



DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE  
WASHINGTON, DC

AFI36-3009\_AFGM2016-01  
18 FEBRUARY 2016

MEMORANDUM FOR DISTRIBUTION C  
ALMAJCOM-FOA/CV

FROM: AF/A1  
1040 Air Force Pentagon  
Washington, DC 20330-1040

SUBJECT: Air Force Guidance Memorandum to AFI 36-3009, *Airman and Family Readiness Centers*

By Order of the Secretary of the Air Force, this AF Guidance Memorandum (AFGM) immediately changes AFI 36-3009, *Airman and Family Readiness Centers*. It implements a change to current processes by mandating the improvements to the Transition Assistance Program per Directive-type Memorandum (DTM) 12-007 – “Implementation of Mandatory Transition Assistance Program Participation for Eligible Service Members”. The DTM is based on guidance and requirements in the Veteran Opportunity to Work Act (VOW Act) and the Veteran’s Employment Initiative (VEI). Compliance with this publication is mandatory. To the extent its directions are inconsistent with other Air Force publications, the information herein prevails, in accordance with AFI 33-360, *Publications and Forms Management*. In collaboration with the Chief of the Air Force Reserve (AF/RE) and the Director of the Air National Guard (NGB/CF), the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) develops policy for Airman and Family Readiness Centers.

The attachment to this memorandum provides guidance that is effective immediately.

The directions of this memorandum become void after one-year has elapsed from the date of this memorandum, or upon incorporation of an interim change to, or rewrite of AFI 36-3009, whichever is earlier.

GINA M. GROSSO, Lt Gen, USAF  
DCS, Manpower, Personnel and Services

Attachment:  
Guidance Changes

**ATTACHMENT**  
*Guidance Changes*

**The below changes to AFI 36-3009, 7 May 2013, through IC 2, dated 16 July 2014, are effective immediately.**

**(Add New)** 3.2.4. Guidance for Airmen Subject to Discharge.

**(Add New)** 3.2.4.1. The Veterans Opportunity to Work (VOW) Act of 2011 enacted a host of new TAP requirements mandating service member participation. The Air Force has committed to 100% VOW compliance which requires completion of preseparation counseling, Department of Labor (DOL) Employment Workshop, Veterans Administration (VA) Benefits briefing and Capstone. AF reported VOW compliance metrics remain low due to short notice separations, specifically administrative discharges.

**(Add New)** 3.2.4.2. All personnel, regardless of the characterization of discharge, are mandated to complete transition activities prior to separation (T-0). Local Staff Judge Advocate offices should alert unit leadership if a member is subject to a potential court-martial or administrative discharge. Because of the presumption of innocence at trial by court-martial and because, in the case of a member found guilty at court-martial and sentenced to separation, there is usually time to attend TAP while the Record of Trial is prepared, uniformed Airmen should not be ordered to attend TAP prior to trial by court-martial. In the case of uniformed Airmen pending administrative discharge action, where there may not be time to attend TAP after Notification of Discharge, they may be referred, at any time after Notification of Discharge, to the installation Airman & Family Readiness Center to immediately enroll in TAP.

**(Add New)** 3.2.4.3. In the event the service member cannot complete the requirements at regularly scheduled classes, they may complete the Transition Goals, Plans, Success (GPS) workshop on-line via the DoD hosted Joint Knowledge Online (JKO), which takes from 20 – 30 hours to complete and meets VOW compliance standards. Should administrative separation action not result in discharge, the member will, at a minimum, have been informed on the transition process from military service to the civilian sector and will not have experienced any prejudice to their due process rights under the administrative separation process.

**(Add New)** 3.2.5. Apprenticeship and Internships

**(Add New)** 3.2.5.1. Airmen interested in completing an apprenticeship or internship as approved in DTM 12-007, must have approval from their installation commander to attend.

**(Add New)** 3.2.5.2. If an Airman is approved for an apprenticeship or internship, a backfill for the position will not be authorized.

**BY ORDER OF THE  
SECRETARY OF THE AIR FORCE**



**AIR FORCE INSTRUCTION 36-3009**

**7 MAY 2013**

*Incorporating Through Change 2, 16 JULY 2014*

***Personnel***

**AIRMAN AND FAMILY READINESS  
CENTERS**

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**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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**ACCESSIBILITY:** Publications and forms are available for downloading or ordering on the e-Publishing website at [www.e-Publishing.af.mil](http://www.e-Publishing.af.mil).

