

Senior Leader Spouse Guide

Written For Spouses By Spouses

June 2022 v2



Army Medicine is Army Strong!

Conserving the Fighting Strength Since 1775



"... We directed leaders to focus on developing deep inter-personnel connections at the lowest levels so they better know their teammates. Each individual Soldier or Army Civilian has a teammate, a family, and a leader. By establishing a connection between these key individuals in their lives, we establish a "Golden Triangle" around our people. If those connections exist, someone in the triangle will likely know if one of our teammates is struggling."

40th Chief of Staff of the Army,
General James C. McConville
"This is My Squad" initiative

Dedication:

To the spouses who are the oftentimes the unsung hero serving quietly along their Soldier, we hope this guide provides information to help facilitate your transition as part of the team before, during, and after command.

Acknowledgements:

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

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The Strength of the Military Spouse

Military spouses rise
to every single occasion.
They make a house a home,
while following their service member
around the nation.
They sacrifice their careers,
and become volunteers.
Military life tends
to tear them down,
but if forces them to be strong,
to get back up,
and straighten their crown.
They are the glue
that holds the family together.
They are the ones
with a forced smile,
no matter the climate or weather.
They reassure their children,
as they countdown each day.
that their Soldier is safe,
and will be back soon to play.
They are usually one
Murphy's Law away from breaking,
but they find the strength within
to keep on walking.
Military spouses are brave,
resilient, ambitious, and strong.
God bless them all today,
and all year long.

-Wendi Iacobello

Chapter 1

Welcome

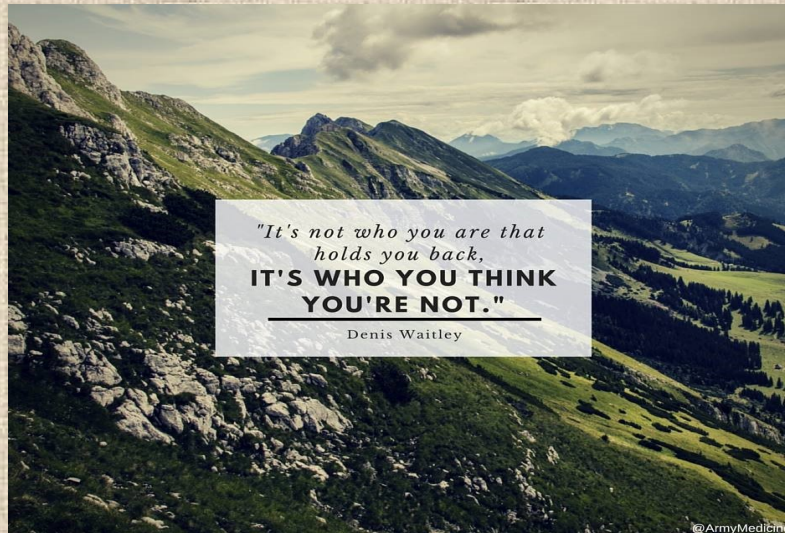
Congratulations on your new role as the Spouse of a Senior Leader!

Are you ready? Since your Spouse is a Senior Leader, whether a General Officer (GO), Colonel (COL), Lieutenant Colonel (LTC), or Command Sergeant Major (CSM), you have an opportunity to make a real difference for Soldiers and Families. In the process, you will be an asset to your Spouse as part of the “Golden Triangle”, the cohesive team around a Soldier - comprised of a leader, family, and friends - that provides them continuous assistance.

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

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

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



The path you are about to take may be exhausting as well as exhilarating. You'll learn new insights and gain tools to keep you from burning out. Your time management may be tested over and over again. You may also use the SLS experience to step out of your comfort zone and acquire new skills.

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

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

Chapter 2

Mission & Vision

A GOAL properly set



Is HALFWAY reached

Zig Zigler

SLS MISSION STATEMENT:

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

SLS VISION STATEMENT:

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



Army Medicine Mission and Vision



Mission:

Provide ready and sustained health services support and force health protection in support of the Total Force to enable readiness and to conserve the fighting strength while caring for our People and their Families.

Vision:

The Army Medicine of 2028 is ready, reformed, reorganized responsive, and relevant, providing expeditionary, tailored, medically ready and ready medical forces to support the Army mission to deploy, fight and win decisively against any adversary, anytime and anywhere in a joint, multi-domain, high-intensity conflict, while simultaneously deterring others and maintaining its readiness posture.

The Army Medicine Enterprise:

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

“
IT’S AN EXCITING TIME TO BE IN THE
ARMY MEDICAL DEPARTMENT. IT’S A TIME
OF CHANGE, IT’S A TIME OF GREAT
PROGRESS, AND IT’S A TIME OF
UNPRECEDENTED SUCCESS.

ARMY SURGEON GENERAL LTG R. SCOTT DINGLE

Army Medicine Campaign Plan

READY: Taking care of people, our Soldiers and our Families is the core of our readiness. Army Medicine will maintain individual, unit and equipment readiness. Units will have high-intensity, mission-focused training, maintain capable and reliable equipment and develop competent leaders of character. Army Medicine readiness directly enables a more lethal force.

REFORMED: Army Medicine reforms as mandated from Congress through NDAA FY17 and beyond as part of the larger Military Health System Transition.

REORGANIZED: Army Medicine effectively and efficiently reorganizes, in accordance with the reform requirements, and Army Senior Leader Directives, in order to remain nested with Army mandates and transformation.

RESPONSIVE: Army Medicine becomes more tailored and expeditionary through reorganization, able to support multi-domain operations with Army Health Systems synchronized across the battlefield.

RELEVANT: Army Medicine must change at the speed of relevance. Relevance involves modernization of key capabilities, innovation of operational concepts, advancement of technology, and integration with interagency. Expanded alliances and partnerships with deepened interoperability are also necessary to meet the shared challenges of our time.



Army Medi-

cine is Army

Strong!

Chapter 3

What's In It For Me?

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

Getting the Feel Good:

Chances are if you married a Soldier, you have great respect and care for all Soldiers. The step to becoming an SLS brings opportunity for supporting Soldiers and Families at a new level. By nature of being a SLS, you automatically assume a role of mentor and/or advisor to many. Whether you know it or not, you will be viewed in this light. Use this time to make a difference and advocate for Soldiers and Families. We encourage you to reach down to our younger spouses—they bring an incredible insight of what is needed and effective in building connections. Strive to be a good listener and to be observant in order to gather information and trends and to pass along these observations. You are a crucial link in passing information to Families within your Spouse's Command.

The Marriage Partnership:

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

New People New Experiences:

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

Gaining New Skills:

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



*At the end of the day,
it's not about what you
have or even what
you've accomplished.*

*It's about who
you've lifted up.
Who you've
made better.*

DENZEL WASHINGTON



Chapter 4

Who Am I?

