such as weekly **"Family time,"** or plans for leave and R&R.
- ☐ Plan what methods of communication will work best throughout the deployment.

Family Member Connection

- ☐ Learn about your deploying Family member's job and organization.
- ☐ Get to know your Unit Family Readiness Team (UFRT) members immediately and fellow deploying Family members (if there are any) and their Families if possible.
- ☐ Become familiar with the Unit Family Readiness Team within your deploying Family member's Chain of Command.
- ☐ Plan throughout the deployment cycle.
- ☐ Master everyday communication strategies with all Family members.
- ☐ Maintain optimum personal health.
- ☐ Develop and sustaining sources of support.
- ☐ Seek prompt support to heal from any anxieties or problems.
- ☐ Develop a support network with important phone numbers and email addresses.
- ☐ Contact the installation Web site to track the deployment and post deployment flight status or call the Installation Operations Center (IOC)/ Department of Emergencies Services (DES).

The days, weeks, and months ahead can be very hard for everyone. Some DA Civilians and Family members grow tired of the long, difficult deployment(s) – the long separation(s). By being connected as a Family, you will appreciate the stress and strain your deploying Civilian is experiencing. In turn, they will better appreciate the sacrifices you are making as a Family to be supportive during this very challenging time. It is important to know that other deploying Civilians and Family members, Army agencies, and community professionals can offer support.

Keep Children Connected

Deployment brings about many challenges and everyone in the Family is affected, including children. Seldom is there one right answer or way to sort out these challenges for children. Key points to remember for shaping resilience in children during a parent's absence are to make adequate Family plans, prepare each child throughout all stages of deployment, and stay connected with the deployed parent. It is important to note that this information is relevant to children in the immediate Family, brothers/sisters, or nieces/nephews. *Refer to Parts 2-5 entitled "Keep Children Connected" for key points regarding each stage of the deployment cycle.*

Taking care of your own emotional and physical health leverages a positive energy that is needed to support children, particularly young children. A positive outlook is important because reactions of children are greatly shaped by their parents' reactions and behaviors. Another good starting point is to recognize that children do not have the capacity to process or understand life events in the way that adults do, but they sense stress in their homes. While adult Family members may be resilient, all the change and uncertainty can be overwhelming for some children.

All children react differently which is partly influenced by their age, personality, and coping strategies. Keep in touch with child care providers, teachers, health and mental health professionals, and faith based support. Seek their guidance about ways to have honest and open conversation about the separation, changes, and concerns.

UNIT FAMILY READINESS TEAM Connection

What To Do

DoD Civilians volunteer for several reasons, as reported by Civilian Resource Management: “to help the Soldier.. to do something different...for future promotions.”

—Civilian Resource Management (Source: www.army.mil, 2008)

The deployed Civilian work force will be under the operational control of the Unified Combatant Commander (i.e., Army commander of the unit to which the deploying Civilian is assigned or attached; Army Field Support Brigade [AFSB]). Commanders, the unit, and supervisors demonstrate a commitment to Family readiness by tracking and addressing Family readiness issues and concerns.

Taking advantage of speaking to other Family members or Family readiness program volunteers and providers makes it easier to work through challenges and concerns. Just the knowledge of where to turn and who to call for questions and emergencies can make a significant difference in attitude and morale regarding the deployment. If living near an active military installation or National Guard or Army Reserve facility/center, this provides opportunities to network directly with other Family members. Unless the DA Civilian is deploying with a specific unit, it may be more difficult to make and sustain connections with other unit Family members. Keeping and maintaining connections assists in creating a positive outcome for the “Total Army Family” team.

The Unit Family Readiness Team

The Unit Family Readiness Team (UFRT) is committed to supporting Family members (both immediate and extended). Their mission is to provide predictability and stability in Family life. The team consists of the unit Commander or Rear Detachment Commander (RDC) during deployment, Family Readiness Group (FRG), and the Family Support Assistant (FRSA). The RDC serves as the communication link between Soldiers/DA Civilians, Families, and the installation during deployment. The FRG’s primary mission is to serve as a conduit for information, mutual support, and concern. The FRSA provides administrative and logistical support to Commanders, RDCs, volunteers, and FRG members.

Family Member Connection — To The Unit Family Readiness Team

The point of contact at the unit Personnel Administrative Center (PAC) at the battalion and brigade level is called the S1, Personnel Officer. The S1 is the principal staff officer for all matters concerning human resources (military and civilians), which include personnel readiness, personnel services, and headquarters management.

- ★ Contact your servicing personnel specialist regarding questions: Civilian Personnel Advisory Center (CPAC), or Emergency Operations Center (e.g., U.S. Army Corps of Engineers). At some locations this may be called the Human Resources Directorate (HRD) or Civilian Personnel Office (CPO).
- ★ Provide information about the requirements associated with the DA Civilian's deployment.
- ★ Learn about experiences of others and be a part of the Family Readiness Group (FRG) or organized group support.
- ★ Stay informed, accepting your responsibility and do so in a positive way.

Q What is a Family Readiness Group (FRG)?

The official definition of a Family Readiness Group (FRG) is an organization of Family members, volunteers, and Soldiers/Civilians belonging to a unit that together provide an avenue of mutual support, assistance, and a network of communication among the Family members, the chain of command, and community resources.

The type and scope of FRG activities and meeting formats depend on a number of factors including identified needs, make-up of the FRG, geographic location of members, and FRG finances. How FRGs are managed depends upon:

- Number of Families involved
- Geographic separation of Families, and
- Available resources.

Q Who is a part of the FRG?

You! FRGs extend a sincere invitation to all Family members, Soldiers, and Civilians to join and participate. The FRG is not a club. There is no rank in the FRG.

Participation is not mandatory, but strongly suggested. The chain of concern, however, functions to keep you in-the-loop and armed with the most up-to-date information. It is very important to ensure that the FRG leader or the Unit Family Readiness Team (UFRT) has your current mailing address, email address, and telephone number. If you want to keep your phone number and other information confidential, just let the FRG leader know of your decision, in writing, on your data form. Confidential information will not be printed on the FRG telephone/email roster. It will only be given to the Unit Rear Detachment Commander (RDC) and the FRG leader.

Q What role do I play in the FRG?

The role you play in your FRG is your choice. You are welcome to participate as much as you would like, or are able to. There are many opportunities to become involved in projects that support the FRG. **You can never have too much information, too much support, or too many friends.** It is an incredible feeling to be able to make a contribution to another person, touch their lives in such a positive way, and have the added benefit of helping your own Family at the same time.

Q How does the FRG telephone/email roster/chain of concern work?

You will be notified through the Family Readiness Group telephone/email roster (chain of concern) of important information pertaining to the unit and the FRG. This is very important during deployment and it is one of the most efficient ways of getting accurate information in a timely manner.

Q What if you are a Spouse or a Family member and have not been contacted by the Family Readiness Group (FRG) leader?

Let the Rear Detachment Commander (RDC) or FRG leader know that you are interested in being informed. Contact other available POCs: Civilian Personnel Advisory Center (CPAC), or Emergency Operations Center (e.g., U.S. Army Corps

of Engineers). At some locations this may be called the Human Resources Directorate (HRD) or Civilian Personnel Office (CPO). For additional support, check with the local installation Army Community Service (ACS)/National Guard/Reserve Family Program closest to you for assistance. A spouse/Family member needs to talk with the RDC to be seen by the Unit Personnel Administrative Center (PAC) representative.

Q What is a virtual Family Readiness Group (vFRG)?

The vFRG links the deployed Soldier/Civilian, their Family, the FRG leader, the unit Commander, the Rear Detachment Commander, and other Family readiness personnel to their own controlled access Web system to facilitate the exchange of information and provide a sense of community. This resource is available to all battalions, brigades, groups, divisions, and corps for the Army, including the Army National Guard and U.S. Army Reserve.

The vFRG provides a secure means by which FRGs can have two-way communication with Family members as well as provides a secure means for Family members and Soldiers/Civilians to communicate while they are in theater. In addition, Commanders can post updates on the deployed unit. The FRG can use the vFRG to post newsletter, articles, and other information. The vFRG Web site also enables telephone tree and email lists to be updated, allows for email communication, two-way instant messaging, and the posting of pictures, articles and downloads. The unit Commander (and when deployed, the RDC) controls and approves all content. Participation requires registration at the Army FRG Web site: www.armyfrg.org.

Q What is Army Family Team Building (AFTB)?

The Army Family Team Building (AFTB) program incorporates existing training with newly developed information to enhance readiness of Soldiers, Civilians, and their Family members. AFTB is particularly useful for spouses and Family members new to the Army, providing key information about Army and military life through AFTB Levels I, II, and III trainings, which are also available as online trainings. ***The vigilant support and information provided through the AFTB program helps to prepare and sustain everyone for deployments and redeployments, which can be very challenging.***

RESOURCE Connection

What To Do

Having a Family member deployed is never easy. This challenge however can generate pride in serving one's country and provide rich and new experiences. The important thing to remember is that you never have to go through this challenging time alone. There are a wide variety of agencies and resources that are available to assist DA Civilians and Family members as they handle this demanding and sometimes trying time. It is important to connect to these resources.

In support of Deployment Cycle Support (DCS) process, the Department of Army Family Programs continually strives to improve the availability and accessibility of programs and services which are exemplified in Military OneSource (MOS) and Army OneSource (AOS). AOS defines a core set of programs and services made available through coordination and partnerships across Army components (i.e., Active, Guard, and Reserve), the Department of Defense, and community agencies. Army OneSource promotes outreach and leverages technology using a three-pronged service delivery strategy so Soldiers, DA Civilians, and their Family member have access to the core programs and services, in the geographical areas where they live.

- **Facility-based walk-in services** are available at any Army installation, such as Army Community Service (ACS), and National Guard and Army Reserve facility/center, or partnerships with community agencies.
- **On-line** information and support.
- **Telephone support** available on a 24/7 basis (e.g., Military OneSource, Army OneSource).

These resources afford DA Civilians and Family members the opportunity to access varying degrees of information, support, education, counseling, and treatment services. A host of professionals to include mental health, medical, educator, advocate, and faith-based provider offer a continuum of support. Multiple community partners and resources are available as well.

Nearly every Family that is separated from a loved one has experienced difficulty coping with problems from time to time. Families of DA Civilians use their experiences and pull strength from each other in order to rebound from most challenges. Most Families grow and thrive!

Challenges are sometimes attributed to:

- Lengthy separations or deployments
- Single parenting during a spouse's absence
- Relationship problems (especially pre-deployment)
- A strained Family budget, and
- Constant adjustment to varying duty schedules and Operations tempo (OPTEMPO).

Asking for help and assistance is not a sign of weakness. It shows that you care about your Family, know where to turn for assistance and guidance, and are willing to take action to solve any problems that may surface. DA Civilians and their Family members who have experienced multiple deployments advise that it is important to be proactive in getting questions answered.

Key Resources

There is a selective list of resources that address a range of information, education, life skills counseling, and support for DA Civilians and Family members. Resource tips are also located throughout this handbook that will be helpful during each of the deployment stages. *For further details about the spectrum of available resources refer to Part 7 of this handbook.*

PART 2. How To Prepare for Deployment

Preparation Considerations

IN THE PRE-DEPLOYMENT STAGE ARMY LIFE CONTINUES TO CHANGE for DA Civilians and their Family members given the current Army operational demands. Readiness of many Families can be attributed to their extraordinary commitment to their relationships, Family, and “military life.” The train-up/preparation and mobilization stages focus on the deploying Civilian’s preparation for his/her mission and Family readiness. As they prepare for their assignment/deployment so must their Family.

“Once volunteering to deploy, life has become a whirlwind of administrative paperwork, personal arrangements to make sure things are cared for at home and preparations to leave the job temporarily vacant...”

—Civilian Resource Management (Source: www.army.mil, 2008)

FAMILY Connection

What To Do

DA Civilian — Communicate

- ☐ Talk to your Family. The more your Family knows about your support role, your chain of command (COC), your job, and life during deployment, the less anxious they will be about the deployment and separation.
- ☐ Resolve Family problems before the separation, otherwise they may be worse upon returning home.
- ☐ Express feelings and encourage others to do the same (*see the Emotional Cycle of Deployment, located in Part 1*).
- ☐ Recognize that frustration and conflict can result given the pace prior to leaving. It is important to refrain from getting into conflict with Family members or others.
- ☐ Discuss where the Family will stay during the deployment. Generally, Families deal better with the stress of deployment, by remaining at their current location, maintaining familiar routines, and retaining known support networks and friendships. When a Family leaves:
 - It is always more costly
 - May disrupt children's schooling and their emotional stability, and
 - May take the Family away from their support and problem-solving network.

DA Civilian and Family Connection — Get Organized

- ☐ Discuss how you plan to keep in contact during the deployment. Complete the deployment checklist (*located in Part 7, the Resources section of this handbook*). This will help cut down on potential household management problems.
- ☐ Ensure your finances are in order. If married, both spouses need to work out a spending plan together. Use the financial worksheets to assist with organizing your financial information (*located in Part 7, the Resources section of this handbook*).
- ☐ Coordinate financial support to spouse during deployment.
 - Should establish a joint checking or savings direct deposit account that the spouse maintains.
 - Beware, due to distance and difficulty of communication, a check overdraft may occur if both the deployed Family member and spouse write checks drawn on the same account. Consider opening a separate joint checking account in addition to the primary joint account.
 - The deploying Civilian may elect to start an allotment to the separate checking account or have the spouse make monthly deposits to the account.
- ☐ Direct questions concerning pay to the unit Personnel Administrative Center (PAC). The S1 is the principal staff officer for all matters concerning human resources (military and civilians), which include personnel readiness, personnel services, and headquarters management.
- ☐ Also, contact your servicing personnel specialist regarding questions: Installation Operations Center (IOC), Civilian Personnel Advisory Center (CPAC), or Emergency Operations Center (e.g., U.S. Army Corps of Engineers). At some locations this may be called the Human Resources Directorate (HRD) or Civilian Personnel Office (CPO).

- ☐ Be “Safety Cautious” — Think about car safety when you travel, door locks and security, and lighting on the outside of your home.
- ☐ Complete a calendar with important dates such as birth dates, holidays, anniversaries, vehicle safety inspection renewal, vehicle tag renewal, filing for taxes, payment due dates and amounts, etc. (Each keep a copy).
- ☐ Make certain that important documents and information are in order and accessible.
- ☐ If you have a full-time job and children, make arrangements for childcare during your work hours. Does the person caring for your child have a Power of Attorney (POA) to assure necessary medical care?
- ☐ It is a good idea for the parent or caregiver staying behind to have a plan in writing in the event of an emergency. List who will care for your children should you become ill or be involved in an accident, and how to reach that person. Post this in a place that can easily be seen for example near the telephone or on the refrigerator.