**RELEASABILITY:** There are no releasability restrictions on this publication.

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OPR: AF/A1SA

Certified by: AF/A1S (Brig Gen Eden J.  
Murrie)

Supersedes: AFI 36-3009, 18 January  
2008

Pages: 29

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This Air Force Instruction (AFI) implements Air Force Policy Directive (AFPD) 36-30, Military Entitlements; Department of Defense (DoD) Instruction (DoDI) 1100.21, Voluntary Services in the Department of Defense; DoDI 1332.36, Preseparation Counseling for Military Personnel; DoDI 1342.18, Financial Assistance to Local Educational Agencies (LEAs); DoDI 1342.22, Military Family Readiness; DoDI 6490.06, Counseling Services for DoD Military, Guard and Reserve, Certain Affiliated Personnel and Their Family Members, and DoDI 1342.15, Educational Advisory Committees and Councils. It provides the authority and criteria for establishing Air Force (AF), Field Operating Agency (FOA) and installation Airman and Family Readiness Centers (A&FRCs). It details the requirements for planning and implementing A&FRC services and activities. This AFI applies to all active installation A&FRCs. This instruction applies to all Regular Air Force (RegAF) personnel. This instruction also applies to the Air Force Reserve (AFR) and Air National Guard (ANG) to the extent they are capable of providing the required services. RegAF commanders will provide support to AFR and ANG commanders as necessary to fully comply with all requirements at those co-located Wings. For the purposes of this instruction, community is defined as the military and civilian personnel assigned to an Air Force installation or organization, their families, attached Reserve and Guard units, standalone ANG Wings and retirees who utilize base services. References to A&FRC also include ANG Airman & Family Program Managers (A&FRPMs) where appropriate or designated by National Guard regulations. In collaboration with the Chief of the Air Force Reserve (AF/RE) and the Director of the Air National Guard (NGB/CF), the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) develops personnel policy for Airman and Family Readiness Centers. Refer recommended changes and questions about this publication to

the Office of Primary Responsibility (OPR), using AF Form 847, Recommendation for Change of Publication; route AF Form 847s from the field through the appropriate functional's chain of command. This publication may be supplemented at any level, but all direct supplements must be routed to the OPR of this publication for coordination prior to the certification and approval. The authorities to waive wing/unit level requirements in this publication are identified with a Tier ("T-0, T-1, T-2, T-3") number following the compliance statement. See AFI 33-360, Publications and Forms Management, Table 1.1 for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the Publication OPR for non-tiered compliance items. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) Air Force Manual (AFMAN) 33-363, Management of Records, and disposed of IAW the Air Force Records Information Management System Records Disposition Schedule.

### ***SUMMARY OF CHANGES***

This interim change updates the Tier numbers with corresponding compliance statements using tier codes ("T-0, T-1, T-2, T-3") identified in the opening paragraph. A margin bar (|) indicates newly revised material.

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## Chapter 1

### OVERVIEW

**1.1. Concept of Operations.** The focus of A&FRC at all levels is to provide consultation services to Senior Leaders and Commanders, while assisting them in developing and executing policies, programs and processes which enhance individual, family and community readiness, resiliency and quality of life.

1.1.1. The mission is to provide targeted Airmen and Family support and services by contributing to mission readiness, and the well-being of the Air Force community. A&FRC will support and maintain mission readiness by assisting individuals and families with adaptation to the challenges and demands of expeditionary operations and the military lifestyle.

1.1.2. A&FRC will serve DoD military, AFR, ANG, DoD civilians, and their eligible family members. A&FRC will collaborate with AFR and ANG personnel to ensure family members are prepared for activation, mobilization, deployment and transition/reintegration demands and responsibilities.

1.1.3. Criteria for Service Delivery. In collaboration with the installation Integrated Delivery System (IDS), the A&FRC will offer proactive and preventive services that promote self-sufficiency, sustain the personal and family readiness of the total force, and meet the following criteria:

1.1.3.1. Identify Needs and Resources. Services will be based on needs and resources identified through formal and informal assessment processes and focus on identified community, unit, individual, and program results and outcomes.