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

-Anna Quindlen *Loud and Clear*

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



Your Personality:

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

Your Talents and Skills:

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

Chapter 5

Taking Care of Yourself

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

Develop Good Health Habits:

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

Learn How to Relax:

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

Command Team Transition:

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

The Reach Out:

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

- Parents: School info is critical and most of us find the school before the house! Sharing this with the kids to get them excited keeps them in the loop and makes them feel part of this journey.
- If pets are part of the Family, locate the post veterinary clinic. If there isn't one, Google or ask others for a referral. You may also have to register your pet on post and in the county. You do not want to **NEED** a vet before you have one! *Some moves OCONUS will require quarantine or very specific requirements for our furry Family members. If you get this information in a timely manner your veterinarian can help you avoid some pretty stressful issues!
- Discuss your role with your spouse. This is your spouse's command and they will have thoughts on how they see your role. At the same time, you will have your own thoughts. It is very important to be in agreement.

Some thoughts:

 - Amount of time you can dedicate.
 - Expectations of involvement in Unit/Community.
 - Representation of the Command.
 - Sharing of personal contact information.
 - "Me" time is simply that – no exceptions!
- Arrival to installation and prior to CoC ceremony:
 - Locate and review the CoC/CoR and reception locations .
 - Attend CoC rehearsal.
 - Photographer (protocol typically records/photographs ceremony)

First 30 Days Following CoC/CoR:

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

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

60 Days In:

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

90 Days In:

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

Important Contacts:

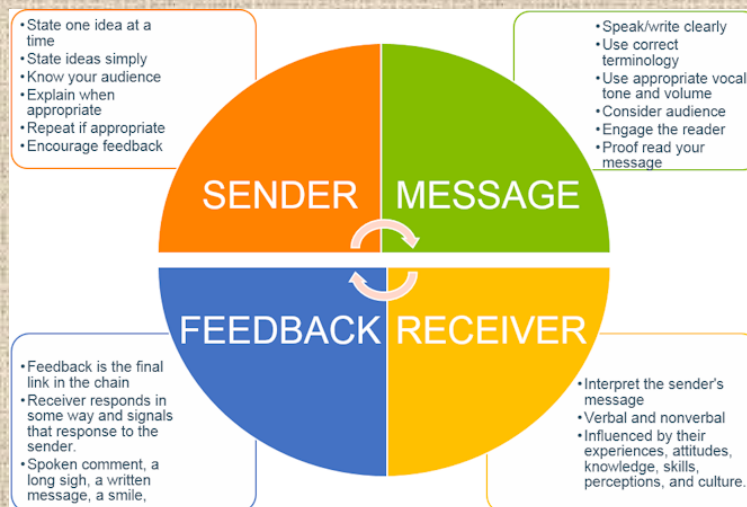
- Staff Judge Advocate (SJA)
- Public Affairs Office (PAO)
- Operation Security (OPSEC)
- Army Community Services (ACS)
- Morale, Welfare and Recreation (MWR)
- Child, Youth, and School Services (C&YSS)
- Military OneSource (MOS)
- Army OneSource (AOS)
- Garrison Command
- Military Police (MP)
- Spouse's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

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

Chapter 6

Effective Communication

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



Written Communication:

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

Examples of Reaching Large Groups:

- Newsletters
- Informational packets
- Broadcast e-mails
- Blogs, or unit websites
- Zoom
- Microsoft Teams
- Twitter
- Facebook
- Free Conference Call

More Personal:

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

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

SLS Biography Sample:

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

- Demographics
- Spouse
- Town where you currently live. Do not mention where you were born
- Family (do not mention the names of any children you may have)
- Work
- Education
- Experiences
- Volunteerism
- Family Readiness activities
- Committees
- Credentials
- Publications
- Presentations
- Honors and awards
- Hobbies and outside interests
- Personal philosophies
- A goal that you may want to accomplish (i.e., be an advocate for Families, provide cohesive units)

SLS Biography Sample:

Cheyenne Smith attended State University of New York College at Cortland, graduating with a Bachelor of Arts degree. After graduating from college in 1982, Cheyenne married her husband Stephen and began her career as a military spouse while her husband attended medical school.

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

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

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

Cheyenne has been married twenty-eight years to a "Doc" in the Army. They have two children. Cheyenne enjoys reading, cooking and baking, photography, running, and most of all, spending time with her Family.

SLS Autobiography Sample:

Julia Chan

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

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

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

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

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

Verbal Communication:

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

Speaking to Soldiers and Families:

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

Balanced Listening and Speaking:

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

**“NOTHING IN LIFE IS
MORE IMPORTANT
THAN
THE ABILITY
TO COMMUNICATE
EFFECTIVELY.”**

-- Gerald R. Ford --

Introductions:

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

Groups:

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

Example:

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

Individuals:

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

Special Situations:

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

Pocket Speech:

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

Nonverbal Communication:

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



Getting Ready For An Interview

Research:

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

Prepare:

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

Remember:

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

TV Interviews:

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

Radio Interviews:

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

Print Interviews:

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

Phone Interviews:

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

Media Interviews:

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

Interview Dos:

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

Interview Don'ts:

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

When Engaging the Media follow the B's

Be Yourself - Avoid technical jargon and fancy language.

Be Personal - Use stories and anecdotes.

Be Brief - Keep it short and simple.

Be Attentive - Concentrate and listen to questions.

Be Human - Use humor, if appropriate.

Be Energetic - Use gestures, facial expressions and body language.

Be Comfortable & Confident - Relax, remember you're the Subject Matter Expert

Be Honest -

- If you don't know - don't say it.
- Don't use "No comment" ("I don't know" is OK.)
- Credibility is crucial.

Be Committed & Sincere - Speak convincingly



Chapter 7

Building and Protecting Your Support System

One of the most important steps you can take as a military spouse is building your support system. Your travels may take you around the world and have you connecting with some amazing people who will support you in your journey. While it might happen naturally over time, we recommend being proactive when it comes to establishing your support system.