Finance Flash...Organizing finances cannot be stressed enough. Finance briefings provide important information about what your pay will look like while deployed and discuss other finance matters. It is important that finances are not left in disarray. Seek assistance in getting your finances in order through local military and community agencies.

DA Civilian Connection — Plan Ahead

- ☐ Explain what he/she anticipated the time commitment will be, and how predictable or unpredictable his/her job may be.
- ☐ Make sure that Family members have key telephone numbers and information on key available resources.
- ☐ Attend and encourage your Families' attendance at all pre-deployment briefings and meetings as these forums will provide information on the deployment and the agencies and resources that will be beneficial to both the deploying Civilian and his/her Family.
- ☐ Fill out appropriate data forms during the mobilization processing (e.g., similar to Soldier Readiness Processing) so that designees (e.g., FRGs, human resources) have correct contact information for Family members.
- ☐ Take special cards with you on deployment, because they may not be available.
- ☐ Flowers or gifts can be ordered in advance to arrive on special dates, or make arrangements with a friend to deliver gifts on special occasions or holidays. Did you know that you can write electronic greeting cards and have them automatically sent on special days?

Family Member Connection — Plan Ahead

- ☐ Plan your days and weeks. Be in charge instead of just letting things happen to you.
- ☐ Become aware of your support systems: Families, friends, other spouses of DA Civilians, and faith-based groups.
- ☐ Keep physically active. Exercise gives the body an outlet to deal with stress.

- ☐ Take good care of yourself, maintaining optimum health.
- ☐ Learn to enjoy time alone.
- ☐ Learn a new skill: Take a class, go back to school.
- ☐ Avoid fascination with news reports.
- ☐ Watch more light and comedy movies and TV shows — avoid tension-producing action, crime, and war shows.

Keep Children Connected — Planning for Deployment

The key point to remember on shaping resilience in children during the planning stage of a deployment is to spend time talking with each child discussing deployment in a way that is appropriate for their age and level of understanding, being careful not to cause worry. Children are likely to have questions that will need to be answered, and they will need reassurance from the important adults in their life. *(This information is relevant to nieces/nephews and other extended Family members).*

Common statements made by children...

“Will daddy come back?” —Age 5

“I don’t want daddy to go.” —Age 7

“Will Dad have juice packs to drink?” —Age 8

“Mom and I will do everything together.” —Age 14

Ask: *“Tell me what you think about _____?”*

Explain: *Why dad/mom is going where, with whom, and for how long. Often the older children can share with the younger ones about their experiences with previous deployments.*

Information that is helpful might include: *How long it seemed, what they did and how they felt while dad/mom was away and when he/she returned.*

Ways To Keep Children Connected

Model healthy ways of expressing thoughts, feelings and behaviors.

- ☐ Talk to one another openly and honestly. Tell children what you want them to know and have them tell you their concerns and fears.
- ☐ Hold Family meetings.
 - Share what the deployed parent does.
 - Discuss the “house rules,” changes and responsibilities, and let children be involved in the decision making.
 - Encourage children to ask questions and find answers to their questions.
- ☐ Spend quality Family time together.
- ☐ Video teleconferencing.

Help children contribute to preparedness.

- ☐ Talk over ways to help mom or dad out — Even toddlers can help in simple ways.
- ☐ Do fun things with your children that you want them to remember.
- ☐ Help children be successful in school — tell teachers about the deployment and contact them regularly to insure that the children are keeping up with their assignments, “*doing okay.*”
- ☐ Locate and identify accurate information about the deployment with on-line resources.
- ☐ Discuss that there will be some challenges in keeping connected during deployment; each child has different expectations and needs.

Seek support.

- ☐ Keep in touch with, and get help from professionals and community resources sooner rather than later.

UNIT FAMILY READINESS TEAM Connection

What To Do

The readiness of many military Families can be attributed to their vigilance and personal accountability to work as a team with the deploying Civilian, Unit Family Readiness Team (UFRT), human resources, and military/civilian agencies/organizations. The focus when preparing for deployment is staying connected and maintaining these connections throughout the deployment process.

DA Civilian Connection

- ★ Plan your days and weeks. Be in charge instead of just letting things happen to you.
- ★ Explain what he/she anticipates the time commitment will be, and how predictable or unpredictable his/her job may be.
- ★ Make sure that Family members have key contact information on the chain of command (COC), local personnel advisory center or human resources, Family Readiness Group (FRG), and the American Red Cross.
- ★ Fill out data forms so the unit/directorate has contact information for Family members.
- ★ Attend and encourage your Families' attendance at all pre-deployment briefings and Army Family Team Building trainings.
- ★ Encourage Family members to participate in FRG meetings and events. This (participation) will improve their well-being, readiness, and connections with other Families who share the same experiences.

UNIT FAMILY READINESS TEAM Connection, continued

Family Connection

- ★ Plan your days and weeks. Be in charge instead of just letting things happen to you.
- ★ Attend all pre-deployment briefings, FRG meetings/ events, and chats as these forums will provide information on the deployment and available agencies and resources.
- ★ Ask questions.
- ★ Ensure all unit, local personnel advisory center or human resources, and FRG information data sheets, forms, and questionnaires have been completed with the correct contact information.
- ★ Keep appropriate designees informed of any address or telephone number changes if you go out of town.

RESOURCE Connection

What To Do

The pre-deployment stage can be extremely stressful as both the deploying Civilian and Family members try to ensure that everything is completed and “in order” before the deployment. It can also be a time of conflicting emotions as the time nears to say “good bye.” Use this time to talk about worries, acknowledge that things will change, practice being grateful for what you have, and know where to get help.

Key Resources

There is a selective list of resources that address a range of information, education, life skills counseling, and support for DA Civilians and Family members. *For further details about the spectrum of available resources refer to Part 7 of this handbook.*

[Army] Central Deployment Processing/ Departing Point/Soldier Readiness Program (SRP)

The Civilian's home station/installation or sponsoring activity is responsible for providing deploying Civilians with information and support. Deploying Civilians are processed through a designated CONUS Replacement Center (CRC), however some will deploy with the unit. The CRC is designed to receive and certify individuals from installations for deployment. It is the CRC's responsibility to prescreen Soldier and Civilian personnel records, conduct theater specific briefings and training, coordinate transportation and the issue of theater clothing and equipment, coordinate medical requirements such as immunizations, DNA screening, and dental examinations.

- Civilians supporting Combined Joint Task Force (Afghanistan) or other worldwide deployments typically process through the CRC in Fort Benning, GA.
- Army Materials Command (AMC) deploying from CONUS are typically processed through the Army Corps of Engineers (USACE) CRC at FT Benning, GA and Winchester, VA.
- U.S. Army Corps of Engineers, Deployment Center (UDC) is located in Winchester, VA, at the Transatlantic Programs Center (TAC).

PART 3. How To Sustain Relationships During the Deployment

Deployment Considerations

“The Army remains committed to make the most of every resource to optimize the health, safety, and well being of its Soldiers, Civilians, and Families.”

—ALARACT 153/2009, May

I**N THE DEPLOYMENT STAGE** the deployed Civilian has left the home station and is in the theater of operation performing his/her assigned mission. This is not an easy time for the deployed Civilian or the Family. While the deployed Civilian misses important Family celebrations and events such as birthdays, holidays, graduations, anniversaries, and sporting events or recitals, Family members may resent their absence and have feelings of anger, resentment, and disappointment about time lost. While the deployed Civilian is not available to help with or talk about challenges, it seems that anything that could possibly breakdown or “go wrong” does. Although there will be times when everyone is feeling emotionally and physically exhausted, eventually Family members become very resourceful at balancing these challenges. Careful attention must be given to maintain physical and emotional health as it affects everyone in the Family.

Something key to remember is to keep the Family connection by communicating during the deployment. This is directly linked to the reunion process, the reintegration of the Family, and the health needs of all concerned.

FAMILY Connection

What To Do

As your loved one departs and you head back home, you may be asking yourself, how am I going to manage this separation? What will the relationship be like when my loved one returns? Here are some tips, ideas, and information.

Manage the Separation

Stay physically and emotionally healthy.

- ☐ Make sure you eat right. Shop for and cook nutritious food.
- ☐ Get proper rest.
- ☐ Make time for regular physical exercise. Exercise can be a Family activity (e.g., walk daily, join an aerobics class, jog, swim, hike, bowl).
- ☐ Treat yourself to a special outing, but stay within your budget.
- ☐ Try to set aside time to do something you enjoy every day.
- ☐ Avoid trying to do everything yourself. Take it slow.
- ☐ Take advantage of military and local community support.
- ☐ Participate in deployment information and well-being programs.
- ☐ Contact Families, friends, neighbors, and spouses of other deployed Civilians whenever you need practical or emotional support.
- ☐ Get involved in a unit FRG activity, a hobby, a project, church, or volunteering. Volunteers may receive free childcare while doing their volunteer work.

- ☐ Try to “hang in there” when the going gets rough. Talk about your feelings, doubts, and fears with a Military Family Life Consultant (MFLC), trusted friend, neighbor, or co-worker.
- ☐ Get to know at least three of your neighbors. You may need their help during an emergency. They can also be a helpful source of day-to-day support.
- ☐ Travel. New scenery and a change of pace, even if only a day trip, can do wonders for the spirit. Plan on taking a friend. Do not wait for the phone to ring, take the lead.
- ☐ Get up earlier to allow yourself more time before starting the day.
- ☐ Prioritize what is critical, then pace yourself according to your own understanding of the way and the time you function at your best. Be realistic and kind to yourself.
- ☐ If you are under stress, plan with your limitations in mind. It will help avoid feelings of guilt or confusion.
- ☐ Do not try to please everyone. Learn to say “no.”
- ☐ Admit when you have made a mistake. It is easier than covering up or feeling guilty.
- ☐ Treat yourself like you treat your closest friend. Give yourself permission to be less than perfect or to take a break.
- ☐ Plan something to look forward to.
- ☐ Anticipate stress, and prepare for it. Learn about your acceptable and comfortable stress level. Some stress is normal and necessary.
- ☐ Recognize the signs of stress, evaluate your own state of stress, and know when to access your available resources.
- ☐ Seek professional help if you feel overwhelmed by your emotions or if you suspect that someone in the Family is having problems.

Keep Children Connected During Deployment

A key point to remember for shaping resilience in children during the parent's deployment is to **include children in the deployment process**, and find ways to help them feel like they are contributing. One way to do this is telling children that "just as the deployed parent has a job, so do the Family members who remain at home." Although the deployed parent's job is not necessarily an easy one, it is a very important one.

Children tend to feel more secure when parents and caregivers keep routines stable and provide consistent guidance and discipline. Patience may help to resolve even the most difficult situations as children test parents to find out if they bend more when the deployed parent is gone. *This information is also relevant to other Family members.*

Common statements made by children...

"It just isn't as much fun with Daddy gone." —Age 6

"I help out more and I like that." —Age 9

"Mom seems more tired and I'm worried about her." —Age 10

"I wish Dad/Mom would talk to me more when he calls." —Age 12

"I don't get to do as much with Dad gone." —Age 14

Whether or not your children seem to be having difficulty with the separation, help each child stay connected to the deployed parent.

Ways To Keep Children Connected

Stay involved.

- ☐ Keep talking about your feelings and theirs (concerns, fears, expectations).
- ☐ Have each child choose one of dad's or mom's chores — as a special contribution to the Family.
- ☐ Start a new Family adventure, routine, or outing like a weekly hike, monthly trip to the museum, building a birdfeeder, and watching birds.
- ☐ Try something new like scouting, bowling, arts and crafts classes, youth sports, and youth tours.
- ☐ Contact community youth programs such as 4H where children can support one another. Children, Youth and School (CYS) Services is another option if available and you are able to access.
- ☐ Support community initiatives that support deployed Family Members.
- ☐ Help children look forward to the deployed parent's return. Caution against using the deployed-parent as a discipline tool. ***“Wait till your Dad/Mom gets back.”***

Keep in touch.

- ☐ Send cards, email, photographs, drawings, copies of school work.
- ☐ Put together care packages that can be sent back and forth.
- ☐ Make phone calls.
- ☐ Take pictures of each child with dad/mom, and display the pictures at your child's eye level.
- ☐ Read stories and talk on a tape player.
- ☐ Make and watch DVDs and audio tapes. Attend a VTC at the installation G3 conference room or at Army Community Service (ACS).
- ☐ Create a photo album, a 12 months calendar or scrapbook of memories of missed special events.

Seek support.

- ☐ Keep in touch with, and get help from professionals and community resources sooner rather than later.

Stay in Touch and Communicate

As you and your Family members are learning ways to manage and cope with the separation and deployment, it is equally important to stay in touch and connected throughout the deployment. In order to sustain healthy relationships when a Family member is physically absent, maintaining an emotional connection and active communication helps boost morale for both the deployed and those left at home. Important ways to remain connected are outlined. Remember the time zone differences (*See chart located in Part 8, the Resources section*).

Letter Writing — Letters can be special since they can be reread over and over, especially during periods of loneliness. Letters can be long detailed accounts of day to day activities or short “*thinking of you*” messages; no matter what style, letters are appreciated by all who receive them. The following is a guide that may make it easier to talk with each other by letter.

- ☐ Remember that the need to express affection does not diminish with the miles. “*I love you*” means just as much when it is written during a deployment as it does when spoken in person.
- ☐ Talking openly about feelings and experiences, and fully acknowledging the other person’s feelings are key communication skills that need to be practiced. Number your letters and packages, and factor in that some may take longer to arrive. This will help the deployed Civilian know that they are still on their way.
- ☐ Have the deployed Civilian send separate letters to each child in the Family. This will help maintain and strengthen their relationships. Children love to receive their own mail.
- ☐ Try to send photographs.
- ☐ Play calendar tag, which involves sending a small fold-over calendar back and forth so the deployed parent and child can take turns marking off days.
- ☐ Express yourself clearly so the deployed Civilian will not have to think, “*I wonder what was meant by that?*” On the other hand, do not try to read between the lines or interpret a puzzling remark. If you do not understand, ask questions in your next letter.
- ☐ Answer all questions.
- ☐ Write with your Family member’s picture in front of you, as though you are talking directly to him/her. Let Family members know how much you appreciate the letters, tapes, pictures, etc. In each communication, mention one or two things that made you feel especially close.