1.1.3.2. Non-Duplication. The A&FRC will not assume responsibility for services and programs that fall within the scope of other military agencies.

1.1.3.3. All A&FRCs are required to meet minimum standards of operation as identified by this instruction.

1.1.4. Joint Bases. Due to the complex nature of Joint Base agreements and structure, processes and procedures concerning Air Force members and their families assigned will be viewed on a case-by-case basis. The Chief, Airman and Family Readiness Policy Branch (AF/A1SAA) will ensure dissemination of messages relevant to Air Force members and families. A&FR staff members (Air Force Aid Society (AFAS) officers) will receive funding for program materials and training to ensure Air Force families assigned to a joint base receive support.

### 1.2. Roles and Responsibilities.

1.2.1. The Directorate of Services (AF/A1S). Oversees integration of the requirement for A&FRC into the Air Force Personnel Strategic Plan and associated policy development for airman and family readiness services and resource allocations for A&FRCs.

1.2.2. The Chief, Airman and Family Care Division (AF/A1SA). Responsible for Air Force Family Readiness Policy.

1.2.3. The Chief, Airman and Family Readiness Policy (AF/A1SAA) will:

1.2.3.1. Direct and guide the A&FRC program by developing and disseminating guidance, plans, and resources that enable Commanders and sustain Airmen.

1.2.3.2. Develop, coordinate, and promulgate an Air Force vision which effectively defines the linkage between Commanders, the Air Force community and mission readiness.

1.2.3.3. Formulate a strategic legislative agenda, submitting initiatives for congressional action, and informing the field of new legislative initiatives and requirements relating to the total force Air Force family.

1.2.3.4. Develop, implement, establish and monitor performance based-outcome criteria for evaluation of the effectiveness of services related to the personal and family readiness needs of airman and family, the Air Force community through the A&FRC data collection system, community assessments and various surveys and assessment tools.

1.2.3.5. Develop A&FR budgets and address resource issues including manpower, budget development, funding shortfalls, and funding execution. Manage and distribute Operations & Maintenance funding for A&FRC, Fund Code 2M-Transition Assistance Program and Fund Code 2T-Relocation Assistance Program operations dollars. NGB A1SA manages and distributes ANG Operations & Maintenance funding for A&FRPO.

1.2.3.6. Issue program guidance to Air Force Personnel Center (AFPC) Airman and Family Readiness Operations (AFPC/DPFF).

1.2.3.7. Support the Headquarters (HQ) Air Force Community Action Information Board (CAIB) and the IDS. Total force collaboration with the ANG and AFR on program, policy and guidance to ensure equity.

1.2.3.8. Interpret and provide Air Force input to the Office of the Secretary of Defense (OSD), Joint Staff, and other Uniformed Services on issues impacting interdepartmental and inter-service community, A&FR and resilience.

1.2.3.9. Collaborate with Air Force Casualty and Survivor Care (AF/A1SAZ) in establishing policies consistent with operations in service delivery to Wounded, Ill or Injured Airmen and support to their families.

1.2.3.10. Oversee AFPC/DPFF.

1.2.4. AFPC/DPFF will:

1.2.4.1. Direct and guide the A&FRC program by developing and disseminating operational guidance from policy provided by AF/A1SAA and tools that enable A&FRCs to provide effective strategic consultation to commanders and sustain Airmen and families.

1.2.4.2. Apply and market the Air Force vision that effectively defines the linkage between Commanders, Airmen, the Air Force community and mission readiness and resiliency.

1.2.4.3. Exercise operational oversight for all A&FRC service areas. NGB A1S has operational oversight of ANG Family Programs.

1.2.4.4. Conduct continuous Air Force wide data analysis and oversight on individual, family, and community issues and provide results and data to AF/A1SAA for policy development, guidance, legislative initiatives, and congressional actions relating to the Total Force.

1.2.4.5. Develop, implement and monitor program effectiveness criteria related to the needs of the Total Force community through the A&FRC data collection system, assessment tools and surveys.