Build your support system in tiers: locally, in your community and organization, around the installation, and nationally and globally. It always helps to have a quick reference to a community that can physically or virtually support you so you can reach out to a resource when you need it. These are just a few examples (Credit to Air Force THRIVE Guide Dec 2021 for verbiage and chart):

NATIONAL

Includes: Military OneSource, Blue Star Families, National Resource Directory, Red Cross

Offers: Emotional support, Information and Resources, Mentorship, Counseling Services, Financial Services, PCS Support

INSTALLATION

Includes: Community Support Coordinator, School Liaison Office, Spouses Club, Chapel Programs

Offers: Family Information and Resources, Logistical Support, TDY Support, Deployment Support, PCS Support, Financial Support,

ORGANIZATION

Includes: Key Spouses, Commanders & First Sergeants, Spouse Social Groups

Offers: Information and Resources, Emotional Support, Logistical Support, Friends

COMMUNITY

Includes: Neighbors, People in the Local Community, Books, Blogs, Podcasts

Offers: Shared Experiences of Others, Emotional Support, Logistical Support, Friendship



Social Media:

- Be mindful of OPSEC and above all else, protect your personal life - especially your spouse who is in command. If you join a social media group - to include your spouse's unit - when you see gossip or negative comments - please do not respond. Take the information back to the command and allow them to respond with a professional statement if required. Not everything deserves a response. If it does, the command's response is always the best way to handle this. Try not to allow yourself to have an emotional response to any situation - not just social media.
- Nothing is private. It is important to remember that everything you post, share, comment on, and promote online can easily be made available to the public.
- Your posts are searchable. Sites like Twitter, Facebook, and LinkedIn have enhanced their search features to promote trending topics and issues. This means that your content has become more searchable by a greater number of people inside, and out of, your network, enhancing the opportunity for something you thought was long gone can suddenly resurface.
- Your reputation is your greatest asset. You will have ample opportunities to express your values, beliefs, and service through in person and online conversations and behavior. If your activities online go against what you tell in person, the people around you could lose trust in you.

(Military.com <https://www.military.com/veteran-jobs/career-advice/9-reasons-to-be-careful-about-what-you-post-online.html>)

Operations Security (OPSEC):

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



Compromise:

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

Insignificant Information:

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

Critical Information:

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

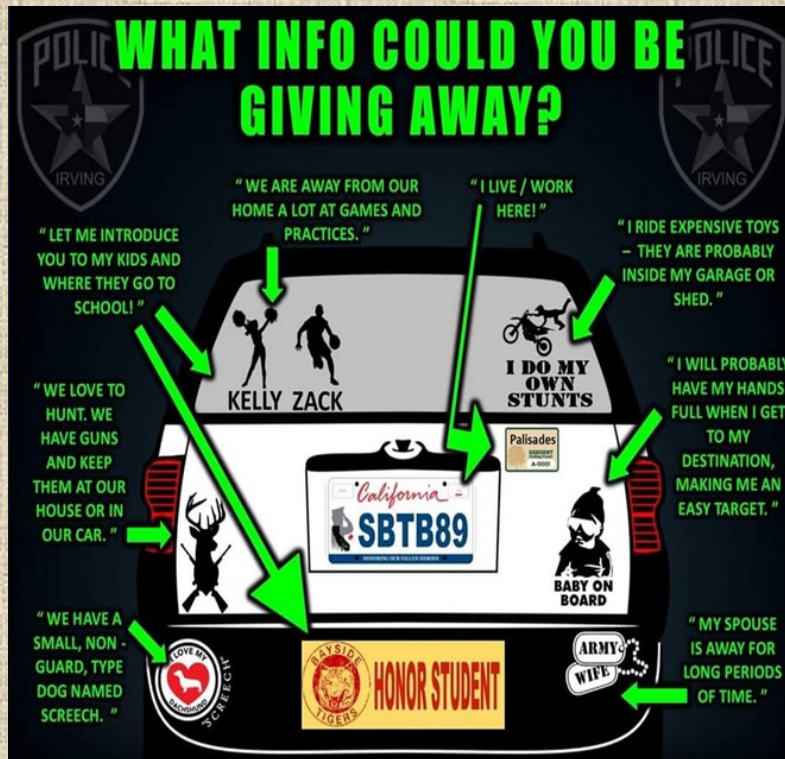


Online Security and Safety:

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

Protect Your Privacy and Security:

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



Computer and Online Security:

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

Report Cyber Crime:

If you believe you have been a victim of an Internet-related crime, you can file a report with these government authorities:

- The Internet Crime Complaint Center (IC3) refers Internet-related criminal complaints to federal, state, local, or international law enforcement.
- EConsumer.gov accepts complaints about online and related transactions with foreign companies.
- The Department of Justice (DOJ) helps you report computer, Internet-related, or intellectual property crime to the proper agency, based on the scope of the crime.



Phishing and Vishing:

Phishing:

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

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

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

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

Vishing:

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

Force Protection Conditions (FPCON)

FPCONs describe security measures that are implemented at military installations in response to various levels of terrorist threats. Military Commanders adjust FPCONs as necessary to respond to the local threat environment.

Normal

There is a general threat of terrorist activity that warrants a routine security posture, including access control all DoD installations.

Alpha

There is an increased general threat of possible terrorist activity against personnel or facilities. The nature and extent of the threat are unpredictable.

Bravo

There is an increased and more predictable threat of terrorist activity. Security checks will increase, and it may take time to get around the installation because of more searches and inspections.

Charlie

An incident has occurred or there is intelligence suggesting some type of terrorist action targeting against personnel or facilities. You may see more patrols around the installation. 100% ID card check at gate and certain facilities is required.

Delta

A terrorist attack has occurred in the immediate area, or intelligence has been received that terrorist action against a specific location or person is imminent. A 100% ID card check at gates and certain facilities is required. Entry onto installations may be limited to essential personnel.

DELTA	Localized, specific terrorist threat or attack.
CHARLIE	Imminent threat of terrorism.
BRAVO	Increased and predictable threat of terrorism.
ALPHA	Possible threat of terrorist activity.
NORMAL	No known enemy or threat.

Health Protection Conditions (HPCON)

Commanders review and update the HPCON based on the risk level in the local community and in cooperation with local, state, or host nation guidance. Commanders and public health personnel use HPCONs to guide specific actions you can take in response to a health threat.

0

Routine

No community transmission / normal operations

Alpha

Low

Low COVID-19 community level risk in the county in which the installation is located.

Bravo

Moderate

Medium COVID-19 community level risk in the county in which the installation is located.

Charlie

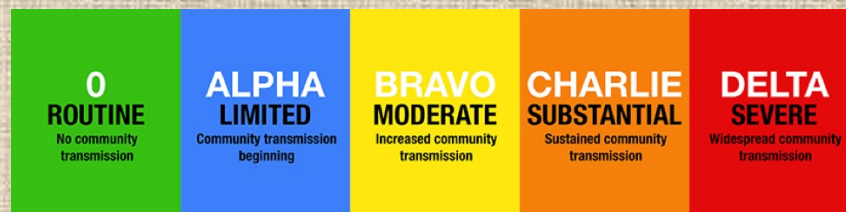
High

High COVID-19 community level risk in the county in which the installation is located.

Delta

Severe

High COVID-19 community level risk with degraded availability of medical countermeasures and substantial loss of medical capabilities.