Tape Recording — If letter writing is difficult for you, consider purchasing a pair of tape recorders so you and your Family members can send “talking” letters. Younger children can also say “Hello, Dad/Mom” in their own words.

Telephone Calls — Whether it is on a landline or a cell phone, telephone calls are a quick way to communicate, but remember that long distance and overseas calls can be very expensive. Hearing your loved ones voice every now and then is a luxury that many couples will budget for. However, it is easy to “get carried away” and talk longer than planned for. It is important to research options and budget for this cost. Compare prices between a direct phone call and paying with a phone card. A pre-paid phone card is convenient and there are no surprise bills. Also do not forget that many times there will be MWR phones may be available for use by deployed DA Civilians to use which are usually free of charge; the deployed Family member just may have to wait in line to make the call. Remember the difference in time zones as well (*See Time Conversion Chart in Part 8, the Resources section*).

Always remember to watch what you are talking about especially when it comes to location, movement, and operational activities that may be happening with your deployed Civilian. Please remember OPSEC — “operational security” that applies to the “Total Army Family.”

Email — Email is probably the most popular method of quick communication. If a computer and email account are available, this is an excellent way of communicating as it is fairly fast and each partner can get “up-to-date” information. However, it can also enable bad news to travel at the speed of light. Be careful of using this method of communication for an emotionally laden message. It is better to compose it, “park it” for a few hours, review it for clarity and kindness, and then send it. It still does not replace the letter for personal and romantic communication. And remember, email is not secure. It can be read by anyone who uses the computer. If the Family member at home does not have a personal computer or Internet service, he or she can check at a nearby military installation or local library which may offer email access. Remember the difference in time zones (*see Time Conversion Chart in Part 8, the Resources section*).

Instant messaging and Web Cam — Instant messaging transmits instantaneous communication between several parties simultaneously. This allows for immediate acknowledgement and reply. This technology provides a great way to connect with loved ones but know that receiving instantaneous responses can be difficult, and will be dependent upon the location of the deployed Civilian. Certain features such as being able to see the other party, or talking directly over the internet make Web Cams

relatively popular. Be mindful that there are costs involved which can be very expensive. Remember the difference in time zones as well (*See Time Conversion Chart in Part 8, the Resources section*).

Video/VTCs — Videos are an excellent resource for to see where the deployed Civilian is stationed — if these are permitted. Likewise, the deployed loved one will enjoy seeing his or her Family engaging in activities. Verify if the nearest ACS has VTC capabilities or where the Unit Family Readiness Team could set-upcoming VTCs (e.g., such as the Installation Conference Room).

Mail — Letters from home boost morale and provide assurance of the Families' welfare. "Care packages" are great pick-me-ups for lonely deployed Family members as they provide "a little piece of home". Keep in mind, however, that mail is an added expense and the cost for multiple care packages needs to be factored into the budget. Flat rate boxes are a cost saver. Some things to include might be photographs, cookies, magazines, or a home video. You will need to follow postal regulations for packing and wrapping. Make sure you address letters and packages correctly. The information usually required is listed below.

Name

Unit/Organization Identification

Location

APO

UNIT FAMILY READINESS TEAM Connection

What To Do

This will not be an easy time for either the deployed Civilian or the Family, but eventually new roles and responsibilities will emerge in dealing with the challenges that lie ahead. Staying connected with other Family members and accessing key resources are essential during deployment. The Unit Family Readiness Team (UFRT) is one of the key sources to obtain timely and accurate information and foster connections with other Family members. Army Family Team Building (AFTB) provides helpful insights into Army protocols, and educational trainings of interest regarding Army life. These resources facilitate support, as well as knowing first hand where to get help.

The “What Ifs” During A Deployment

What if an ID card is lost? What must be done for a Family member to obtain a new one?

As we know, ID Cards are the key to many benefits in the military, as well as containing personal information such as Social Security numbers so you will want to remedy this loss quickly. The best approach is to call the FRG leader or Rear Detachment Commander immediately in order to get an appointment or “walk-in” to the unit Personnel Administrative Center (PAC). They will direct you to the installation ID card section.

What if there is a medical emergency?

The military defines an emergency as the death, critical illness, or injury to an immediate Family member. Critically ill or injured is the possibility of death or disability.

Immediate Family members are:

- Spouse
- Parents
- Children
- Grandparents, and
- Guardians who raised you (In-Loco-Parentis).

UNIT FAMILY READINESS TEAM Connection, continued

The American Red Cross (ARC) can provide official verification of an emergency situation within the deployed Family member's immediate Family and transmit a message to the chain of command/concern. Remember that the American Red Cross cannot grant emergency leave. The Commanding Officer/Supervisor of your deployed Civilian is the only one with the authority to grant or deny emergency leave and there are many factors involved in making this decision.

When sending a message, Family member's need to remember to:

- To include the name and relationship of the person
- What the message is about, and
- The name of the doctor, hospital, or funeral home as appropriate.

You will receive assistance from someone at the Red Cross with your request.

What if you do not hear from your Civilian? "Black outs?" "Rumors?"

Remain calm! It is always best to check with the designated POC such as the Rear Detachment Commander/FRG Leader and see if they can provide any information.

With today's communication network information travels quickly, but not always accurately — rumors and faulty information affects the Family and deployed member alike. Families and Soldiers/Civilians alike are sometimes aware of both good news and sad news before any of it can be confirmed.

What if financial assistance is needed?

The Rear Detachment Commander can assist with referrals to supporting agencies. American Red Cross (ARC) may be able to assist Family members who need emergency financial assistance for emergency transportation. Army Emergency Relief (AER), through Army Community Service can provide emergency financial assistance on a case-by-case basis with legitimate financial emergencies, such as:

- Rent to prevent eviction
- Utilities to prevent shut-off
- Emergency travel, and
- Food.

Finance Flash...Remember, stick to the budget that is set before the deployment. Many times it is tempting to use the increase in pay received during a deployment for additional purchases that were not part of the budget and may not be needed. If you save all or most of the extra pay, it can help you meet your Family's long-term goals.

RESOURCE Connection

What To Do

There are resources and agencies available to you throughout deployment. Educate yourself on additional ways to cope and manage this separation, and know the signs of stress in not only yourself, but in your children as well. Stay connected with Family, friends, faith communities, and others who are important — both accepting and giving support. Continue healthy conversations with helpful people. And be aware of what resources and assistance are available to you locally whether on the installation, in the local community, or via the Internet. These key connections will allow your Family opportunities to grow and thrive.

Key Resources

There is a selective list of resources that address a range of information, education, life skills counseling, and support for DA Civilians and Family members. *For further details about the spectrum of available resources refer to Part 7 of this handbook.*

PART 4. Getting Ready for the Deployed Civilian's Return Home

Redeployment Considerations

“A command climate that creates an atmosphere where Soldiers/Civilians want to be part of the team, where they feel that they’re part of something bigger than themselves. ...A Soldier/Civilian wants to feel satisfied that he’s contributing to the cause, no matter what his job is.”

—Kenneth O. Preston, Sergeant Major of the Army
(Source: Warfighting Conference, www.army.mil, 2009)

DURING THIS POST DEPLOYMENT STAGE, the deployed Civilian is preparing to return home and the Family is preparing for the return of their loved one. It is a special event that the entire Family has been waiting for, which generates both excitement and apprehension. Just as preparedness was critical during pre-deployment, it is essential in this redeployment stage. To help the transition go a little smoother, all Family members need to talk about their expectations, express concerns and worries, discuss responsibilities, take time for personal self-care, maintain new social connections, and stay in charge of their finances.

FAMILY Connection

What To Do Before Homecoming?

The key here is communicating and keeping realistic expectations. It is important for the deployed Civilian and all Family members to talk honestly about their expectations long before the arrival of their deployed member. The importance of listening and letting the person know they are heard cannot be overstated. It is also important for everyone to establish realistic expectations about the actual upcoming reunion. Support is available by attending post deployment reintegration briefings, up to thirty days before the Civilian's return home. Some things that you may want to think about are listed here.

Deployed Civilian and Family Connection

Stay physically and emotionally healthy.

- ☐ It is normal to feel nervous as each is wondering how the other has changed, will they be accepted, will they be proud of the other's accomplishments, will they feel physically and emotionally close.
- ☐ Do not expect things to be the same. Both the Family and the deployed Civilian have changed during this time of separation.
- ☐ Redefine roles and responsibilities. People grow and change as time passes.
- ☐ Refine the budget and discuss new spending limits and changes.

Finance Flash... Make sure you are aware of any changes pertaining to your pay. If you have been spending the additional income from deployment pay, you need to start preparing for its loss, and if needed refigure your budget.

- The actual day of homecoming can be stressful as both the deployed Civilian and Family may be tired, nervous, and experiencing varied emotions.
 - Decide who will be meeting the returning Civilian upon his/her arrival (e.g., the immediate Family, the extended Family, friends, etc.). This can cause a lot of stress so it is best to discuss this and make a mutual decision before homecoming day.
 - Make an agreement on the schedule for the next few days or weeks. *It is very important to plan to set aside Family time during the first few days rather than planning a busy schedule.*
 - Consider where children, extended Family members, and friends fit in.
 - Let each person in the Family talk about what they would like to do and decide together what is best for the Family.
- Give up any fantasies or expectations you may have about what reunion day should be. Take it easy and let things happen naturally.

Keep Children Connected During Redeployment

During this stage the entire Family is preparing for the return of their deployed loved one, which is a major life event. A key point to remember for shaping resilience in children during homecoming is to preplan ways to adjust to the deployed Civilian's return back into the Family. In turn, the deployed Civilian must preplan readjusting to work and Family life. Even though this takes time, it is necessary to sort out the experiences that made things work while the deployed loved one was away.

Children no doubt feel worried, stressed, and happier; all of the same confusing emotions that the deployed and non-deployed parent experience.

Common statements made by children...

“Can Dad go to school with me?” —Age 6

“Will Dad play a lot when he gets home?” —Age 7

“How much will rules change?” —Age 11

“Will Dad be mad about my grades?” —Age 12

“Will Dad be angry that I’m wearing make-up and dating?” —Age 16

Ways To Keep Children Connected

Plan ahead and prepare for an adjustment period.

- ☐ Include children in the preparation of homecoming activities such as welcome signs, cooking, and room preparations.
- ☐ Alert children to appropriate expectations for this reunion.
- ☐ Expect some *“bumps in the road.”*
- ☐ Know that children may test limits and boundaries.

Seek support.

- ☐ Keep in touch with, and get help from professionals and community resources sooner rather than later.

Deployed Civilian Connection — Connecting to Children at Homecoming

Because children are excited about the return of their parent or relative, it may be difficult for them to control their excitement. So, before trying to have quiet time with spouse and other Family members or friends, plan to spend some time with the children. Here are some suggestions:

- ☐ Expect and accept changes.
- ☐ Plan quality time with each child.
- ☐ Take it slow, get acquainted again, and do not force affection.
- ☐ Have whole Family hugs at first.
- ☐ Look for ways to interact that are pleasing.
- ☐ Recognize child's growth and changes.
- ☐ Model caring interactions among all Family members.

UNIT FAMILY READINESS TEAM Connection

What To Do

This is no time to abandon connections with the Unit Family Readiness Team (UFRT). In theater, the unit provides redeployment training for Civilians. Back at home, Army Community Service (ACS) Family programs and units host important meetings and trainings. Do not miss out on these opportunities as they provide a forum for you to receive information on what to do in preparation for your Civilian’s return home.

Ask questions and share concerns with this frontline support on resources, assistance available, finances, mandatory briefings and trainings for the Civilian to attend, and other sources of support.

RESOURCE Connection

What To Do

There are many resources available to you as you prepare for your loved one’s return. There are a variety of resources listed in the *Part 7 the Resources section of this handbook*, and some to keep in mind during this Redeployment stage of the deployment cycle.

PART 5. Your Deployed Civilian Is Home — Now What?

Post Deployment Considerations

“The vast majority of Soldiers deploying have a positive growth experience because they are exposed to something very hard, very difficult, and they succeed.”

—Gen. George W. Casey, Jr., Chief of Staff of the Army
(Source: www.army.mil/csf)

THE DEPLOYED CIVILIAN’S RETURN HOME IS LIFE-CHANGING and everyone has grown and changed. Family members may have established a new network of friends, obtained a new job, or managed the demanding pressures of life as a “single parent.” As Family members begin reestablishing their relationships, it is important to acknowledge each individual’s growth, contributions, and sacrifices made during the deployment. Although this can be an exhilarating time with long awaited embraces, it can be an emotionally exhausting experience. The key is for everyone involved to remain flexible, expect change, understand the challenges that may lie ahead, maintain a commitment to healthy relationships, and take it slow with the readjustment process.

Just as during the deployment, there are skills that need to be practiced routinely such as talking openly about feelings and experiences, and knowing that “how” things are said is as important as “what” is said. Careful management of your physical and emotional health will help to ease tension during this transition.

FAMILY Connection

What To Do

As you, your returning Civilian, and other Family members are trying to get through re-acquaintance jitters and are re-establishing some normalcy back into your lives, it is important to commit to optimizing personal health and fitness.

Remember — communication and personal wellness are essential in order to celebrate physical and emotional closeness. Using personal traits such as forgiveness, compassion, fairness, and hope for the future and organizational abilities that are positive and powerful allows a person to use their talents easily and proficiently. When Family members can identify their personal strengths and exercise them to the fullest, challenges are more easily met. The list here describes some things that you will want to do and watch out for.

Family Connection — Being Prepared for the Return

- ☐ Prepare for realistic expectations and **decide how to handle the inevitable tension**. Many times there is an anticlimactic let down after the big anticipation when the homecoming is over.
- ☐ Keep handy emergency phone numbers: Unit Family Readiness Team (UFRT), Chaplain, Military Family Life Consultant (MFLC), Medical Treatment Facility (MTF), etc.
- ☐ Recognize that **things will not be the same as when the Civilian left**, or for everyone involved.
 - New roles may have been assumed out of necessity.
 - New rules may have been established to keep things going on the homefront.
 - New experiences and newly found social connections cannot be underestimated as sources of dependable support.