1.2.4.6. Oversee A&FR operational budgets and addresses resource issues, to include manpower, funding shortfalls, and funding execution. Ensures A&FRCs comply with budgetary requirements and through appropriate channels, champions funding, manpower and facility needs.

1.2.4.7. Develop and provide initial and recurring training and technical assistance for A&FRC personnel appropriate to support their abilities to conduct day-to-day A&FRC duties.

1.2.4.8. Develop and maintain web-based resources and training materials to support field personnel. Materials will include, but not be limited to, best practices, briefings, workshop outlines, marketing materials, and computer-based training segments, etc.

1.2.4.9. Oversee development, implementation, and management of Headquarters Air Force (HAF) information technology as it pertains to A&FR needs.

1.2.4.10. Provide operational procedures and guidance to A&FRCs for Noncombatant Evacuation Operations (NEO) and repatriation support to families.

1.2.4.10.1. Serve as the liaison between families and support systems during NEO and repatriation and accountability/needs assessment through Air Force Personnel Accountability and Assessment System (AFPAAS) ensuring ongoing A&FRC support for NEO and repatriated families.

1.2.4.10.2. Monitor status and provide consolidated updates on repatriated families to AF/A1SAA.

1.2.4.10.3. Facilitate support of Emergency Family Assistance Center (EFAC) implementation, disaster response, and other contingencies that may require immediate staffing support.

1.2.4.11. Tailor support and assistance to Air Force Wounded, Ill and Injured Airmen and their families as identified through Air Force Instruction 34-1101, *Warrior and Survivor Care*.

1.2.4.12. Develop and maintain operations guides for A&FRC core service areas. Guides are located in the download section of Air Force Family Integrated Results and Statistical Tracking (AFFIRST).

1.2.4.13. Maintain a comprehensive Unit Compliance Inspection Checklist which will serve as an A&FRC tool for inspection purposes. All A&FRCs are required to meet minimum standards of operation as identified in this instruction.

1.2.4.14. Conduct staff assistance visits as necessary to address the needs of each installation's mission, and community, enhance individual and unit readiness, resiliency



and mission performance, and to motivate A&FRC staff. Provide timely guidance, information and assistance on policy, process or procedural efforts, and quality and valued assistance as coordinated with AF/A1SAA.

1.2.5. ANG Will:

1.2.5.1. The Director, ANG/(NGB/CF) will establish and direct policy, oversee implementation of the A&FRP and provide resources.

1.2.5.2. The Adjutant General, the Commanding General, and JFHQ will oversee integration for the support of the Family Programs (FPs) within their respective States and Territories.

1.2.5.3. Airman and Family Readiness (NGB/A1S) is the office of primary responsibility as designated by the NGB/CF, ensures adequate resources for Airman & Family Readiness Program Office (AFRPO) and compliance with HAF and National Guard Bureau. NGB/A1S will:

1.2.5.3.1. Manage and provide oversight for the A&FRP by developing and disseminating policy, plans, and program guidance.

1.2.5.3.2. Develop, coordinate and implement the ANG FP input to the NGB-FP Strategic Plan.

1.2.5.3.3. Coordinate, develop and provide oversight of DoD/AF/ANG standards for the A&FRP, as necessary.

1.2.5.3.4. Ensure compliance within the A&FRP. Provide coordination on family program policies, procedures and initiatives.

1.2.5.3.5. Monitor and provide recommendations on ANG family issues and gaps in services to AF and DoD for consideration in the formulation of legislative initiatives and congressional actions.

1.2.5.3.6. Request budgets and address resource issues, to include manpower, in support of the A&FRP requirements.

1.2.5.3.7. Develop and forward for review and approval a comprehensive evaluation system to measure the effectiveness of the ANG A&FRPs to the Office of the Assistant Secretary of Defense for Force Management & Policy (OASD FM&P).

1.2.5.3.8. . Participate, coordinate and support the Air Force, ANG and Wing level Community Action Information Board (CAIB) and IDS.

1.2.5.3.9. Ensure Commanders incorporate the Airman & Family Readiness Program Office (A&FRPO) as an item on all in and out processing checklists.

1.2.6. The MAJCOM Commander will:

1.2.6.1. Ensure adequate resources are available for A&FRC's staffs, facilities and services to comply with Headquarters United States Air Force mandated requirements in support of RegAF installations with a military population of at least 500 assigned RegAF members.