Online Resources

SCAM Related Websites:

- Staying Alert to Disaster-related Scams <https://www.consumer.ftc.gov/features/dealing-weather-emergencies#stayingalert>
- Before Giving to a Charity <https://consumer.ftc.gov/articles/giving-charity>
- Using Caution with Emails Attachment <https://www.us-cert.gov/ncas/tips/ST04-010>
- Avoiding Social Engineering and Phishing Attacks <https://www.us-cert.gov/ncas/tips/ST04-014>

Social Media Related Websites:

- Staying Safe on Social Networking Sites <https://www.us-cert.gov/ncas/tips/ST06-003>
- Plessas - Introduction to OPSEC - Social Media Audits <https://tsba.net/wp-content/uploads/2018/04/PLESSAS.pdf>

OPSEC Facebook Resources

- Army Operations Security (OPSEC) Facebook page <https://www.facebook.com/usarmyopsec/>

Traveling:

- U.S. State Department Smart Traveler Enrollment Program (STEP) <https://step.state.gov/>
- Electronic Foreign Clearance Guide <https://www.fcg.pentagon.mil/fcg.cfm>
- USPS Hold Mail Service <https://www.usps.com/manage/hold-mail.htm>

OPSEC Guides:

- 1st IO "OPSEC A Guide for Family and Friends" <https://www.usace.army.mil/Portals/2/docs/Careers/OPSEC-A%20Guide%20for%20Families%20and%20Friends.pdf>
- USMC OPSEC Family Guide <https://www.mcieast.marines.mil/Portals/33/Documents/OPSEC/MCIEAST-OPSEC-Family-Guide.pdf>

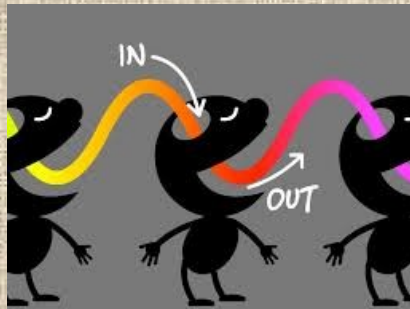
Chapter 8

Involvement

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

Communicate:

You can help keep the flow of information moving to those who want and need it. Some things you can do to achieve this is ask questions, listen to Families, Family Programs staff, and Soldiers. You can send emails or notes of encouragement to Families or participate in SLS teleconferences.



Attend:

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

Network:

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

Contact membership organizations such as Association of the US Army (AUSA) and National Military Family Association (NMFA). SLS groups provide a wealth of information on many relevant topics. Ask friends not affiliated with the military to provide contacts, ideas and opportunities.



Volunteer:

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



Involvement In Special Situations

Deployment:

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

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

“

A LEADER
IS SOMEONE WHO
DEMONSTRATES
WHAT'S POSSIBLE.

- Mark Yarnall

”

Self Care:

The second most important thing is to take care of you. If you're burned out from doing it all yourself, you aren't helping anyone. Relax! Take time for yourself. Efficiency studies have proven that managers who work long hours and/or skip vacations are no more (and sometimes less) productive than their counterparts. Refer to Chapter 5 on taking good care of yourself.

Your Role:

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



Listen:

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

Empowering Families:

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



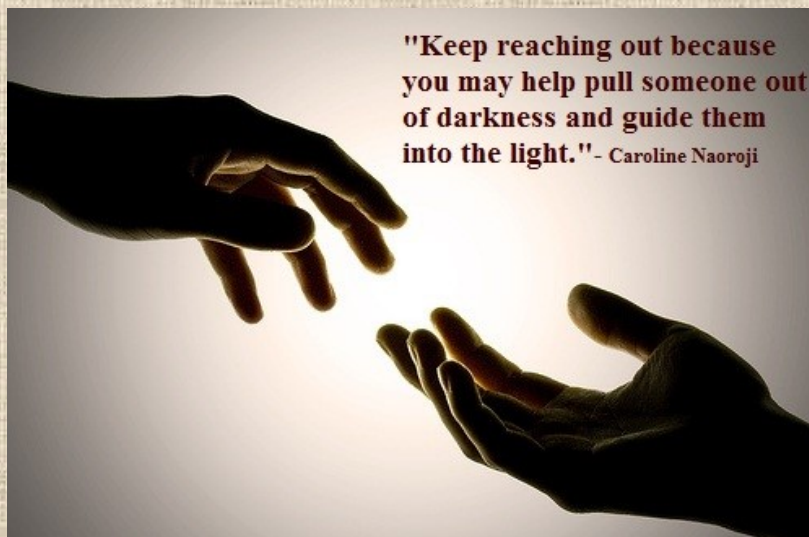
Incoming Spouse:

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



Possible Subjects To Discuss:

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



Legal Reviews and You:

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



The Joint Ethics Regulation (JER) DoD 5500.7:

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

Chapter 9

Protocol

The Army is an organization steeped in rich tradition. To service members, military protocols, procedures, and customs are second nature. For Army Spouses, no protocol courses exist to indoctrinate them into the myriad of military functions. Instead the training comes from the plethora of regulations, policies, guides, and websites.

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

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

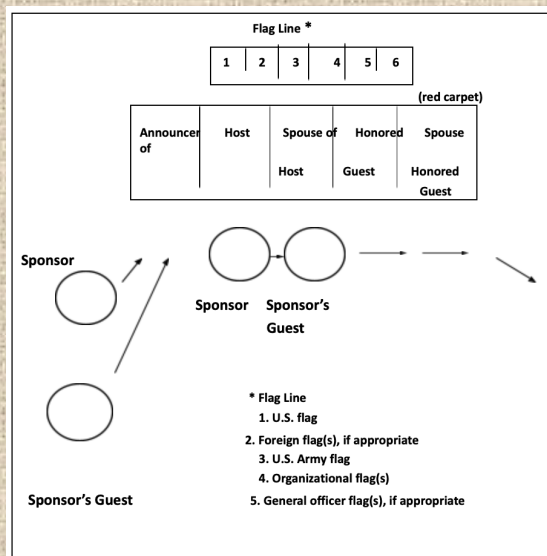
Change Of Command/Responsibility:

This is when the outgoing Commander officially passes the unit colors to his successor. At the beginning, Ruffles and Flourishes is played if it's for a GO. The band plays it once for each star he or she has. That's followed by the "General's March" which might end with a cannon salute. You will stand for all of this. You also stand as the Colors pass in review (see Flag Etiquette). You always stand for the playing of the Army Song. You'll know the ceremony is over when the official party has left. If you are the spouse of the incoming or outgoing Commander, you should stand when you are receiving gift/flowers during the ceremony.

Also, keep in mind that attending these events (Change of Command/ Responsibility, town halls, and community information forums) will foster community and network building. Building relationships with those who are sharing your journey is important. Additionally, you may have the opportunity to provide mentoring and advice. If you are a guest during this event, be sure you welcome the incoming Commander and his Family as well as say good-bye to the outgoing Commander and his Family.