- ☐ Begin **to work out newly identified problems** shortly after those first few days. Family members who have experienced multiple separations indicate that it is critical to keep the first few days after coming home free so that Family members can “just get to know each other again.”
- ☐ Keep in mind that **it is important not to bombard** the deployed Family member with all the day-to-day stressors at once, but gradually reintroduce him/her (e.g., bills, home maintenance, behaviors of children). Follow-up often about ways they think will help him/her “fit back in.”
- ☐ Acknowledge that **everyone has become more independent** as they have taken on new responsibilities, made their own decisions, and set their own schedules and routines.
- ☐ Prepare to discuss and **work on problems that existed prior to the deployment**. It is important to learn why things were done a certain way, even if mistakes occurred.
- ☐ Remind each other that you do really want **to hear about each other's lives**, setting aside time to talk without distractions.
- ☐ Expect **to have few doubts and worries**. Your partner may think that you do not need him/her anymore and vice versa. Follow-up regularly to prevent problems “down the road.”
- ☐ Work hard to **keep the levels of emotional strain as low as possible** — avoid sarcasm and reacting in ways that allow arguments to escalate into physical confrontations.
- ☐ **Seeking prompt help** signals courage, strength, and responsibility.
- ☐ Commit to taking time **to talk with one another openly**, as sharing fears, concerns, and experiences can be difficult and cannot be rushed.

- ☐ Take time to get to know each other again — **give yourselves a no-pressure chance to become a couple again.** Re-establishing sexual intimacy will take time, patience, and good communication.
- ☐ **Stay connected** with Family, friends, faith communities, and others who are important — both accepting and giving support.
- ☐ Take time to listen — **hear everyone's experiences from their point of view** and clarify what you heard before responding.
- ☐ Remember, **try not to make up for lost time** — try not to cram a year of catching up into one week.
- ☐ Contact the Financial Readiness Program at Army Community Service (ACS).

Deployed Civilian Connection — Being Prepared for the Return

It is important to be supportive and recognize the pride your Family feels in the way they handled things in your absence. They may have learned new skills, become involved in new activities or hobbies, made sacrifices and contributions, and possibly made new friends. When it comes to changes in the household, monitor your instinctive desires to change Family roles, routines, and priorities. Help them realize that you plan to talk with them about your deployment experiences on your timeline, yet being careful not to overload them.

Family Connection — Re-Establishing Closeness

What To Do

- ☐ Accept the changes in yourself and the changes in each Family member.
- ☐ Avoid making changes too quickly.
- ☐ Try to understand why the smallest changes may be upsetting.
- ☐ Trust your partner or Family member(s) on the decisions made and on the way things were handled during the deployment. Caution against feeling upset by things that are done differently.
- ☐ Spend quality time with members of your Family.
- ☐ Avoid harboring unresolved anger or resentment that can generate more distress.
- ☐ Work out even subtle mistrust, jealousy, or bitterness.
- ☐ Accept any loss and keep a positive hopeful outlook towards the future. Time and circumstance change everything.
- ☐ Recognize the first signs of stress, post traumatic stress, or related health issues and seek proper care.

What To Avoid

- ☐ Not letting your Family know when you are coming home.
- ☐ Taking charge of Family matters as soon as you return.
- ☐ Playing the “Who had it worse” game/blaming game.
- ☐ Unloading the negative things that happened during the deployment. While honesty is best, timing and discretion are essential.
- ☐ Packing a full social calendar that leaves everyone exhausted.
- ☐ Criticizing your spouse or Family members as soon as you arrive home.
- ☐ Trying to solve all the problems within the first few days of your return.
- ☐ Engaging in rumors and gossip.
- ☐ Overspending — making up for lost time or buying gifts — set budget limits.
- ☐ Using excessive alcohol. Drinking releases inhibitions and people may do or say things that they will regret later. It is a major factor in vehicular accidents, interpersonal violence, and spouse and child abuse.
- ☐ Using unnecessary tobacco, caffeine, or stimulant/energy drinks that can add stress to an already stressed body.
- ☐ Multi-tasking. It may seem to be more productive and efficient, but actually it induces feelings of being rushed and “stressed out.”

Finance Flash...It is important not to plan on any big expenditures that first month. Families may fall into debt shortly after the deployed member returns because they fall into the “making up for lost time” syndrome. One of the worst financial times in the deployment cycle is the first two months after the deployed member gets home because that is when all the bills start pouring in and there has been a decrease in the deployed member’s pay. ***Set up an appointment with an Army Community Service (ACS) Financial Readiness Program counselor for assistance.***

Keep Children Connected During the Post Deployment

A key point to remember for shaping resilience in children during reintegration is to alert children to expected changes in routine, responsibilities, roles, parent relationships, emotional reactions, and physical appearance. Of particular importance is to point out to children that the deployed-parent may seem to have mood swings and appear very impatient even over relatively minor problems.

Parents need to understand that children express their feelings in different ways and they may need to help their children manage their reactions to their feelings. One thing that may happen is that some children show signs of jealousy of their parents spending time together, or spending time with significant others.

Common statements made by children...

“I want just Dad to take me to school.” —Age 7

“I can’t wait for some me and Dad time.” —Age 9

“I’ve become used to just Mom and I don’t want that to change” —Age 12

“The first thing I would like to do is take a hike; just Dad and me.” —Age 15

“When will Dad have to leave again?” —All Ages

Ways To Keep Children Connected

Understand that reactions differ according to age, personality, and coping strategies.

- ☐ **Infants** — May cry or fuss more, have change in sleep or eating habits, be frightened by a new adult voice.
- ☐ **Toddlers** — May be irritable or confused, pull away from or not recognize the deployed parent, cling to the non-deployed parent or caregiver, revert to outgrown behaviors.

- ☐ **Preschoolers** — May be sad or frustrated, need time to warm-up to the returning parent and cling to the non-deployed parent or caregiver, act out to get attention, revert to outgrown behaviors, have bad dreams.
- ☐ **School Age Children** — May display a range of feelings and mood swings, may just want to talk non-stop, try to act “grown up,” or be excited to see the returning parent, yet express guilt about not doing enough or being good enough.
- ☐ **Teenagers** — May show their excitement yet feel too old or unwilling to change their plans to meet or spend time with the returning parent, have concerns about how the rules and responsibilities could change, have problems in school, have rapid mood swings.

Look for lingering stress reactions and unusual behaviors. If any reactions persist in intensity or frequency and interfere with daily skills seek professional help.

- ☐ Irritability, problems controlling his/her temper.
- ☐ Significant appetite or sleeping changes.
- ☐ Not finding fun in things previously enjoyed.
- ☐ Being unhappy, sad, or depressed.
- ☐ Getting into fights.
- ☐ Having problems paying attention or sitting still.
- ☐ Withdrawing from friends, or becoming a loner at school or at home.
- ☐ Serious academic problems.
- ☐ School personnel, friends, or others tell you that your child needs help.

Deployed Parent Connection — Helping Children

Children’s behavior can run the gamut from consistent normal behavior to regressing to younger behavior.

- ☐ Encourage them to show and express feelings in acceptable ways.
- ☐ Take more time to talk, hug, and cuddle.
- ☐ Recognize that they may test the limits or rules, and that younger children may be reluctant to stray from the remaining parent or caregiver’s side.
- ☐ Keep discipline, routines, and rules as consistent as possible.
- ☐ Praise what they have done, and review school work and scrapbooks.
- ☐ Participate daily in routines with infants, fun activities with preschoolers, and talks with school age children, and find out “what is going on” in the life of your teenagers.

UNIT FAMILY READINESS TEAM Connection

What To Do

The importance of Civilians and Family members establishing and maintaining military and civilian community social connections cannot be underestimated.

- Work as a team member with the Unit Family Readiness Team (UFRT) and chain of command.
- Elevate the importance of your involvement with the UFRT, Family Readiness Group (FRG), and community events.
- Participate in unit/installation events. Use programs and services.

This extended support facilitates a positive perspective during this transition, in turn fostering a climate whereby friends and Family “watch out” for one another. These forums are a key source of support to help Civilians and Family members feel understood and help validate their experiences and issues.

The sharing of timely and accurate information and learning about unique mission issues are optimal ways to promote adjustment. Briefings/trainings and workshops pertaining to reintegration emphasize self care, early identification of problems, and getting help early to minimize symptoms and facilitate recovery. Taking advantage of all these opportunities signals strength not weakness.

RESOURCE Connection

What To Do

Being reunited with your loved one is very exciting, but it can also be very stressful as the returning member readjusts to being home and the Family readjusts to having him or her home. Both the Family connection and community resources are important, as both play an important role during this time of transition.

Family members...call attention to the importance of adopting healthy lifestyle habits: regular physical activity and sleep, risk awareness, emotional and spiritual well-being, and good nutrition. Through information, life skills education, practical support, or counseling post deployment challenges can be eased.

Key Resources

There is a selective list of resources that address a range of information, education, life skills counseling, and support for DA Civilians and Family members. *For further details about the spectrum of available resources refer to Part 7 of this handbook.*

PART 6. Staying Healthy

Health Assessments and Follow-Up

“Fit, disciplined, and focused on excellence, our Warriors serving today are the best of their generation.”

—Kenneth O. Preston, Sergeant Major of the Army

(Source: www.army.mil/csf, Comprehensive Soldier Fitness brochure)

DEPARTMENT OF ARMY CIVILIANS AND THEIR FAMILIES are often concerned about health problems that may be experienced, especially post deployment. These are valid concerns, however, it is important to know that not everyone has difficulty, and those who do often do not need professional help. Sometimes just talking with understanding friends, Family members, or a counselor relieves temporary distress.

Some Civilians, however, may need more support, and they need to feel comfortable in asking for assistance. Just as a person’s physical health sometimes requires attention, their emotional or mental health can experience the same needs. Physical, emotional and mental health issues impact each other, and they all need to be resolved in order to regain optimal functioning. Getting prompt support or treatment, when indicated, can often restore a person to optimal health in a short period of time.

Q What are some key strategies for regaining and maintaining good health?

Optimizing a healthy lifestyle physically, emotionally, and spiritually is essential to sustain self-sufficiency and resiliency during the deployment cycle process. Everyone in the Family needs to invest in overall well-being. Studies continue to support that good health practices can prevent problems, reduce their impact if they occur, and minimize the stress associated with them. Likewise, when stress is not managed it can play a role in the development of health issues such as headaches, muscle tension, feelings of despair, and changes in appetite or sleep. In the long-term, untreated stress can raise the risk of high cholesterol, heart disease, diabetes, reproductive problems, and weaken the body's ability to fight disease. There are many innovative strategies to support optimal health.

Ways to Stay Fit

Pay attention to your own needs and feelings and engage in activities to support those desires:

- Invest in good nutrition.
- Exercise regularly — it can be a Family activity.
- Relax — deep breathing, yoga, reading inspirational books, listening to quiet music, and exercise.
- Engage in healthy conversations with friends and other helpful people.
- Be open to new solutions.
- Laugh at unexpected stories and try not to apologize for everything.
- Change thinking patterns, be open to new solutions, and accept that change is part of living.
- Seek spiritual fitness.
- Sleep at least 7–8 hours (i.e., sleep needed for “average adult”).
- Be resourceful by moving forward on goals, making creative decisions, and nurturing a hopeful outlook.
- Connect with Family, friends, faith communities, and others who are important — both accepting and giving support.

Q How will my Family and I know that I'm healthy, post deployment?

The Post-Deployment Health Reassessment (PDHRA). Civilians receive the Post-Deployment Health Reassessment, or PDHRA, as part of the continuum of care for Service members' and Civilians' deployment-related health concerns. The PDHRA provides education, screening, assessment, and access to care for a wide variety of questions and concerns that you or your Family may have about your health after you return from deployment.

The PDHRA is a three-part Program. First, the DA Civilian will complete the Resilience Training (formerly Battlemind Training), then complete the DD Form 2900, and conclude with a one-on-one conversation with a trained health care provider.

This Web site will answer many questions about deployment related health assessment issues: [Army Behavioral Health: www.behavioralhealth.army.mil](http://www.behavioralhealth.army.mil).

The Web site answers frequently asked questions about deployment related mental health issues and covers available resources. A variety of topics are addressed regarding pre and post deployment health self assessment (PDHRA), post traumatic stress, suicide prevention, references to the U.S. Army Medical Department Resilience Training (i.e., former Battlemind resources), and links to video resources.

Source: The PDHRA information was adapted from the Army Deputy Chief of Staff, G1 Web site: http://armyg1.army.mil/HR/pdhra/faq_da_civilian.asp (see "Frequently Asked Questions—FAQs").

Q Does Deployment Cycle Support (DCS) apply to me as a Civilian?

Yes! All DA Civilians who have deployed away from home station for 90 days or more will complete the DCS process. The PDHRA has been incorporated as a mandatory task within the DCS process.

Q Why is this health assessment being offered?

Deployment health concerns may not be noticed immediately. Your concerns may be mild, or they may be troublesome, and the symptoms may affect you and your Family. Some Civilians may not know the best place to go to find out what is wrong or what to do about it. *The PDHRA provides you with the opportunity to access any needed care when you return from deployment.*

Q Are the results of the PDHRA confidential?

The deployment health screenings are medical encounters and the answers provided by DA Civilians are considered privileged information. Release of this information to parties that do not have a medical need to know constitutes a violation of the Health Information Portability and Accountability Act as of 2004.

Q If I need medical attention for my deployment-related health concerns, do I need to wait for the PDHRA?

No. You should not wait for the PDHRA. In the event of an emergency you must report to the nearest emergency room or acute care clinic. Otherwise, make an appointment with a health care provider. Also, you may file a Worker's Compensation claim under the Federal Employees Compensation Act (FECA). Your servicing Civilian Personnel Advisory Center (CPAC) should be able to advise you on the process for doing this and the benefits available under the FECA. Your claim may be filed whether or not your PDHRA screening has been completed. Under DoD and DA policy guidance, in some instances you might have the option for treatment through the military healthcare system.

Q Who is responsible for ensuring that DA Civilians comply?

The PDHRA is a Commander's program. Commanders at all levels are responsible for ensuring that the DA Civilians under their purview meet this requirement. The Army G-1 currently is developing further guidance for commands to facilitate commands' implementation of the PDHRA program for DA Civilians. Although DA Civilians will not be penalized if they decline to answer medical questions on the assessment forms, their answers to the questions may assist healthcare providers in identifying and providing medical care or referrals.

Q Who is required to complete the PDHRA and when is it conducted?

All DA Civilians who have returned from deployment to a combat zone since 10 March 2005 and were in theater for at least 30 days are required to complete the PDHRA. DA Civilians who returned between 11 September 2001 and 9 March 2005 are highly encouraged to complete the PDHRA but are not required to do so.

Q What kinds of questions are included in this reassessment?