1.2.6.2. Ensure A1S Service functions are aligned under the Installation Support Division (ISD).

1.2.6.3. Request assistance with A&FR issues from ISD if needed. The Chief of the ISD will provide centralized support, oversight and programmatic directions for functional areas previously handled by MAJCOM Services personnel.

1.2.6.4. AFPC/SVI A&FR staff assigned to the support branches will:

1.2.6.4.1. Provide advice and guidance on required DoD Certification, Inspector General Compliance as required. Track and monitor open inspection items until the report is closed.

1.2.6.4.2. Manage A&FR-related special emphasis initiatives, programs requirements; i.e., mandated events; coordinate family support programs.

1.2.7. The Installation Commander will: Mandate appropriate facilities, funding levels, and manpower to support services in compliance with applicable laws, directives, instructions and policies; facilitates personal and family readiness services and activates the EFAC when necessary. **(T-0)**.

1.2.8. The Mission Support Group Commander will:

1.2.8.1. Direct cross-functional support to Airmen and families; promote readiness and quality of life for assigned personnel. **(T-3)**.

1.2.8.2. Ensure the delivery of community, personal and family readiness services to Airmen and their families. **(T-0)**.

1.2.9. The Force Support Squadron Commander will.

1.2.9.1. Advocate services, integrate personnel and community support activities, and champion personnel readiness services that focus on Airmen and their families. **(T-3)**.

1.2.9.2. Ensure A&FRC budget meets mission capability in supporting all A&FRC service delivery areas. **(T-1)**.

1.2.9.3. Ensure A&FRC personnel are not assigned additional duties that would conflict with their primary responsibilities. **(T-3)**.

1.2.9.4. The A&FRPM position is aligned under Force Support Squadron Commander (FSS), to meet local workload requirements and functional compatibility. Service delivery will be provided as deemed appropriate by the Commander. A&FRPM may collaborate with the State Joint Force Headquarters, local agencies, uniformed services and other service delivery agencies to enhance the quality of life initiatives during steady state and contingency operations.

1.2.10. The Airman and Family Services Flight Chief will:

1.2.10.1. Provide oversight and supervision to the section chief on a wide range of services and administrative issues. **(T-3)**.

1.2.10.2. Advocate for budget, resources, facility requirements and manpower for A&FRCs. Evaluates requirements for additional resources submitted by section chiefs,

and balances organizational needs with overall mission requirements and resource interests. **(T-3)**.

1.2.10.3. Be responsible for preparation, management, execution, and fiscal oversight of the flight's appropriated and nonappropriated fund (NAF) budgets. **(T-3)**.

1.2.10.4. Develop capital improvement, short- and long-range plans. **(T-3)**.

1.2.10.5. Serve as a member of installation level CAIB and IDS team IAW AFI 90-501, Community Action Information Board and Integrated Delivery System. **(T-3)**.

1.2.10.6. Ensure A&FRC is meeting requirements as defined in Air Force Community Readiness Service Delivery Operations Guide. **(T-3)**.

1.2.10.7. Evaluate reports by analyzing facts and performing appropriate research and prepares detailed responses. Develop, monitor, and analyze applicable statistical data (to include AFFIRST) to track operating programs, evaluate their effectiveness and applicability to strategic goals, and plan improvements. **(T-3)**.

1.2.10.8. Establish, develop, and maintain effective working relationships with other base organizations, senior leadership, representatives from other military services, DoD agencies, and military and family support related civilian organizations regarding services provided. **(T-3)**.

1.2.11. The A&FR Section Chief will:

1.2.11.1. Manage the A&FR Section within the A&FS Flight and serves as the senior strategic consultant to installation leadership on personal and family readiness issues. **(T-3)**.

1.2.11.2. Serve as a member of installation level CAIB and IDS team IAW AFI 90-501. **(T-3)**.

1.2.11.3. Develop plans related to the installation A&FRC and community that enable Commanders to sustain personal readiness of Airmen and their families. **(T-3)**.