Receiving Line:

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



Dining-In:

This is a formal dinner for the members of the unit. Spouses are not invited. Its purpose is to celebrate the unit's successes and heritage. Everything that occurs during the evening follows old Army traditions and customs. This is appropriate because brothers and sisters in arms need to celebrate their unique relationship. Dining-In is reserved for military members only however civilians may be included when they work in the unit.

Dining-Out:

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

Dress for the Occasion:

Here you will find examples of the most common dress categories as well as clothing and events is typically determined by the host, current fashion, local customs, time, and type of event. You can always ask the host or hostess for the exact attire category or expectation before the event if you are uncertain. Ask friends/colleagues, consider current trends and what is appropriate for your specific event.

Formal Attire

Civilian: Ball Gowns, Long Evening Dress, Formal Pant Suit, Tuxedo, Wing-tip Shirt, Formal Cocktail Attire, Black Tie Attire, etc.

Military: Mess Dress or Service Dress

Types of Events: Official Functions, Evening Functions, Christmas Parties, etc.

Semi-Formal

Civilian: Long or Short Evening Gown, Cocktail Dress, Suit or Pant Suit, Sport Coat and Tie, Evening or Cocktail Attire, etc.

Military: Service Dress

Types of Events: Parties, Cocktail Events, Retirements, Award Ceremonies, etc.

Informal or Business Casual

Civilian: Dress, Skirt, Slacks, Blouse, Business Suit, Short or Long Sleeved Open Neck Shirt, Sweater, Sports Coat without Tie, low or flat shoes, etc

Military: Uniform of the day

Types of Events: Parade, Ceremonies, Reviews, Official Visits of U.S. or Foreign Dignitaries, etc.

Civilian Casual

Civilian: Slacks, Blouse, Jeans, Nice Top, Open Collar Shirt, Golf Shirt, No Coat, Sandals, Flats, etc.

Military: Uniform of the Day or Civilian Attire

Types of Events: Picnics, Work Parties, etc.

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

Flag Etiquette

National Anthem:

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

Inside and Outside:

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

Posting and Retiring the Colors:

Usually there is an announcer who asks you to stand.

Outside:

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

Inside:

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

Outdoor Ceremony Moved Inside:

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

Hanging the Flag:

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



The Army Goes Rolling Along

Intro:

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

Verse:

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

Refrain:

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



References for Protocol

Army Publications:

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

Unofficial Publications:

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

Chapter 10

Managing Life's Daily Challenges

Living With the Senior Leader For Better Or Worse:

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

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

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

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

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

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

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

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

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

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

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

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

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

Cell Phone Blues:

Have you ever asked, “How did the world work before the cell phone?” If you have asked yourself that, you have come to the right place.

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

Your Soldier:

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

Compromise:

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

Supporting Your Soldier:

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

It Is What It Is:

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

Who Wears the Stars and Stripes?

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

Remember Your Role:

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

Determine When to Hold, Show or Fold:

Hold and attempt to resolve the situation using your resources.

Show by sharing with those that can influence.

Fold by not taking action.

Your Role:

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



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

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

Understanding Survivor Potential Emotions:

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



Addressing Loss and Grief:

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

What to Say:

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

What Not to Say:

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



Casualty Concerns:

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



Do:

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

Do Not:

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



Chapter 11

Mentoring

Mentoring:

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



Generational Gaps:

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





ARMY SFRG

Soldier & Family Readiness Group

Advising Soldier and Family Readiness Groups:

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

Suggestions For Success:

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

Chapter 12

Senior Leader Spouse Travel Policy

The following guidance derives to Army Directive 2020-14, 23 Oct 2020, subject: Army Spouse Travel Permissible Spouse travel usually falls under one of the following categories (note that all paragraph references are to those set forth in the Sec Army travel policy). Consistent with Federal law and DoD policy, spouses may not travel on official business at government expense unless specific and restrictive circumstances apply.

In situations where one of the specifically enumerated circumstances is not applicable, the Joint Travel Regulation (JTR), at paragraph 030501.A.12, provides that a spouse may be authorized to travel at government expense if the spouse is legitimately performing a direct service for the government (direct service standard):

1. Spouse Travel to Army Training Activities
2. Spouse Travel to Education and Evaluation Activities (non-training).
3. Other Invitational Spouse Travel.

Army Training Activities that meet the Direct Service Standard for Spouse Travel

1. Senior Leader Development Seminar (SLDS) Spouse Program
2. Command Team Spouse Development Program
3. Nominative Leader Course (NLC) Spouse Program
4. Office of The Judge Advocate General's Key Leader Course

Education and Evaluation Activities (non-training) that meet the Direct Service Standard for Spouse Travel

1. General Officer Executive Health Assessment (GO-EH)
2. Army Strategic Education Program - Transition (ASEP-T)

Chapter 13

Office of The Surgeon General (OTSG) & Medical Command (MEDCOM)

MEDCOM:

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

The *leaders providing healthcare*:

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

Medical, Dental, Behavioral, Veterinary:

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

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

The Command Sergeant Major(CSM): The OTSG/MEDCOM CSM is the senior non-commissioned officer who advises TSG on all issues related to the enlisted ranks.

Deputy Surgeon General: Assists The Surgeon General on health care matters pertaining to the U.S. Army and its military health care system.

Chief of Staff: Responsible for supervising the OTSG/MEDCOM's Staff, directing activity in programs and enabling the exercise of staff responsibilities. They are responsible to ensure the overall effectiveness of operations and efficiency in the accomplishment of the highly complex medical mission. They oversee the execution of a command budget in excess of \$8.8 billion dollars and oversight of over 1,100 military and civilian staff.

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

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

Region Health Command - Atlantic (RHC-A)



Regional Health Command - Atlantic Headquarters, Fort, Belvoir, VA
 - 4x Public Health Command Districts (PHCD)

- Dental Command - Atlantic
 - 10x Dental Activities (DENTAC)
- Eisenhower AMC, Fort Gordon, GA
- Womack AMC, Fort Bragg, NC
- Blanchfield ACH, Fort Campbell, KY
- Martin ACH, Fort Stewart, GA
- Andrew Rader AHC, Fort Myer, VA
- Barquist AHC, Fort Detrick, MD
- Dunham AHC, Carlisle Barracks, PA
- Fox AHC, Redstone Arsenal, AL
- Guthrie AHC, Fort Drum, NY
- Ireland AHC, Fort Knox, KY
- Kenner AHC, Fort Lee, VA
- Kimbrough AHC, Fort Meade, MD
- Kirk AHC, Aberdeen Proving Ground, MD
- McDonald AHC, JB Langley-Eustis, VA
- Moncrief AHC, Fort Jackson, SC
- Lyster AHC, Fort Rucker, AL
- Rodriguez AHC, Puerto Rico
- SOUTHCOM AHC, Miami, FL
- Tuttle AHC, Hunter Army Airfield, Fort Stewart, GA