The questions address both specific demographics and your health history. The demographic questions include identification, contact information and deployment location. The health history comprises eighteen screening and triage questions designed to identify health concerns and conditions that may have emerged following your most recent deployment, as well as the types of information and referral assistance that you can receive.

Q What is Post Traumatic Stress Disorder (PTSD)?

Post Traumatic Stress Disorder (PTSD) is a type of anxiety disorder that can occur as a result of experiencing a traumatic event — or an accumulation of many traumatic events during deployment. Sexual harassment or sexual assault while deployed may be a contributing factor, as well as events in a Civilian's personal history.

PTSD can produce considerable distress depending upon its duration and severity. Family members may also develop symptoms that are similar to PTSD as they attempt to cope with their Civilian's behaviors. Understanding PTSD will help minimize any disruption of Family relationships until the PTSD subsides.

Q What are the symptoms of PTSD?

Characteristic symptoms of PTSD include:

- Reliving the event or events in flashbacks, dreams or intrusive thoughts
- Avoiding thoughts, things, people or conversations that remind a person of the traumatic event or events.
- Emotional numbness, in which a person may have less ability to feel

emotions and/or lose their interest in activities they previously enjoyed. They may avoid relationships, and not be able to tolerate being close to their Family members or friends.

- Anxiety or increased arousal including difficulty sleeping, hypervigilance (always being on the watch) and having an over-active startle response. For example, situations where hearing a car backfire may trigger memories of gunfire and war, or seeing a car accident that reminds a crash survivor of his or her own accident or an accident in which someone they knew was killed.
- Other symptoms may include difficulties in concentrating or completing tasks, irritability, or outbursts of anger.

Q What are some practical things our Family can to do help?

Family members need to allow their Civilian to have the time and space they need to restore their health. Their ability to get enough sleep is essential, and that may mean that the Family's social life may need to be curtailed for a while. Meals need to be nutritious and served on a predictable schedule. Energy drinks, excessive caffeine, and the excessive consumption of over-the-counter medications need to be avoided. Alcohol use needs to be carefully regulated. Exercise is important and a positive, supportive climate in the home is essential.

Because of the Civilian's hypervigilance and potential overreaction to alarm, children need to be prevented from waking them when they are sleeping, or even entering their bedroom until invited. If they are having an especially difficult day, another Family member or friend may need to be available to drive them to appointments. Family members should not force conversations about their Civilian's experiences during deployment. Careful planning of Family routines in order to reduce stress will be helpful.

Q What if our Family is already stressed?

Pre-existing Family stress is likely to be aggravated by the unpredictability of PTSD symptoms. When increased stress in the Family triggers PTSD symptoms, Family members who are hurt by the Civilian's behaviors are often reluctant to offer support. This loss of social support is of critical importance, as intimate relationships are a primary source of support for most people. Family counseling, and individual counseling when indicated, offers the best opportunity for resolving tensions, keeping the Family on track, and lessening the impact of the disorder.

Q Are deployable DA Civilians at risk of suicide after they return home?

“Not all wounds are visible. If you are feeling depressed or suicidal, seek help. We need you on the Army team.”

—Kenneth O. Preston, Sergeant Major of the Army

(Source: CHPPM, Suicide Aware....2008; effective '09, CHPPM is the U.S. Army Public Health Command)

...Suicide is not an option...

DA Civilians who have been exposed to military conflict, have believed that their life has been in danger from an enemy force, or have witnessed destruction of violent death — especially the death of a friend, are at an elevated risk of depression, PTSD or suicide. If a DA Civilian or Family member is talking about suicide, or if anyone is concerned that they are in danger of suicide refer to the ACE Model on page 65.

Family members and friends need to stay alert to a returnee's signs of potential suicide. They need to be able to support their Civilian through their reintegration or recovery, as well as be prepared to intervene when their Civilian requires immediate help during a crisis. Professional consultation cannot be postponed in the hope that they will “get over it.”

Q What are some common signs of distress?

Behaviors like:

- Inability to manage daily routines or focus on ordinary tasks.
- Giving away personal belongings, especially those that are meaningful.
- Sleep and appetite disturbances.
- Reckless or self-injurious behaviors.
- Excessive use of alcohol or other substances, including over-the-counter medications.
- Temper outbursts, inconsolable crying.
- Accusations of infidelity of spouse/partner, contrary to fact.
- Unusual avoidance of events that previously had been enjoyed.
- Persistent, unrealistic beliefs that they are in danger.

Statements like:

- “I want it to be all over.”
- “I wish that it had been me.”
- “Living is too hard.”
- “If it weren't for you/the kids/etc., I'd kill myself.”
- “I've got nothing left to live for.”

You know your Civilian or Family member the best. Some people hide their thoughts of suicide for extended periods of time. Ongoing or recurring concerns need to be discussed with professionals who can provide direction and support. Always remember that any decision for suicide is made by the affected person and that nobody else is responsible for what they may choose to do.

Q What can I do if there are concerns about suicide?

Suicide Prevention Strategy – For DA Civilians and Family Members.

It is important to take their statements seriously and consult with a professional about the situation. Although some individuals may have thoughts of suicide, most never act on them, others will take action to end their lives, often successfully. If your Civilian is unwilling to talk to a professional, go yourself. If your Civilian states their plan about how they would take their own life, they will need immediate help. If a Civilian or Family member talks about suicide, or if you become concerned that they are at risk of suicide, follow **the ACE Model**.

A ***Ask your Civilian or Family member:***

Have the courage to ask this question, and stay calm. Ask the question directly, e.g., ***“Are you thinking of hurting or killing yourself?”*** Most people answer honestly, and may experience some relief that someone is listening to them and may be able to help them.

C ***Care for your Civilian or Family member:***

Remove any means that could be used for suicide or self-injury that could result in a fatality. These include firearms, knives, pills, alcohol, drugs, and car keys (if possible). Calmly control the situation; do not use force. Actively listen to what the person has to say and reassure them that help is available.

E ***Escort your Civilian or Family member:***

Never leave them alone. Escort them where help will be available; a behavioral health professional, a primary care provider, commander or supervisor, or a Chaplain/Ministry. Where this is not possible, escort your Civilian or Family member to a hospital emergency room, a mental health clinic, a crisis center, or physician’s office. If time and other factors permit, call a suicide hot-line/crisis center and follow their advice. In some locales, mobile mental health teams are available to do emergency assessments.

Source: Adapted from, Army Center for Health Promotion and Preventative Medicine (CHPPM), Suicide Awareness for Soldiers, 2008. Effective ‘09 Oct, CHPPM is the U.S. Army Public Health Command.

In imminent danger, call 911.

Do not place yourself or others at risk of injury or death by attempting to deal with potentially dangerous situations alone. Remember that DA Civilians are entitled to utilize the spectrum of Army service providers such as Army Community Service (ACS)/National Guard/Reserve Family programs and Behavioral Health services. Family members are urged to utilize all military and civilian services for which they may be eligible.

U.S. Army Public Health Command (Provisional) (www.phc.amedd.army.mil)

The U.S. Army Public Health Command (Provisional), formerly the U.S. Army Center for Health Promotion and Preventive Medicine, integrates its mission with that of the U.S. Army Veterinary Command. The mission continues to support optimal health promotion and wellness for all aspects of the changing Army community. Information applicable to Civilian Families includes fact sheets and personal stories and scenarios that can assist in making decisions about how to handle sensitive situations. Professional resources include Suicide Prevention training materials and resources, deployment health guides, and information on other related health and safety topics.

Employee Assistance Program (EAP)

(www.acsap.army.mil/sso/pages/public/laws/eap.jsp)

The U.S. Army offers government employees valuable help to identify and resolve personal problems that may affect work performance and wellness through EAP. Services may include screening, short-term counseling, and referrals to military or civilian services. Contact the local EAP representative.

Refer to Part 7 for a selective list of other valuable resources: the National Suicide Prevention Hotline (www.suicidepreventionlifeline.org or 1-800-273-8255), Military OneSource (www.militaryonesource.com or 1-800-342-9647), and Army OneSource (www.myarmyonesource.com).

Q What do we know about suicide in the Army?

Army suicides declined between 1994 and 2001, however, in 2002 they began to rise significantly. The Army reported that in 2007 through 2009, suicide rates were the highest since they began keeping records, despite intense suicide prevention and intervention efforts. The Army suicide rate now exceeds the age and gender adjusted rate for the general civilian population. In order to determine what factors are responsible for suicide and what can be done to address it, the Army and the National Institute of Mental Health are conducting

a five-year (2010-2014) study of approximately 400,000 current and incoming Service members. This study will consider the Service member's psychological and physical health, exposure to combat and trauma, attitudes and temperament (impulsiveness, aggressiveness, hopelessness), social support, unit cohesion and morale, training and knowledge, employment and economic status, Family history in relationship to resiliency, and risk reduction and suicide. It will examine stress of all kinds, injuries, bereavement, strategies for coping with stress and adversity, access to lethal means such as firearms, and other relevant data. (Source: 2010, <http://www.armystarrs.org>).

“Suicide prevention is everybody’s business, and without your support, we cannot be successful in our efforts to further the Army’s suicide prevention efforts.”

—Mr. Walter Morales, Program Manager, Suicide Prevention/HIV/DNA Programs, Department of the Army (Source: 2009, www.hooah4health.com)

A civilian study (Yen, Pagano, Shea, et al., 2005) explored the question: Did people with personality disorders who attempted suicide during a 3 year period experience a specific “Life Event” in the month during and preceding the suicide attempt? This study of 489 people with personality disorders, between 18 and 45 years old, examined the relationship between life events and suicide. During the 3 years following the first interview, 61 attempted suicide. This study found the following:

Individuals experiencing events relating to love-marriage are 3 times more likely to make a subsequent suicide attempt within 1-2 months following the event compared to those who have not experienced a negative love-marriage event. ***Specific events in this category include:***

- Broken engagement
- Relationship worsened
- Separation from spouse
- Divorce
- Respondent infidelity
- Spouse infidelity
- Spouse-mate died
- Ended love affair.

Individuals who report crime/legal events are 2.5 times more likely to make a suicide attempt within the following 1-2 months compared with those who have not had such experiences. Analyses of specific types of crime/legal events determined that some specific events were associated with a significant risk factor:

- Victim of a physical attack/assault
- Being accused of a crime
- Being arrested
- Being sent to jail
- Being involved in a court case.

Q What treatment or services can Civilians receive if they are wounded, injured or become ill during deployment?

All Civilian employees who are on a Temporary Change in Duty Station or Temporary Duty (TDY) assignment in Iraq or Afghanistan, in support of the Civilian Expeditionary Workforce Program, and who develop physical or psychological illnesses or injuries while forward deployed in support of U.S. military forces engaged in hostilities are eligible for health care treatment and services in military medical treatment facilities (MTF) at the same level and scope provided to military personnel. (Source: 2009, See Civilian Personnel On-line www.cpol.army.mil under injury benefits).

Q How can Civilians receive services for deployment-related illnesses or injuries following their return home?

All Civilian employees who after completion of their deployment and who develop physical or psychological illnesses or injuries while forward deployed and may require follow-up medical services provided at MTFs, should submit a written request to USD P&R (CPP) at the following sites: <http://www.defenselink.mil/prhome/cpp.html> or <http://www.cpms.osd.mil/cew> (IAW DA PAM 690-47, DA Civilian Employee Deployment Guide, page 9). If a redeployed Civilian suspects that an injury or illness related to the deployment should contact the nearest Civilian Personnel Office and the Department of Labor.

Q What does the term “casualty” mean?

Casualty services are defined as dignified, compassionate and humane reporting, and timely notification and assistance to Family members and other designated persons as promptly as possible after an individual is placed in casualty status.

Department of the Army Civilian personnel who become a casualty while assigned, deployed, or on a temporary duty assignment (TDY) outside the 50 states and the District of Columbia are entitled to the assistance of a Casualty Assistance Officer (CAO) to facilitate their access to needed services and benefits to which they may be eligible.

Family notification of a casualty is required when their Army Civilian is:

- Deceased
- Very seriously injured
- Seriously injured or ill.

Family notification made upon deployed member’s request:

- Not seriously injured or ill as a result of hostile action
- Not seriously injured or ill as a result of non-hostile actions and hospitalized or subject to special interest.

Q What type of medical assistance does a DA Civilian receive?

DA Civilians will receive free care for illness, disease, or injury sustained overseas during contingency operations, the same as provided military members. Their medical treatment will also be the same as provided to military members.

Q Who will help our Family?

Commanders will ensure that the Civilian Personnel Advisory Center (CPAC) responsible for the area, in coordination with the local Casualty Assistance Center, identifies a DA Civilian to provide casualty assistance to the next-of-kin. The Army Benefits Center (ABC), in coordination with the appointed CAO, will provide assistance with the processing of all benefits and entitlements. The CAO, where feasible, may initiate correspondence to the Family that will explain the circumstances surrounding the casualty.

If a Civilian is not reasonably available to serve as a CAO, the responsible Commander can appoint a military CAO to provide assistance and ensure the local CPAC and the ABC assist the military CAO in processing of all Civilian benefits and entitlements. (AR 600-8-1, 6-9)

Q What assistance and information is available for the Family of a deceased deployed Civilian?

In the event a Civilian employee is killed/deceased helpful information is available on the following topics: casualty status, life insurance, next of kin notification, and income tax exclusion (Available at <http://cpol.army.mil> – select from menu ‘Mobilization & Deployment’ and refer to the document “Civilian Deployment/Mobilization,” Section V, Benefits, p. 9).

Important things to know:

- Casualty Area Command will contact the Next of Kin (NOK)
- Survivor Outreach Services (SOS) coordinator will be appointed as necessary
- CPOL will appoint a personnel specialist to assist the NOK
- Army Community Service (ACS) is also available to provide assistance to the NOK and eligible Family members

Q What resources exist online?

Department of Defense Civilian Personnel Management System (CPMS)
<http://www.cpms.osd.mil>

This is the official Web site for information about Civilian personnel programs, systems, policies, and guidance at the Department of Defense.

Under Secretary of Defense Personnel and Readiness
<http://prhome.defense.gov/cpp.html> Select tab Civilian Personnel Policy.

Army Medicine Soldier, Civilian, and Family Resources Center
www.armymedicine.army.mil/sfrc/index.html

This Web site provided timely news and information on benefits and entitlements, and programs and services. Helpful links and important points of contact information are listed. Several sites listed have medical and other professionals that can help determine what may be causing difficulties and make appropriate referrals to specialist for care and support.