1.2.11.4. Ensure newly assigned commanders, first sergeants, and command chief master sergeants are briefed within 60 days of their arrival on station on the role of the A&FRC in personal, family, and community readiness. A&FRPM will ensure all newly assigned commanders, first sergeants and command chiefs master sergeants are briefed on family and community readiness within 90 days of their appointment to the Wing. **(T-3)**.

1.2.11.5. Identify personal and family readiness issues and trends by working with squadron leadership, civilian and military agencies and through formal and informal assessment tools.

1.2.11.6. Lead A&FRC assessment processes and coordinate all A&FRC functions to ensure local needs are addressed. **(T-3)**.

1.2.11.7. Conduct data analysis to support policies and procedures proposed to resolve identified community issues. **(T-3)**.

1.2.11.8. Ensure goals and objectives are linked to higher headquarters' outcome measures and service results. **(T-3)**.

1.2.11.9. Ensure coordination with the CAIB/IDS, and other national/local government and civilian agencies, as needed for effective service delivery. **(T-3)**.

1.2.11.10. Develop and forecast the A&FRC budget in consultation with base resource advisors, AF/A1SAA and AFPC/DPFF. **(T-3)**.

1.2.11.11. Address resource issues, to include manpower and facility requirements, funding shortfalls, and funding execution. **(T-3)**.

1.2.11.12. Support the delivery of Heart Link spouse orientation seminars. Per AFI 65-601, Volume 1, *Budget Guidance and Procedures*, paragraph 4.70, as a part of this program, each spouse will be presented with a standardized coin after completing the Heart Link Program. The front of the coin will show the Heart Link logo and the back will show the MAJCOM crest. **(T-3)**.

1.2.11.13. Implement Community Readiness Service Delivery (CRSD) as directed by Air Force CRSD Operations Guide. **(T-3)**.

1.2.11.13.1. Establish cross-functional utilization of A&FRC staff to meet requirements as defined in Air Force CRSD Operations Guide. **(T-3)**.

1.2.11.13.2. Supervise, mentor, and coach A&FRC staff and associates, including volunteers; provide oversight of contracted services. **(T-3)**.

1.2.11.13.3. Ensure staff orientation training within 30 days of assignment, provide continual staff development opportunities, and ensure annual mandatory training requirements are met. NGB A1S will ensure new A&FRPMs orientation training within 90 days of assignment; provide continual staff development. **(T-3)**.

1.2.11.13.4. Complete an Individual Development Plan for each staff member within 90 days of start date to ensure competency and the ability to deliver effective services; all community readiness consultants (GS 101 09/11) and Readiness Noncommissioned Officer in Charge (NCOIC) will attend Air University A&FR Basic training within 12 months of initial hire. **(T-3)**.

1.2.11.14. Select A&FRC Readiness NCO (if position authorized) IAW [Attachment 2](#). **(T-3)**.

1.2.11.15. Ensure compliance with the Unit Compliance Inspection, and other directives; and correct any deficiencies. **(T-3)**.

1.2.11.16. Ensure AFAS services are delivered IAW the HQ AFAS Operations Guide and applicable checklists. **(T-3)**.

1.2.11.17. Airman and Family Readiness Program Manager. A one-deep position at each ANG Wing, is responsible for the oversight and execution of Family Programs, “tailoring support” to meet the ANG’s specific needs. **(T-2)**.

## Chapter 2

### COMMUNITY READINESS SERVICE DELIVERY

**2.1. Community Readiness Service Delivery.** This requires consultation with leadership and the community to foster a shared sense of responsibility to promote the successful adaptation of Airmen and their families to the demands of military life and facilitates the personal readiness of the Force.

2.1.1. A&FRCs will engage in partnerships with unit leadership to assess unit strengths, resources, and concerns. **(T-3).**

2.1.2. A&FRCs will identify issues and trends that affect community readiness and personal preparedness by working with a wide range of civilian and military agencies to include other forums such as the CAIB/IDS. A&FRCs will provide services that support work/life issues and facilitate community readiness, resiliency and personal preparedness. **(T-3).**

2.1.3. A&FRCs will provide immediate, short-term intervention and referral to appropriate agency or service to assist individuals and families facing crisis situations. **(T-3).**

2.1.4. Core Service Areas. Service delivery in the A&FRC provides the personal and family readiness foundation for a variety of information, referrals and services for Airman and their families. Core services include: deployment planning/support, personal financial management skills, personal and work life skills development, relocation assistance, employment assistance, volunteer resources, military child education information, exceptional family member support, transition assistance, wounded, ill and injured support services, and support to the community during disaster/crisis/evacuation situations via the EFAC. Additional services may be directed by Air Staff as mission changes dictate.