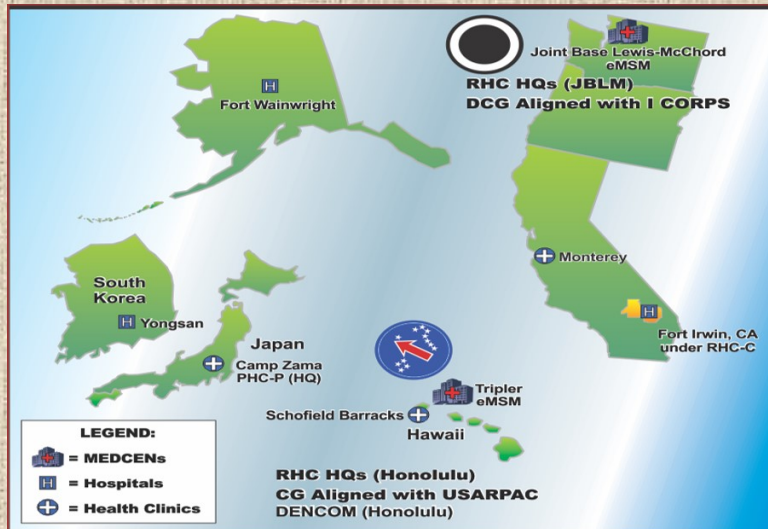
Region Health Command - Central (RHC-C)



Regional Health Command - Central Headquarters, JB San Antonio, TX
 - 2x Public Health Command Districts (PHCD)

- Dental Command - Central
 - 8x Dental Activities (DENTAC)
- Brooke AMC, JB San Antonio, TX
- Carl R. Darnall AMC, Fort Hood, TX
- William Beaumont AMC, Fort Bliss, TX
- Bayne-Jones ACH, Fort Polk, LA
- Evans ACH, Fort Carson, CO
- General Leonard Wood ACH, Ft. Leonard Wood, MO
- Irwin ACH, Fort Riley, KS
- Weed ACH, Fort Irwin, CA
- McAfee AHC, White Sands, NM
- Munson AHC, Fort Leavenworth, KS
- Raymond W. Bliss AHC, Fort Huachuca, AZ
- Reynolds AHC, Fort Sill, OK

Region Health Command - Pacific (RHC-P)

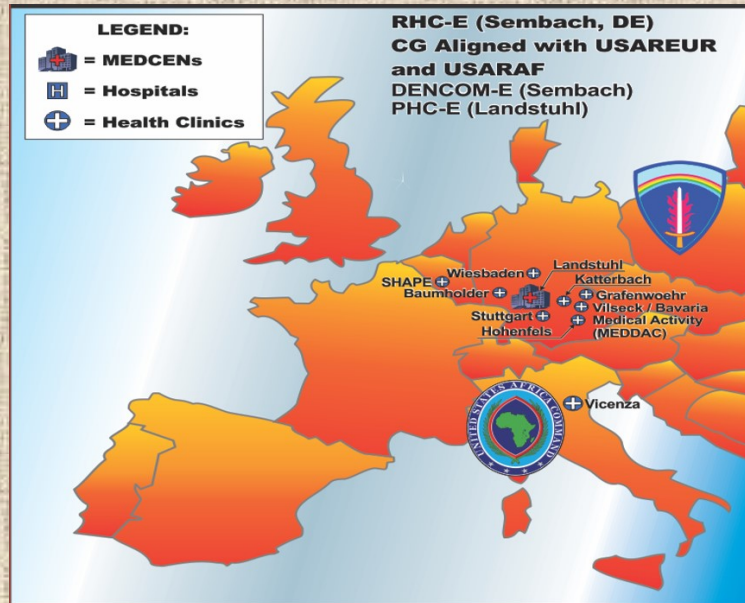


Regional Health Command - Pacific Headquarters, Honolulu, HI
 & JB Lewis-McChord, WA

- 6x Public Health Command Districts (PHCD)

- Dental Command - Pacific
 - 4x Dental Activities (DENTAC)
- Madigan AMC, JB Lewis-McChord, WA
- Tripler AMC, Honolulu, HI
 - Desmond T. Doss HC, HI
- Bassett ACH, Fort Wainwright, AK
- Brian Allgood ACH, Yongsan, Korea
- BG Crawford F. Sams AHC, Camp Zama, Japan
- California Medical Detachment, Monterey, CA
- Schofield Barracks AHC, Honolulu, HI

Region Health Command - Europe (RHC-E)



Regional Health Command - Europe Headquarters, Sembach, DE
 - 2x Public Health Command Districts (PHCD)

- Dental Command - Europe
 - 3x Dental Activities (DENTAC)
- Bavaria Medical Activity (MEDDAC), Vilsack, DE
 - Grafenwoehr AHC, DE
 - Hohenfels AHC, DE
 - Ansbach AHC, DE
 - Stuttgart AHC, DE
- Landstuhl AMC, DE
 - Baumholder AHC, DE
 - Kaisterslautern AHC, DE
 - Wiesbasden AHC, DE
 - Vicenza AHC, II
 - U.S. Army Health Clinic SHAPE, BE

Other medical units not belonging to MEDCOM:



U.S. Army Medical Research and Development Command (USAMRDC):

USAMRDC headquartered in Ft. Detrick, MD is a subordinate command under Futures Command. USAMRDC supports 11 subordinate commands located throughout the world. Six USAMRDC medical research laboratories and institutes perform the core science and technology (S&T) research to develop medical solutions. These laboratories specialize in various areas of biomedical research, including infectious diseases, combat casualty care, operational medicine, clinical and rehabilitative medicine, chemical and biological defense, combat dentistry, and laser effects. Five USAMRDC subordinate commands perform medical materiel advanced development, strategic and operational medical logistics, and contracting to complete the lifecycle management of medical materiel.



U.S. Army Medical Center of Excellence (MEDCoE):

MEDCoE headquartered at Joint Base San Antonio - Fort Sam Houston, TX is a subordinate command under Training and Doctrine Command (TRADOC). It serves the U.S. Army in educating and training all of its medical personnel. The Center formulates the AMEDD's organization, tactics, doctrine, equipment, and academic training support. MEDCoE is comprised of nine very distinct organizations.



The Defense Health Agency (DHA):

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

Coat of Arms for the Army Medical Department Regiment

BLAZON

Shield:

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

Crest:

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

Motto:

EXPERIENTIA ET PROGRESSUS (Experiment/
Experience and Advance).



SYMBOLISM

Shield:

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

Crest:

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

Chapter 14

MEDCOM Family Programs

Mission: Support the Warfighter and their Families by reinforcing the direct link between Family and Operational Readiness regardless of the location.