PART 7. Resources

Key Services, Programs, and Facilities/Centers

This is a selective list of the vast spectrum of resources available. Check regularly for updated information via the program or Web site. Army Materials Command (AMC) and the U.S. Army Corps of Engineers have large populations of deployees and valuable online resources. *(Refer to those specific listings for details).*

Military OneSource (MOS)

www.militaryonesource.com or 1-800-342-9647

A DoD portal that offers a toll free telephone number and Web site with 24/7 capability to connect Families to services and for confidential counseling, to either speak or email a master level consultant, at no cost. This Web site has a variety of articles on deployment and other topics of concern. *(Select deployment link and then the link preparation for deployment).* Go to the Web site or call 1-800-342-9647.

Army OneSource (AOS)

www.myarmyonesource.com

Official Army “one-stop knowledge portal” that offers all Army members a central point for getting information about Family programs and access to services available at Army Centers, on-line, and through 24/7 telephone support. There is access to Army Community Service (ACS), the Army National Guard Bureau Family Program, and the Army Reserve Family Programs (ARFP). Check regularly for new information and applications such as being able to locate Army programs and services via the Services Locator iPhone™ App.

[Army] Central Deployment Processing/ Departing Point/Soldier Readiness Program (SRP)

The Civilian's home station/installation or sponsoring activity is responsible for providing deploying Civilians information and support. Deploying Civilians are processed through a designated CONUS Replacement Center (CRC), however some will deploy with the unit. The CRC is designed to receive and certify individuals from installations for deployment. It is the CRC's responsibility to prescreen Soldier and Civilian personnel records, conduct theater specific briefings and training, coordinate transportation and the issue of theater clothing and equipment, and coordinate medical requirements such as immunizations, DNA screening, and dental examinations.

- Civilians supporting Combined Joint Task Force (Afghanistan) or other worldwide deployments typically process through the CRC in Fort Benning, GA.
- Army Materials Command (AMC) deploying from CONUS are typically processed through the Army Corps of Engineers (USACE) CRC at FT Benning, GA and Winchester, VA.
- U.S. Army Corps of Engineers, Deployment Center (UDC) is located in Winchester, VA, at the Transatlantic Programs Center (TAC).

[Army] Civilian Personnel Online (CPOL)

<http://cpol.army.mil>

This Army Civilian Personnel Online "one stop" portal provides DA Civilians employment information, lists references and tools concerning human resources, and briefs on top initiatives. Some key categories under "references and tool" are benefits and entitlements, news, employee relations, and mobilization and deployment (see "Civilian Deployment Guide" and relevant messages and memorandums). Also at this Web site, the Civilian Personnel Office (CPO) library organizes and provides access to historical, legal, fiscal, and administrative records.

Logging onto <https://cpolrhpcpol.army.mil/CIVTRACKS> will provide access to the Army automated tracking system to account for Civilian employees supporting unclassified military contingencies and mobilization exercises. It is the employee's responsibility to submit deployment data (name, SSN, type of Civilian, operation name, dates) every time there is a change in duty location while deployed, including the initial move from the home station. Contact your unit Personnel Administrative Center (PAC)/CPO regarding specific questions.

Army G-1 [Deputy Chief of Staff]

www.armyg1.army.mil/civilians.asp

This Army Human Resources Web site offers timely and relevant information and resource links across the full spectrum of Army Components. DA Civilians and their Family members can link to deployment related Web sites, publications, and FAQs. The CPOL Web site provides more detailed deployment related information.

U.S. Army Corps of Engineers (USACE) Headquarters

www.usace.army.mil/CEHR/Pages/FamilyReadiness.aspx

The USACE prepares and processes their Civilian deployees and serves as the transition point as personnel deploy. This Web site link provides specific information that supports the deployee and their Family members. A deployment handbook is available which outlines the deployment process and related information. The local district's Emergency Operations Center (EOC) provides related information and can be accessed via the USACE Deployment Center (UDC) which is located in Winchester, Virginia, at the Transatlantic Programs Center (TAC): www.tac.usace.army.mil/deployment_center. The Civilian Personnel Advisory Center (CPAC) is particularly helpful for benefits formation and can be reached at 202-761-1885/1632. There are Web links to specific divisions/regions. A Family Readiness Coordinator can be reached for more information and assistance (202-761-4490 or 202-761-0308).

Army Material Command

www.amc.army.mil

This AMC headquarters Web site provides latest news releases and Civilian career related information and related contact information. The Civilian's home station/installation or sponsoring activity is responsible for providing deploying Civilians processing information and support. The CPOL and Army G-1 Web site have specific deployment related information.

Army Community Service (ACS)

www.myarmyonesource.com

ACS offers a blend of quality of life programs that provide support services, education, and information. Some key ACS programs are the Soldier and Family Assistance Center, Exceptional Family Member Program (EFMP), Army Family Team Building (AFTB), Army Family Action Plan (AFAP), Relocation Readiness, Financial Readiness, Employment Readiness, Survivor Outreach Services (SOS), Outreach for Waiting Families (e.g., Hearts Apart), and Emergency Assistance. The Family Advocacy Program addresses prevention of child abuse and domestic abuse, parent education, the New Parent Support Program (offering home visitation), stress/anger management classes, relationship support, and intervention services (e.g., victim advocacy, transitional

compensation). The Mobilization and Deployment, Operation READY training materials provide a range of information regarding the deployment cycle support process. Military Family Life Consultants (MFLCs) offer anonymous, short-term confidential support and situational counseling via licensed clinicians (e.g., Masters and Ph.D. level). They compliment other services by providing flexible outreach “on demand” to Soldiers, deployable DA Civilians, and Family members. Access is via MOS or locally through Family programs.

Army National Guard Family Program

www.jointservicesupport.org/fp

This Web site is a “one-stop portal” to find information on programs, benefits, and resources within the National Guard Family Program. There is practical information on ‘Family Readiness’ starting with ‘In Processing’ through to ‘Reunion/Reintegration.’ There is information on benefits, ‘Financial Support,’ and overviews of the various Family Programs. A ‘Resource Finder’ provides links to State Family Program Directors, Family Readiness Assistants or Specialists, as well as specific contacts for the Yellow Ribbon Team, Transition Assistance Advisor, Chaplain and related support.

Army Reserve Family Programs

www.arfp.org

The Army Reserve Family Programs Online is a one stop portal to get connected with the latest AR news, financial readiness information, employer resources, and related interactive tools. Important phone numbers and links are available for especially geographically dispersed Families via the Army Strong Community Centers (ASCCs). The AFRP Outreach and Support Center and Warrior and Family Assistance Center (WFAC) are also available to provide information and support (1-866-345-8248).

Army Behavioral Health

www.behavioralhealth.army.mil

This Web site has information for Soldiers/Civilians, their Families and the public on how to help Soldiers deal with the stress of war, and Q&A that help assess behavioral-health needs before, during and after deployments; Pre and post deployment health self assessments (PDHRA), post-traumatic stress disorder, and suicide prevention; Resilience Training (former Battlemind Training) and links to fifteen video resources covering a variety of topics that are helpful for Soldiers/Civilians, Family members, children and professionals (<http://www.resilience.army.mil>). *See also Comprehensive Soldier Fitness.*

Army Benefits Center – Civilian (ABC-C)

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

This website provides “automated benefits support to Army-serviced appropriated fund employees.” Web access is through the Employee Benefits Information System (EBIS), and an automated self-service telephone access is via the Interactive Voice Response System (IVRS). The IVRS does have an option to speak directly to a benefits counselor. Some of the services are in the following areas: Retirement, Thrift Savings Plan (TSP), Federal Employee Health Benefits (FEHB), and Survivor Benefits.

Army Center for Substance Abuse Programs (ACSAP)

<https://acsap.army.mil>

ACSAP develops, administers, and evaluates Army-wide alcohol and other drug prevention, education, and training programs. Provides training materials on substance prevention and related information. Under the tab “Drug/Alcohol Prevention Education,” there are a range of trainings on everything from alcohol to steroid use and other drug trends, as well as command tools. This Web site includes monthly and special campaign information and accompanying tools (articles, news releases, etc.) to support each theme (e.g., “protecting lives, saving futures,” “buzzed driving is drunk driving”). There are links to Employee Assistance, and the clinical/treatment program which is through the local Army Substance Abuse Program (ASAP).

[Army] Comprehensive Soldier Fitness

www.army.mil/csf

The Comprehensive Soldier Fitness (CSF) goal is to increase “total fitness” by ensuring that Soldiers and DA Civilians and their Family members have the opportunity to maximize available training time, by equipping them with the skills to become more “self-aware, fit, balanced, confident, and competent” in all aspects of their lives. It is designed to promote resilience to enhance skill and performance levels and strengthen Family and peer relationships. An initial online assessment, the Global Assessment Tool (GAT) is available to complete which provides links to related online trainings. Additional assessments are taken throughout the Soldier’s/Civilian’s career to monitor overall fitness —physical, emotional, social, spiritual, and Family.

Army Well-Being

www.armywell-being.org

This Web site champions “Well-Being” as a life style and career. The information is relevant to the “Total Army Family” providing news, information, and helpful “Resources” links. Assessment and recommendations regarding standard of living, health, careers, community life, and personal and Family life are available via registration.

Other Key Resources

American Red Cross

www.redcross.org

They provide rapid communication, and personal and financial assistance for emergency leave and disaster assistance available 24/7. Services via phone contact (1-877-272-7337), internet connectivity, and a Welcome Home guide for Families (1996) that addresses how to make a smooth transition when military members return home. A post deployment workshop is available (as of October 2008 in 16 states and WDC and is planned to all states by summer of 2009) entitled “Coping With Deployments: Psychological First Aid for Military Families” (via local chapter).

Center for the Study of Traumatic Stress (CSTS) and Uniformed Services University of the Health Sciences (USU)

www.centerforthestudyoftraumaticstress.org and www.usuhs.mil/psy/

The Center for the Study of Traumatic Stress conducts research as part of USU Department of Psychiatry and provides information on preparing and responding to and recovering from trauma. The “Resource” link provides for the public, fact sheets and other information on topics related to response and recovery from trauma and related events, and well-being issues. At this Web site or the USU site the *Joining Forces: Joining Families Newsletter* is available which reviews timely topics on family violence. Also available is the Courage to Care project which is a health promotion and deployment campaign that offers fact sheets for Families.

Courage to Care Courage to Talk

www.couragetotalk.org

The Child and Family Program (CFP) of the Center for the Study of Traumatic Stress (CSTS) conducts research on preparing and responding to and recovering from trauma, especially regarding military children and Families. Their educational campaign focus is to “facilitate and improve communication about war injuries between healthcare providers and families, as well as within the family itself” particularly when talking with children. Informational fact sheets and Q&A inform both Families and providers on tips and guidelines. They are also a part of the National Traumatic Stress Network and Uniformed Services University of the Health Sciences.

Chaplain and Unit Ministry Team

The Chaplains and the Unit ministry team offer counseling support, conduct training/ workshops on a wide ranges of issues, and serve as referral contact especially for Soldiers and Family members in distress (e.g., serve on crisis response teams). They also sponsor marriage retreats such as Strong Bonds (www.strongbonds.org) or Guard and Reserve Marriage Enrichment Seminars to help couples adjust with the challenges of deployment.

Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury (DCoE)

<http://www.dcoe.health.mil>

This DoD Web site brings together nine directorates and six component centers (e.g., Center for Traumatic Stress, Defense and Veterans Brain Injury Center, Deployment Health Clinic Center) through a collaborative global network to maximize opportunities for warriors and Families to promote resilience, recovery for TBI and psychological health and reintegration. They “oversee and facilitate prevention, resilience, identification, treatment, outreach, rehabilitation and reintegration programs for psychological health and traumatic brain injury.” This site provides a portal to a range of health issues (under Resource tab). Search for newsletter, “DCoE in Action” which highlights special topics.

Defense Finance and Accounting Service (DFAS)

<https://mypay.dfas.mil/mypay.aspx>

The MyPay Web site gives each Soldier and their Family access to information about the Service member’s money 24 hours a day from anywhere in the world. After signing up for a personal PIN number there will be a list of options from which to choose such as the ability to view and make changes to your account, printing and saving LES’s, viewing and printing tax statements, making changes to federal and state tax withholdings, updating bank accounts, electronic fund transfer information, and certificates of eligibility, plus “Hot Topics” with helpful, up-to-date information.

Department of Defense’s Military HOMEFRONT

www.militaryhomefront.DoD.mil

This official Department of Defense portal provides information for all Service members, Civilians and their Family members, service providers and leaders relevant to quality of life information, programs and services, and Family policy.

A social networking opportunity, “HOMEFRONT Connections,” can be accessed via the “QOL Resources” link or directly at

<https://apps.mhf.DoD.mil/frontconnections/hfc.html>.

Department of Veteran's Affairs

www.va.gov

The Web site operates a system of community based counseling centers providing readjustment counseling and outreach services to all veterans, and their Family members for military related issues. Information and booklets on VA benefits and programs for disabled veterans are available on their Web site. The Department of Veterans Affairs' publication entitled "Federal Benefits for Veterans and Dependents" can be accessed at http://www1.va.gov/opa/publications/benefits_book.asp. For detailed information on survivor benefits, visit the Veterans Affairs' Survivors Benefits Web site at www.vba.va.gov.

Deployment Health Clinical Center

www.pdhealth.mil/main.asp 1-877-877-3647

A DoD Web site, PDHealth.mil, was designed to assist clinicians in the delivery of post-deployment healthcare by fostering a trusting partnership between military men and women, veterans, their Families, and their healthcare providers to ensure the highest quality care. This site provides resource links under "Family and Friends."

DeploymentKids.com

www.deploymentkids.com

DeploymentKids Web site offers ideas for kids journaling, a time zone chart, and a distance calculator, among other things.

Faith-Based Community

Churches and faith-based organizations offer spiritual support within the local community.

Military.com

www.military.com/deployment

This Web site under the "Deployment Center" page and under the "Deployment and Family" link provides deployment related information for Military members and their Family members.

Military Family Life Consultant (MFLC)

Military Family Life Consultant offer anonymous, short-term confidential support and situational counseling via licensed clinicians (e.g., Masters and Ph.D. level). They compliment other services by providing flexible outreach and face-to-face counseling "on demand" 24/7 to Soldiers, deployable DA Civilians, and Family members. Access is via the installation Army Community Service, Military OneSource (www.militaryonesource.com) or calling 800-342-9647.