2.1.5. The A&FRC will offer information, education, and support services to individuals, families, and the community during deployments, contingencies and emergencies. **(T-3).**

2.1.5.1. The A&FRC will provide deployment assistance to help single and married DoD personnel and families meet pre-deployment, deployment/sustainment, reintegration/re-deployment, and post-deployment challenges. **(T-3).**

2.1.5.2. Services will be offered during the four phases of deployment: pre-deployment education briefings for deploying members and families; sustainment support services, redeployment/reintegration support, and post-deployment education. Deployment support tools/aids can be found in the Deployment Support Operations Guide located in the Download Center of AFFIRST. **(T-3).**

2.1.5.3. The A&FRC is included in squadron/unit/Military Personnel Section deployment and extended Temporary Duty (TDY) (179+ days) processing checklists to ensure individuals and families receive pre-deployment preparation. **(T-3).**

2.1.5.4. Families of members assigned to remote/unaccompanied tours will be identified by member's losing squadron and provided with information and referral to ensure they maintain connections with the military support system through links with installation leadership and base/community resources. The member's gaining A&FRC will provide

family members address to the nearest A&FRC. In turn, A&FRC staff will periodically contact families and provide assistance as needed. **(T-3)**.

2.1.5.5. A&FRCs will provide deploying Airmen and family members pre-deployment and reintegration briefings. Briefings can be conducted in groups, or individually and tailored to specific needs of members and deploying location. Family members are encouraged to attend. **(T-3)**.

2.1.5.6. Except for extremely short notice deployments, (less than 2 day's notification) mobility line "just in time" briefings do not meet the requirements of this AFI for pre-deployment briefing/preparation of members and their families.

2.1.5.7. During deployments, A&FRC staff will work with parents, local school authorities and teachers to increase their understanding of the unique stressors of children of deployed parents. **(T-3)**.

2.1.5.8. The A&FRC staff may provide deployment related support services to the parents and siblings of single Airmen.

2.1.5.9. Post-deployment assistance is linked to pre-deployment activities, particularly early intervention to educate families, single members, and units on reunion/reintegration.

2.1.5.10. IAW AFI 10-403, Deployment Planning and Execution, A&FRCs will provide reintegration education in coordination with other IDS agencies. **(T-3)**.

2.1.5.11. Family Care Plans are required IAW AFI 36-2908, *Family Care Plans*. A&FRCs are a resource to provide information and referral on Family Care Plans. The responsibility for creating, updating, and/or monitoring Family Care Plans lies with the commander and the individual Airman.

2.1.5.12. EFAC. By direction of the Installation Commander, the A&FRC will activate and support the EFAC IAW the EFAC Operations Guide. **(T-3)**.

2.1.5.13. A&FRCs will ensure the EFAC processes are addressed in base disaster response plans and the A&FRC Family Readiness Operations Plan. **(T-3)**.

2.1.5.14. NEO and Repatriation IAW guidance in AFI 10-216, *Evacuating and Repatriating Air Force Family Members and Other US Noncombatants*, and Joint Publication (JP) 3-68, *Noncombatant Evacuation Operations*, and the NEO Operations Guide is located in the AFFIRST download center. Overseas A&FRCs assist in the development of base evacuation plans. Continental United States A&FRCs provide assistance for DoD and/or non DoD civilian employees and family members affected by an authorized or ordered departure from an overseas country throughout the entire safe haven period.

2.1.5.15. A&FRCs provide essential services to families during the repatriation operation, and follow on assistance when families reach their safe haven/final destination. If required, the EFAC Model will be used for in-processing evacuees. The receiving base A&FRC will coordinate with private sector organizations, and offer support for the families. **(T-3)**.

2.1.5.16. A&FRC staff must be trained in use of Air Force Personnel Accountability and Assessment System (AFPAAS) Assessments as Case Managers. Training shall occur annually and recommended to occur quarterly. **(T-3)**.