Vision: A MEDCOM community unified and sustained by resilient, informed, empowered, and self-reliant families.

Family Programs supports the TSG's Campaign Objective of Building Readiness through:

- Senior Leader Spouse Guide
- Army Medicine Senior Spouse (AMSS) Newsletter - produced quarterly
- AUSA Family Forum Working Group (WG)
- Vice Director of the Army Staff (VDAS) Caregiver WG
- HQDA SFRG WG
- TSG GO/CSM/Senior Executive Service (SES) Spouse Forum
- SLS Teleconference - conducted quarterly
- SLS training in conjunction with AMEDD Pre-Command Course (PCC)
- Resilient Leader Series for MEDCOM Spouses - conducted monthly
- Army Family Action Plan (AFAP)
- Organization Inspection Program (OIP) / Staff Assistance Visits (SAVs)
- Regulation and Policy Guidance
- Collaboration with DoD, DA, ACOMs, and DRUs: policy development and delivery of comprehensive Family support
- Regulation and Policy Guidance to Commanders, Senior Leaders Spouses, and Family Readiness staff
- Family Readiness staff meetings and trainings
- Recorded Resource briefings

For more information, please visit Family Programs at [Family Readiness Programs | Army Medicine \(health.mil\)](#) or email usarmy.jbsa.medcom.mesg.medcom-family-readiness@mail.mil

Chapter 15

RANK INSIGNIA OF THE U.S. ARMED FORCES

OFFICERS

0-1	0-2	0-3	0-4	0-5	0-6	0-7	0-8	0-9	0-10	SPECIAL
ARMY - AIR FORCE - MARINES										
NAVY - COAST GUARD										
W-1		W-2		W-3		W-4		W-5		
ARMY										
NAVY - COAST GUARD										
Warrant Officer 1 W-1 * The grade of Warrant Officer W-1 is no longer in use.										
MARINES										
AIR FORCE										
NO WARRANT										

RANK INSIGNIA OF THE U.S. ARMED FORCES

ENLISTED

E-1	E-2	E-3	E-4	E-5	E-6	E-7	E-8	E-9	SENIOR ENLISTED ADVISORS				
ARMY													
no insignia													
Private E-1 (PV1)	Private E-2 (PV2)	Private First Class (PFC)	Corporal (CPL) Specialist (SPC)	Sergeant (SGT)	Staff Sergeant (SSG)	Sergeant First Class (SFC)	Master Sergeant (MSG)	First Sergeant (1SG)	Sergeant Major (SGM)	Command Sergeant Major (CSM) Sergeant Major of the Army (SMA)			
MARINES													
no insignia													
Private (Pvt)	Private First (PFC)	Lance Corporal (LCpl)	Corporal (Cpl)	Sergeant (Sgt)	Staff Sergeant (SSgt)	Gunnery Sergeant (GySgt)	Master Sergeant (MSgt)	First Sergeant (1stSgt)	Master Gunnery Sergeant (MGySgt)	Sergeant Major (SgtMaj) Sergeant Major of the Marine Corps (SgtMajMC)			
AIR FORCE													
no insignia													
Airman Basic (AB)	Airman (Amm)	Airman First Class (A1C)	Senior Airman (SrA)	Staff Sergeant (SSgt)	Technical Sergeant (TSgt)	Master Sergeant (MSgt)	First Sergeant (E-7)	Senior Master Sergeant (SMSgt)	First Sergeant (E-8)	Chief Master Sergeant (CMSgt)	First Sergeant (E-9)	Command Chief Master Sergeant (CCM)	Chief Master Sergeant of the Air Force (CMSAF)
NAVY													
no insignia													
Seaman Recruit (SR)	Seaman Apprentice (SA)	Seaman (SN)	Petty Officer Third Class (PO3)	Petty Officer Second Class (PO2)	Petty Officer First Class (PO1)	Chief Petty Officer (CPO)	Senior Chief Petty Officer (SCPO)	Master Chief Petty Officer (MCPPO)	Force or Fleet Command Master Chief Petty Officer (FORMC) (FLTMC)	Master Chief Petty Officer of the Navy (MCPON)			
COAST GUARD													
Seaman Recruit (SR)	Seaman Apprentice (SA)	Seaman (SN)	Petty Officer Third Class (PO3)	Petty Officer Second Class (PO2)	Petty Officer First Class (PO1)	Chief Petty Officer (CPO)	Senior Chief Petty Officer (SCPO)	Master Chief Petty Officer (MCPPO)	Command Master Chief (CMC)	Master Chief Petty Officer of the Coast Guard (MCPPO-CG)			

Chapter 16

References

Army and Air Force Exchange Service (AAFES):

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

American Legion:

www.legion.org/support

American Red Cross (ARC):

www.redcross.org

Armed Forces Vacation Club:

www.afvclub.com

Army Emergency Relief (AER):

www.aerhq.org

Army Family Programs (ARFP):

www.arfp.org

Civilian Personnel Issues:

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

Defense Commissaries

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

Defense Finance & Accounting Service:

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

Department of Defense:

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

Employer Support of the Guard & Reserve:

<http://esgr.mil/>

ID cards:

www.dmdc.osd.mil.rsl

Internet resources and Acronyms:

www.acronymfinder.com

Legal Assistance:

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

Service members Group Life Insurance:

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

MEDCOM Family Programs:

<https://mitc.amedd.army.mil/sites/g1/fampro/SitePages/Home.aspx>

Military Money:

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

Military OneSource:

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

Military Spouse Advocacy Network:

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

Military Spouse Corporate Career Network:

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

Military Treatment Facilities Locator:

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

Morale, Welfare, and Recreation:

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

Post-Traumatic Stress Disorder National Center:

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

Forces Almanac:

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

Space A Travel:

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

Strong Bonds:

<https://strongbonds.army.mil/>

Suicide Prevention Lifeline:

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

Tax Guide:

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

Temporary Lodging:

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

Thrift Savings Plan:

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

Tragedy Assistance Program for Survivors:

www.taps.org

Traumatic Service members' Group Life Insurance:

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

TRICARE:

www.tricare.mil

Delta Dental:

www.trdp.org

US Army Publications & Forms:

www.army.mil/usapa

US Army Authorized Abbreviations, Brevity Codes, and Acronyms:

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

U.S. Department of Veterans Affairs:

<https://www.va.gov>

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



United States Military Holidays and Observances:

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

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

Chapter 17

Acronyms and Abbreviations

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

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

FTX	Field Training Exercise
FY	Fiscal Year
FYI	For Your Information
GOV	Government Owned Vehicle
GWOT	Global War on Terrorism
GS	General Schedule (Government Civilian employee pay grades)
IG	Inspector General
HRC	Human Resource Command (formerly known as PERSCOM)
HOR	Home of Record
HQ	Headquarters
HQDA	Headquarters Department of the Army
IMA	Individual Mobilization Augmentee
I & R	Information and Referral
IRR	Individual Ready
ITO	Information Travel Office; Invitational Travel Order
IAW	In Accordance With
JAG	Judge Advocate
JCS	Joint Chiefs of Staff
JFTR	Joint Federal Travel Regulation
KIA	Killed in Action
LES	Leave and Earnings Statement
LOD	Line of Duty
MACOM	Major Army Command
MEDEVAC	Medical Evacuation
METL	Mission Essential Task List
MFR	Memorandum for Record
MIA	Missing in Action
MOA	Memorandum of Agreement
MOS	Military Occupational Specialty
MP	Military Police
MRE	Meals Ready to Eat
MTF	Military Treatment Facility
MUTA	Multi-Unit Training Assembly
MWR	Morale, Welfare, and Recreation
NA	Not applicable
NAF	Non-appropriated Funds
NCO	Noncommissioned Officer

NCOIC Noncommissioned Officer in Charge
NG National Guard
NGB National Guard Bureau
NLT Not Later Than
NOK Next of Kin
O&F Organizational and Functional (Commands)
OCONUS Outside Continental United States
OCP Operational Camouflage Pattern
OEF Operation Enduring Freedom (Afghanistan)
OER Officer Evaluation Report
OIC Officer-in-Charge
OIF Operation Iraqi Freedom
OMAR Operation and Maintenance Army
OPSEC Operations Security
OTSG Office of the Surgeon General
PAM Pamphlet
PAO Public Affairs Officer
POA Power of Attorney
POC Point of Contact
POV Privately Owned Vehicle
PT Physical Training
PX Post Exchange (See also BX or NEX)
QTRS Quarters (Living area)
RAPIDS Real-Time Automated Personnel Identification System
R&R Rest and Recreation
RC Reserve Component
RDC Rear Detachment Commander
REFRAD Release from Active Duty
REG Regulation
RRC Regional Readiness Command
RSC Regional Support Command
SGLI Service member's Group Life Insurance
SJA Staff Judge Advocate

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

Phonetic Alphabet

A – ALPHA

B – BRAVO

C – CHARLIE

D – DELTA

E – ECHO

F – FOXTROT

G – GOLF

H – HOTEL

I – INDIA

J – JULIET

K – KILO

L – LIMA

M – MIKE

N – NOVEMBER

O – OSCAR

P – PAPA

Q – QUEBEC

R – ROMEO

S – SIERRA

T – TANGO

U – UNIFORM

V – VICTOR

W – WHISKEY

X – RAY

Y – YANKEE

Z – ZULU

Chapter
18

Military Terms

ADJUTANT

Assists the Commander, responsible for correspondence

ALERT

Call to be ready for mobilization

ARMY COMMUNITY SERVICE

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

ARTICLE 15

Disciplinary action, non-judicial

BATTLE ASSEMBLY

duty (previously known as drill)

BENEFITS

Medical, Dental, Commissary, etc.

CASUALTY ASSISTANCE OFFICER

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

CHAIN OF COMMAND

Leadership structure for Soldier issues

CHAIN OF CONCERN

Informal structure for Family concerns

CHAPLAIN

Military religious leader

CLASS VI

Store on post to buy alcohol

CODE OF CONDUCT

Rules by which a service member lives

COLORS

National and unit/organization flags

COMMISSARY

Military Grocery Store

COMMISSION

Written order that gives an officer rank and authority

COMMON ACCESS CARD

ID used to access secure networks

COMPANY GRADE

Second Lieutenants, First Lieutenants, and Captains

COURT-MARTIAL

Military trial system

DETAIL

Special duty or assignment

DIRECT DEPOSIT

Military member's guaranteed check to bank

DINING IN

Formal social gathering for service members only

DINING OUT

Formal social gathering with Spouses

DISCHARGE

Departure from active duty

DOG TAG

ID tags worn by military



DRESS BLUES

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

DRESS MESS

Formal uniform; short jacket equivalent to white tie and tails

DUTY ROSTER

Duty schedule maintained by the unit

EMERGENCY DATA CARD

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

ESPRIT DE CORPS

Morale within unit or organization
Epitome of pride

FAMILY ADVOCACY

Program that assists with child and Spouse abuse problems

FAMILY CARE PLAN

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

FAMILY PROGRAMS

Provides Family support services to Soldiers & their Families

FAMILY READINESS GROUP

Organization of Family members, volunteers, and Soldiers/Civilian

FIELD GRADE

Majors, Lieutenant Colonels, Colonels

FLAG OFFICERS

Generals and Admirals

FORMATION

Gathering of Soldiers in a prescribed way

FUNCTION

Social event

GARRISON

Post or community

GI BILL

Education entitlement

GRADE

Corresponds to pay level of the Soldier

GUEST HOUSE

Temporary living quarters

HAZARDOUS DUTY PAY

Extra pay for duty in hostile area

HOOAH

Army cheer

ID CARD

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

INSIGNIA

Indicates branch of service or rank

INSPECTOR GENERAL

Conducts investigations and inspections.

JAG or SJA

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

K-9

Dogs trained for military police service

LEAVE

Approved time away from duty

LEAVE & EARNINGS STATEMENT

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

LIBERTY

Off duty

LOGISTICS

Equipment and support needed for performance

MILITARY BRAT

Endearment for a child of military personnel

MOBILIZATION

Assembling of forces in preparation for deployment

MUTA

Each 4-hour period during the training assembly

O'DARK THIRTY

Early morning hours, usually before sunrise

OLD MAN

Slang for Commander

ORDERS

Spoken or written instructions to military member

PACKAGE STORE

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

PAMPHLET

Army publication

PLATOON

Several squads within a company

POWER OF ATTORNEY

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

PROFILE

Medical profile to limit duty

PROTOCOL

Customs and courtesies

QUARTERS

Government housing for married service members or single Soldiers with children

RANK

Official title of military member

RECRUIT

Individual undergoing initial military training

REGRETS ONLY

Respond only if not attending

RETREAT

Bugle/flag ceremony at end of day

RE-UP

Reenlist

REVEILLE

Bugle call/ceremony at beginning of day

ROSTER

List of Soldier assigned to a unit

RUFFLES AND FLOURISHES

Musical honor for General Officers and equivalent ranking officials

SPACE A

Space available flights

SUBSISTENCE

Food allowance

SURE PAY

Service member's guaranteed check to bank

TAPS

Last call of the day

CONTACT

For comments, suggestions, updates, etc. reference the Senior Leader Spouse Guide, please contact MEDCOM Family Programs at <https://mitc.amedd.army.mil/sites/g1/fampro/SitePages/Home.aspx>