My Hooah 4 Health
www.hooah4health.com

U.S. Army health promotion and wellness Web site, Hooah 4 Health, is a health promotion partnership that allows individuals to assume the responsibility to explore options and take charge of their health and well being. Topics cover the personal-physical, material, mental, and spiritual-state of Soldiers, Civilians, and their Families as well as focusing on areas concerning the deployment cycle such as Soldiers returning from a combat zone and reintegration.

National Alliance on Mental Health (NAMH)
www.nami.org

This organization lists “easy-to-understand” information regarding mental illnesses describes treatment and recovery, and provides links to related resources. Informational topics examples include major depression, bipolar disorder, PTSD, suicide and more.

National Child Traumatic Stress Network (NCTSN)
www.nctsnet.org

The NCTSN is a unique collaboration of academic and community-based service centers whose mission is to raise the standard of care and increase access to services for traumatized children and their Families across the United States. Resources are available for Educators, Family Members, Mental Health and Medical Professionals with a specific section pertaining to and for Military Children and Families. Some of the topics include deployment-related stressors such as parental separation, Family reunification, and reintegration as well as welcoming home a parent who returns with a combat injury or illness, or of facing a parent’s death.

National Center for PTSD (NCPTSD)
<http://ncptsd.va.gov>

Information and resources to advance the clinical care and social welfare of U.S. Veterans through research, education, and training on PTSD and stress-related disorders are accessible for Veterans and their Families, and service providers. Key resources currently available: “Returning from the War Zone: A Guide for Families,” “Returning from the War Zone: A Guide for Military Personnel,” “Iraq War Clinicians Guide,” and “The New Warrior — Combat Stress and Wellness” video (i.e., video discusses actions that can be taken to prevent chronic mental health problems for Service members who have been exposed to combat and war zone-related stress). A range of related information can be found under the tabs “Mental Health Care Providers” and “Veterans and their Families.”

National Military Family Association (NMFA)

www.militaryfamily.org

Dedicated to providing information to and representing the interests of Family members of the uniformed services by providing extensive information for military Families and those who service them. Information and fact sheets are offered on a variety of deployment related topics, including Benefits for Survivors of Active Duty Deaths, and Resources for Wounded or Injured Service Members and their Families. Their newsletters, reports, and other publications are available.

National Suicide Prevention Lifeline

www.suicidepreventionlifeline.org

The National Suicide Prevention Lifeline is a network of crisis centers located in communities nationwide committed to the prevention of suicide. This organization provides confidential crisis support 24/7 by calling 1-800-273-TALK (8255), at no cost. Credentialed mental health professionals provide support for anyone experiencing emotional distress and also for their ‘loved ones.’ This Web site also offers guidelines and tips on when to get help and on related questions.

School Counselors

Counselors within the school system can assist your child with resources or issues especially if it is impacting their school work, attendance, and school relationships. Military Family Life Consultants (MFLCs) work closely with the installation school system.

[Suicidology Organization] American Association of Suicidology

www.suicidology.org

An education and resource organization dedicated to the understanding and prevention of suicide. Hosts conferences, provides various links to other Web sites as a source of further information regarding suicidology and mental health, and offers books such as the “SOS-Handbook for Survivors of Suicide” which is a pocket-sized, quick-reference booklet to help suicide survivors cope with grief.

Surviving Deployment

www.survivingdeployment.com

This Web site hosts a variety of information and resources for military Families which consists of an assortment of articles on deployments, listing of books, multiple links and resources for Families to include Military Family and Deployment Web sites, U.S. Armed Forces Web sites, news sites, and a section of deployment information and ideas just for kids.

[Veterans Affairs and DoD] afterdeployment

www.afterdeployment.org

It was designed by the Department of Defense and the Department of Veterans Affairs as an alternative to face-to-face counseling to decrease stigma and provide access to care to those who do not live near a Military Treatment Facility. This Web site was launched as a behavioral health portal to focus on “self checks” and online workshops which assists with understanding concerns related to post deployment, for all Service members/Civilians, Veterans, and their Families. The self checks topics include areas such as sleep, seeking spiritual fitness, dealing with depression, handling stress, and overcoming anger, etc.

Virtual Family Readiness Group (vFRG)

www.armyfrg.org

The vFRG provides the functionality of a traditional FRG in an ad hoc and on-line setting to meet the needs of geographically dispersed units and Families across all components of the Army. The FRG links deployed Soldiers, Families, FRG leaders, unit commanders, rear detachments, and other Family readiness personnel.

U.S. Army Public Health Command (Provisional)

<http://phc.amedd.army.mil>

The U.S. Army Public Health Command (USAPH) integrates select missions from the U.S. Army Center for Health Promotion and Preventive Medicine and the U.S. Army Veterinary Command. The mission continues to support optimal health promotion and wellness for all aspects of the changing Army community. Information applicable to Civilian Families includes fact sheets and personal stories and scenarios that can assist in making decisions about how to handle sensitive situations. Professional resources include Suicide Prevention training materials and resources, deployment health guides and information on other related health and safety topics.

U.S. Army Wounded Warrior Program (AW2)

www.aw2.army.mil

This Web site provides assistance to Families who have a Wounded Warrior toll-free 800-237-1336. This is the official U.S. Army program that assists and advocates for severely wounded, injured, and ill Soldiers/Civilians and their Families, wherever they are located. This site provides a wealth of information pertaining to the Wounded Warrior Program and opportunities that exist for the Wounded Warrior. It also offers multiple listings of links and resources available to the Wounded Warrior and Family members to include but not limited to “Career and Education Benefits”.

PART 8. Appendix

Army Acronyms

AAFES	Army and Air Force Exchange Service
ACAP	Army Career and Alumni Program
ACS	Army Community Service (provides a variety of Family support services to Soldiers, retirees, Civilian employees, and their Families; located on garrison)
ACOMs	Army Commands
AER	Army Emergency Relief
AFAP	Army Family Action Plan
AFTB	Army Family Team Building (a classroom and online training course for Families)
AKO	Army Knowledge Online
AO	Area of Operations
AOS	Army OneSource
APO	Army Post Office
AR	Army Regulation
ARC	American Red Cross
ARFORGEN	Model used to manage the operational commitments of the Army forces to prepare, reset, and train Soldiers, DA deployable Civilians, and Families who are faced with deployment in rapid succession.
ARNG	Army National Guard
ASAP	As Soon As Possible
ASSC	Army Service Component Command

AT	Annual Training
AUSA	Association of the United States Army
AVC	Army Volunteer Corps
AVCC	Army Volunteer Corps Coordinator
AW2	Army Wounded Warrior Program
AWOL	Absent Without Leave
BAH	Basic Allowance for Housing
BAS	Basic Allowance for Subsistence
BCT	Brigade Combat Team
BDE	Brigade
BN	Battalion
BOG	Boots on the ground
CAC	Casualty Assistance Center
CAO	Casualty Assistance Officer
CDC	Child Development Center
CDR	Commander
CDS	Child Development Services
CFS	Command Financial Specialist
CG	Commanding General
CNO	Casualty Notification Officer
CO	Company
CO	Commanding Officer
COLA	Cost of Living Allowance
CONUS	Continental United States
CPAC	Civilian Personnel Advisory Center

CPO	Civilian Personnel Office
CRC	CONUS Replacement Center (location DA Civilian report to for processing)
CYS	Child, Youth and School (CYS) Services
DA	Department of the Army
DCS	Deployment Cycle Support
DECA	Defense Commissary Agency
DEERS	Defense Eligibility Enrollment Reporting System
DFAS	Defense Finance and Accounting System
DI	Drill Instructor
DFMWR	Director, Family, Morale, Welfare and Recreation
DOB	Date of Birth
DoD	Department of Defense
DOR	Date of Rank
DRU	Direct Reporting Unit
DUSTWUN	Duty Status Whereabouts Unknown (casualty code)
EDS	Education Services
E-E	Emergency Essential employee: Incumbent of an overseas position or who would be sent overseas during a crisis situation; position ensures success of combat operations or support essential combat systems after mobilization, evacuation order, or other military crisis.
EFMP	Exceptional Family Member Program
ERP	Employment Readiness Program
ESGR	National Committee for Employer Support of the Guard and Reserve (an agency that provides assistance to Reserve and National Guard Soldiers who have problems with their civilian employers as a result of military training/deployment)
ETS	Expiration of Term of Service

FAC	Family Assistance Center (a centralized location for all Family resources that are needed when there is a large deployment, (natural and man-made) disasters, mass casualties, catastrophic events, and emergency situations — may operate 24 hours/day, 7 days/week)
FAP	Family Advocacy Program (assists with child and spousal abuse issues)
FCC	Family Childcare
FCP	Family Care Plan (a plan drawn up by the Soldier and approved by the unit commander to outline care of children when a parent is not available)
FM	Family Member or Field Manual
FMWRC	Family, Morale, Welfare and Recreation Command
FP	Family Program
FORSCOM	Forces Command
FRG	Family Readiness Group
FRL	Family Readiness Liaison
FRSA	Family Readiness Support Assistant
FTX	Field Training Exercise
FY	Fiscal Year
FYI	For Your Information
GFTB	Guard Family Team Building (a classroom and online training course for Families)
GO	General Officer
HHC/HHD	Headquarters & Headquarters Company/Detachment
HQ	Headquarters
HQDA	Headquarters, Department of the Army
HRC	Human Resources Command

IG	Inspector General
JAG	Judge Advocate General (the military's attorneys)
LES	Leave and Earnings Statement
KIA	Killed in Action
MFLC	Military Family Life Consultant
MIA	Missing in Action (casualty code for a Soldier who is not known to have been killed but is unaccounted for)
MOS	Military Occupational Specialty
MOS	Military OneSource (Web site)
MP	Military Police
MRE	Meals Ready to Eat
MTF	Military Treatment Facility
MWR	Morale, Welfare and Recreation
NAF	Non-Appropriated Funds
NCO	Noncommissioned Officer; any Soldier in the grade of E-5 through E-9
NCOIC	Noncommissioned Officer In Charge; usually the senior ranking Soldier in a group
NEO	Noncombatant Evacuation Operation
NG	National Guard; the state-funded reserve force
NLT	Not Later Than
NSI	Not Seriously Injured (casualty code)
OCONUS	Outside Continental United States
OMK	Operation Military Kids
OPSEC	Operational Security
OCO	Overseas Contingency Operations

PAO	Public Affairs Officer (responsible for clearing all interaction with the media)
PAC	Personnel Administration Center
PCS	Permanent Change of Station
PLT	Platoon
PM	Provost Marshal (police chief)
PMO	Provost Marshal Office
PNOK	Primary Next Of Kin
POA	Power of Attorney
POC	Point of Contact
POV	Privately Owned Vehicle
POW	Prisoner of War
PT	Physical Training
PTS	Post Traumatic Stress
PTSD	Post Traumatic Stress Disorder
PX	Post Exchange
QTRS	Quarters (living area)
R&R	Rest and Recuperation (a period of time given to Soldiers who are in a combat area; they may be permitted to return to the U.S. or another designated area)
RC	Reserve Component
RD	Rear Detachment
RDC	Rear Detachment Commander (an officer appointed and assigned on orders to act as the commander at home station during a deployment)
RDF	Rapid Deployment Force
RDOIC	Rear Detachment Officer in Charge

REG	Regulation
RFO	Request for Orders
RESET	Preparing for the next deployment, set the readiness conditions for both Soldiers and Civilians, and their Families
SBP	Survivor Benefit Plan
SDO	Staff Duty Officer
SFAC	Soldier and Family Assistance Center
SFPD	State Family Program Director (NG)
SGLI	Servicemen's Group Life Insurance
SLO	School Liaison Officer
SJA	Staff Judge Advocate
SI	Seriously Injured (casualty code)
SNOK	Secondary Next of Kin
SOP	Standing Operating Procedure/Standard Operating Procedure (a written document specifying how certain actions are accomplished; unique to each unit/installation)
SOS	Survival Outreach Services
SQD	Squad, a unit within a platoon
SRP	Soldier Readiness Processing (a process which begins when a unit is notified of pending deployment; consists of personnel, finance, medical and dental records review and examinations; and there is a similar process for DA Civilians)
SSN	Social Security Number
STACC	Short-Term Alternative Child Care (paid child care during unit/FRG-sponsored events)
TAC	Transatlantic Deployment Center
TDY	Temporary Duty
TRADOC	Training and Doctrine Command

TRICARE	Military Medical Health Plan
UCMJ	Uniform Code of Military Justice
UFRT	Unit Family Readiness Team
UMT	Unit Ministry Team
USACE	United States Army Corps of Engineers
USAR	United States Army Reserve
USARC	United States Army Reserve Command
vFRG	Virtual Family Readiness Group (Web site)
vSFAC	Virtual Soldier Family Assistance Center (Web site)
VA	Department of Veterans Affairs (administers and adjudicates all VA benefit claims; responsible for operation of VA Medical Centers; provides rehabilitation services for wounded Soldiers and bereavement counseling)
VFW	Veterans of Foreign Wars
VHA	Variable Housing Allowance; an additional amount given to Soldiers to offset the high cost of housing when living in non-military-supported duty locations (e.g., recruiters)
VSI	Very Seriously Injured (casualty code)
WIA	Wounded in Action
WIC	Women, Infants and Children program

Key Terms

Accompanied Tour	Tour of duty with Family members
Active Army	Soldiers on continuous active duty
Alert	Emergency call to be ready for further action
Augmentee	A Soldier who is assigned to one unit but temporarily attached to another unit during an emergency, exercise, or actual deployment
Battalion Care Team	A small group of trained volunteers who provide emotional support and practical assistance to a Family on short term basis
Caregiver	A person who takes care of one who cannot take care of themselves; may or may not be a Family member
Chain of Command	Leadership Structure
Chain of Concern	An informal self-help channel for Family members and others in an organization or unit.
Chaplain	Military minister, priest, rabbi, or pastor
Commissary	Grocery Store for military
Danger Pay/Hostile Fire Pay	Extra pay for duty in a hostile area
Deployment	Soldier or Civilian employee sent on a mission without Family members
Direct Deposit/Sure Pay	Soldier's or Civilian employee's guaranteed check to bank
Family Care Plan (FCP)	A written document that must be prepared by each dual-military Family and single parent and kept on file at the unit. The Family care plan specifies who has been designated to care for Family members when parents are mobilized or deployed, and includes necessary powers of attorney and other required authorization forms

FRG Key Caller	Family Readiness Group (FRG) volunteers responsible for calling a small group of assigned Families to relay information from command, notify about FRG activities, and call periodically to check on Family's welfare
FRG Leader	A volunteer assigned by the RDC to serve as a conduit for Family information, mutual support and concern
Hardship Tour	Unaccompanied tour of duty
Leave	Approved time away from duty (vacation)
Power of Attorney	Legal document permitting a person to act on behalf of another
Privacy Act	Privacy Act Law protects personal information. It defines when Federal Agencies can collect, store and release personal information, and requires Federal Agencies to inform people when their information will be collected, and for what use.
Rear Detachment Commander	Responsible for coordinating Family support and addressing Family needs
Resilience	The ability to grow and thrive in the face of challenges and bounce back from adversity
Separation Pay	Pay for unaccompanied duty
Telephone Tree	<p>A roster of unit personnel, their adult Family members, and their telephone numbers. The tree:</p> <ul style="list-style-type: none">• Usually begins with a primary unit POC and "branches out" to other personnel• Must be marked FOR OFFICIAL USE ONLY and include a Privacy Act statement

Time Conversion Chart

To learn the time where your deployed Civilian is stationed, first find the time where you live. Then read across under the location of the deployed Civilian. This will tell you the time at his/her location. For example, if it is 1900 hours (7:00 P.M.) for you in the Central Standard Time zone, then it is 0400 hours (4:00 A.M.) for your Spouse in SWA (Southwest Asia), or 1000 hours (10:00 A.M.) for your Spouse in Korea.

Korea	Hawaii	Pacific Standard Time	Mountain Standard Time	Central Standard Time	Eastern Standard Time	GMT	Germany	SWA
0100	0600	0800	0900	1000	1100	1600	1700	1900
0200	0700	0900	1000	1100	1200	1700	1800	2000
0300	0800	1000	1100	1200	1300	1800	1900	2100
0400	0900	1100	1200	1300	1400	1900	2000	2200
0500	1000	1200	1300	1400	1500	2000	2100	2300
0600	1100	1300	1400	1500	1600	2100	2200	2400
0700	1200	1400	1500	1600	1700	2200	2300	0100
0800	1300	1500	1600	1700	1800	2300	2400	0200
0900	1400	1600	1700	1800	1900	2400	0100	0300
1000	1500	1700	1800	1900	2000	0100	0200	0400
1100	1600	1800	1900	2000	2100	0200	0300	0500
1200	1700	1900	2000	2100	2200	0300	0400	0600
1300	1800	2000	2100	2200	2300	0400	0500	0700
1400	1900	2100	2200	2300	2400	0500	0600	0800
1500	2000	2200	2300	2400	0100	0600	0700	0900
1600	2100	2300	2400	0100	0200	0700	0800	1000
1700	2200	2400	0100	0200	0300	0800	0900	1100
1800	2300	0100	0200	0300	0400	0900	1000	1200
1900	2400	0200	0300	0400	0500	1000	1100	1300
2000	0100	0300	0400	0500	0600	1100	1200	1400
2100	0200	0400	0500	0600	0700	1200	1300	1500
2200	0300	0500	0600	0700	0800	1300	1400	1600
2300	0400	0600	0700	0800	0900	1400	1500	1700
2400	0500	0700	0800	0900	1000	1500	1600	1800

Quick References Sheet

Program/Service	Telephone #		Telephone #
AAFES Main Exchange		Hospital	
Ambulance/Fire/Police Emergency #		Emergency Room	
American Red Cross (local)		Hospital Operator	
Emergency Center		I.D. Card Section	
Animal Control		Information	
Army Community Service (ACS)/Family Readiness Center:			
Army Family Action Program (AFAP)			
Army Family Team Building (AFTB)			
Army Volunteer Program			
Employment Readiness			
Exceptional Family Member Program (EFMP)		Legal Assistance	
Family Advocacy Program (FAP)		Library	
Financial Readiness Program		Military One Source 24/7	800-342-9647
Information and Referral Program		Outdoor Recreation	
Mobilization and Deployment Program		Pharmacy	
Relocation Readiness		Poison Control	800-332-3073
Behavioral Health		Police/Sheriffs	
Civilian Personnel Advisory Center (CPAC)		Provost Marshal	
Chaplain 24/7		Public Affairs Office	
Chapels		School Administration Office	
Child Abuse Hotline Information & Referral (National Toll Free)	800-422-4453	Suicide Prevention Hotline	
Child Abuse/Neglect (County Reporting)		Taxi	
Child Abuse/Neglect (Military Reporting)		Transportation	
Child, Youth, and School Services		Unit Family Readiness Team (UFRT)	
Community Recreation		Vehicle Registration	
Commissary		Veterinarian	
Credit Reports:		Weather	
Equifax	800-525-6285		
Experian	800-301-7195		
TransUnion	800-680-7289		
Credit Union			
Domestic Abuse			
Education Center			
Electric Company			
Emergency Operations Center			
Family Child Care			
Gas Company			
Health Clinic			

Family Deployment Criteria—Checklist

Source: This checklist is adapted from Appendix D, of the DA Pamphlet 690-47, Department of Army DA Civilian Deployment Employee Deployment Guide.

There are things that a Family should check on and know about before an individual deploys anywhere. Army Community Services recommends the following: *Complete the checklist and write in information as appropriate.*

A. MEDICAL.

Yes	No	N/A	
			Are immunizations for each member of the Family up to date?
			Where are the health and dental records for each member of the Family?
			Who is contacted if medical assistance is needed?
			Where are your civilian medical insurance policies?
			Are Family members briefed on procedures for filing medical insurance claim forms?

B. FINANCE.

			Will there be money immediately available on a continuing basis during your absence?
			Is there an allotment to be sent to the Family or bank, or have you initiated direct deposit?
			Will the allotment or direct deposit provide for all the necessities to maintain a household?
			If the Family plans to move away from the area during the deployment, is there money for this move?
			What types of accounts does the Family have and with what banks?
			Where are the bank books and account numbers?
			Does the Family have a safety deposit box? If so, where are the box and key located?
			Are all credit card numbers written down and in a safe place? What are the companies' numbers and addresses in case of loss or theft?
			Is your spouse prepared to take complete control of the bank accounts?
			What payments must be made when and to whom (account number, address and phone number) for the following:
			Mortgage/rent.
			Telephone.
			Water and sewage.
			Electricity.
			Trash.
			Insurance.
			Taxes.
			Gas (home heating/cooking).
			Credit cards.
			Other debts (auto payments, furniture, and so forth).
			Childcare.
			Investments.

Family Deployment Criteria—Checklist, continued

B. FINANCE., CONT.

Yes	No	N/A	
			Who is contacted and how long does the Family wait if the allotment or direct deposit doesn't arrive? Give the check 3 or 4 days to arrive after the normal time; then
			Contact the civilian pay section of the nearest Army installation or the Army Community Services/Family Support Coordinator if the check still has not arrived.
			Do U.S. savings bonds have payable on death (POD) designation?
			C. TRANSPORTATION/AUTOMOBILE.
			Is your spouse familiar with the maintenance and other responsibilities of the automobile?
			What is the name and address of the company holding the lien?
			Where is the vehicle's title? Is the registration of a copy in the vehicle? Is it in both names?
			Is the vehicle insurance in the car with the registration or a copy of the registration?
			Is your spouse insured to drive the vehicle?
			When is the renewal date for the license plates and safety inspection?
			Does your spouse have a valid driver's license and when does it expire?
			Is a duplicate set of keys available? Where?
			Is your spouse able to make emergency repairs on the car if the situation arises (overheating, flat tire, dead battery and so forth?)
			If your spouse doesn't have a vehicle or is not licensed to drive, what transportation arrangements have been made?
			Who can be called for emergency transportation?
			D. HOUSING.
			Does your spouse know where and how to use the following: The electrical control box (fuse/circuit box)
			The water control valve for shutting off the water in case of an emergency (broken/leaking pipe).
			The gas control valve for shutting off gas in case of an emergency (leaking pipes or a fire).
			The name and telephone number of someone to call in case repairs are needed.
			Does the Family have a duplicate set of house keys?
			Does your spouse know where warranties/service contracts are kept on all major appliances?

Family Deployment Criteria—Checklist, continued

E. LEGAL/ADMINISTRATIVE.

Yes	No	N/A	
			Are the Family members' identification (ID) cards up to date? (OCONUS)
			Where and how are ID cards replaced if one disappears?
			Does your spouse have power of attorney to take necessary action on important Family matters in your absence or on any special situation expected to arise?
			Have you made provision for unresolved matters (for example, pending adoption, property settlement, and so forth)?
			Where are the powers of attorney kept?
			Does the Family have a copy of everyone's birth certificate?
			Does your spouse have a copy of your marriage certificate?
			Does your spouse know your social security number?
			Are there copies of any adoption papers, divorce decrees or court orders awarding custody of children? If so, where are they kept?
			Are provisions made for guardianship of minor children?
			Does everyone in the Family above age 2 have a social security number?
			Does your spouse have copies of Federal and State tax records?
			Where are the insurance policies kept?
			Are Family members aware of Government benefits/entitlements?
			Does your spouse know where the stocks, bonds, or securities are kept?
			Does your spouse know where all deeds to land the Family owns are?
			Have you prepared an inventory of all personal and real property assets?
			Are all important papers safeguarded?
			Do both you and your spouse have up-to-date wills? Where are they kept?
			Do you have a burial plan? What Family members/close friends are aware of your wishes?
			Checklist of important documents that should be available during your absence:
			Current identification cards (if applicable).
			Marriage certificate.
			Divorce decrees.
			Automobile tag/registration.
			Wills/burial plan.
			Powers of attorney.
			Insurance policies (auto, life, home, health, etc).

Family Deployment Criteria—Checklist, continued

E. LEGAL/ADMINISTRATIVE., CONT.

Yes	No	N/A	
			Checklist of important documents that should be available during your absence:
			Adoption papers.
			Letters of naturalization.
			Passports.
			Immunization records.
			Unit/organization Family support handbook.
			Bank books, savings accounts, credit union accounts, loan accounts.
			Copy of housing lease/mortgage.
			Stocks, bonds, and other securities.
			Credit cards, installment contracts, debts, and bills of sale.
			Federal and State income tax records, real estate and personal property tax records.
			A recent Standard Form 50 from your employment records.

The Families of Deployed Civilians should always know emergency telephone numbers for the ambulance, police, fire department, poison control center, and Family practice clinic or doctor. They should also know your specific work organization, your supervisor's phone number, a point of contact in the civilian personnel office, and a number for the local Army Community Services office.

**What
are
they?**

Fixed expense: Any monthly payment that is the same amount each month
Flexible expense: any monthly payment that is a different amount each month
Occasional expense: a payment made occasionally, such as every few months or once a year

Description of Expenses—Fixed, Flexible, or Occasional

Categories	Fixed	Flexible	Occasional
Taxes	Federal, State income taxes	Property, car registration fees	Additional Federal, State income taxes
Savings & Investments	Monthly allotments or deposits, U.S. Savings Bonds	Extra savings	Tax refunds, manufacturer's rebates
Housing	Rent, mortgage payment, association fees	Repairs, supplies, maintenance	Major improvements/repairs
Utilities	Sewer, cable, trash	Phone, heat, electricity, water	Set-up/disconnect fees
Food	School lunches	Groceries, meals eaten out, school/work lunches	Holiday entertaining, parties
Transportation	Car, lease payment, bus/train, fares for commuting	Gas, maintenance, parking, transportation fees	Major repairs, tires, license
Health/Dental	Braces	Payments for care, medication	Eyeglasses
Debt Payments	Student loans, installment credit	Credit cards	
Clothing		Daily clothing, uniforms, work/school clothes, dry cleaning	Special occasion clothes
Personal Care		Cosmetics, toiletries, hair/nail care	
Alimony, Child Support	Monthly payments		
Education	Tuition	Tuition, books, activity fees	Subscription for magazines/newspapers
Travel, Entertainment	Monthly savings for vacations	Video rentals/purchases; music CDs, cassettes; tickets for movies, plays, concerts; hobby expenses; gambling; liquor; tobacco, etc.	Vacations
Child & Elder Care	Monthly, weekly payments (day care, nursing home)	Baby-sitting	
Gifts & Charitable Contributions	Monthly/weekly payment (church collections, etc.)	Donations to charities	Birthdays and Holidays
Insurance	Premiums for SGLI, life, health, disability, auto, renter's/home owner's		Umbrella liability insurance

My Monthly Expenses—Fixed

INSTRUCTIONS: Record what you spend in each column, then total the columns at the end of each month.
Note: Many of your fixed expenses may be in the form of allotments. ()'s note placement of figures on My Money Workout Plan.

ITEM	AMOUNT	TOTALS
Savings:	=	(a)
Income Taxes:		
Withholding Income Tax—Federal		
Withholding Income Tax—State		
Social Security Tax (FICA)		
Medicare (FICA)	=	(b)
Housing: Rent/Mortgage		
Monthly Payment		
Insurance		
Taxes	=	(c)
Utilities:		
Trash		
Sewer		
Cable	=	(d)
Automobile:		
Loan Payment		
Insurance	=	(e)
Health/Dental:		
Insurance Premium		
Payment for Care	=	(f)
Child Support/Alimony:	=	(g)
Credit Payments:		
Installment Loan		
Other	=	(h)
Life Insurance:		
	=	(i)
Other:		
	=	(i)
TOTAL MONTHLY FIXED EXPENSES		(k)

100

100

100

100

100

My Monthly Expenses—Occasional

INSTRUCTIONS: Some expenses only occur once in awhile. These bills are easier to pay if you plan ahead. Fill in your estimate for these occasional bills under the month they are due. If you find a lot of payments due around the same time of year, you can usually have the payment date changed for some for these bills. Your large payments will then be more evenly spread out over the entire year. Once you know the total occasional expenses for the year, you can divide the total by 12 months to see how much you will need to set aside each month to cover your occasional bills.

Expenses	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL	
Taxes: Property														
Income														
Insurance: Auto														
Homeowners														
Life														
Health														
Disability														
Auto license														
Auto servicing & tires														
Education: Fees /Books														
Dues Subscriptions														
Vacation														
Birthdays & Holidays														
Moving Expenses														
Other:														
TOTAL YEARLY OCCASIONAL EXPENSES:														
TOTAL ESTIMATED MONTHLY OCCASIONAL EXPENSES (YEARLY EXPENSES DIVIDED BY 12):														

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THIS MATERIAL MAY BE REPRODUCED FOR ARMY FAMILY PROGRAM USE.

Getting prepared — Staying prepared