2.1.5.17. The A&FRC will act as the family's liaison to the base community and provide updates to AFPC/DPFF IAW AFI 36-3803, Personnel Accountability in Conjunction with Natural Disasters or National Emergencies. **(T-3)**.

## Chapter 3

### A&FRC SERVICES

**3.1. Air Force Aid Society (AFAS):** A&FRCs manage AFAS assistance IAW the *AFAS Operation Guide*.

3.1.1. The Staff Advisor will routinely review case files utilizing the AFAS EAGLE-i electronic case file program. (T-3).

3.1.2. The Staff Advisor and Air Force Aid Society Officer (AFASO) will conduct an annual self-assessment using the AFAS EAGLE-i electronic case file program to ensure compliance with AFAS requirements.

**3.2. Transition Assistance Program (TAP).** A&FRCs provide Service members with the knowledge, skills, and abilities to empower them to make informed career decisions, be competitive in a global work force, and become positive contributors to their community as they transition from military service and reintegrate into civilian life. Presidential Memorandum, *Career Transition Assistance for Federal Employees*, 12 Sep 1995, and Air Force policy dictate that transition assistance will be provided to DoD civilian employees (and family members) impacted by restructuring and reductions.

3.2.1. IAW Title 10 United States Code (USC) Section 1142, preseparation counseling is mandatory for all separating RegAF Service members with 180 continuous days of active duty and all eligible deactivating members of the ANG and AFR, to include Individual Ready Reserve and individual mobilizing augmentees, serving pursuant to Title 10 USC § 1142, with 180 cumulative days of service (other than training) not later than 90 days prior to separation. Preseparation counseling is mandatory for all Service members retiring or separating for a disability regardless of length of service.

3.2.1.1. TDY to attend preseparation counseling is subject to mission requirements and destination will be the closest, most cost effective location that provides the counseling regardless of Service affiliation. Preseparation may be accomplished telephonically as needed.

3.2.1.2. DoD civilians impacted by reductions or restructuring must be provided preseparation counseling upon request. Preseparation may be accomplished telephonically as needed.

3.2.1.3. AFPC /DPFF will maintain the Transition Assistance Preseparation Counseling Operations Guide. The guide is updated as needed and available on AFFIRST. (T-3).

3.2.2. Department of Labor TAP workshop attendance in the local area is considered official duty, not leave.

3.2.3. The DoD TAP Reporting requirements are outlined in the Desktop Guide.

**3.3. Air Force Warrior and Survivor Care Division.** Ensures wounded, seriously ill, and injured Airmen, requiring long-term medical care and/or a medical/physical evaluation board to determine fitness for duty receive non-medical services, reintegration and transition support. (T-3).



3.3.1. Ensure one-on-one preseparation counseling is accomplished for the Warrior & Survivor Care program participants through the A&FRC to include a veterans benefits briefing and Disabled-Transition Assistance Program counseling is provided by the Department of Veterans Affairs (DVA). Assistance in completing and submitting a VA Form 21-526, Claim for Disability Compensation or Pension, will be arranged through the DVA; if a DVA counselor is not available, A&FRC will ensure assistance is available. A&FRCs shall refer to the Desktop Guide for Wounded, Ill and Injured for current guidance and program service delivery. **(T-3)**.

3.3.1.1. In the event that an A&FRC identifies a potential eligible for the Warrior & Survivor Care program during routine transition process, contact AFPC/DPFWM.

**3.4. Employment Assistance:** Supports military, civilians and family members in achieving short and long-term employment, by referring for education/training, and obtaining career goals in the private and public sectors. A&FRCs provide employment skills counseling to prepare for portable careers in the private and public sectors. Services also include resources for self-employment, small business and entrepreneurial efforts.

3.4.1. A&FRCs offer local labor market information, employment trend tracking, skills and interests identification, skills development workshops, job bank or job referrals, linkages to alternatives to paid employment (e.g., volunteerism and education), networks for employment contacts, and other on-and off-base resources.

3.4.2. A&FRPMs may provide employment and career support, refer to local agencies or the Joint Force Headquarters.

**3.5. Relocation Assistance:** IAW Public Law 101-189, *National Defense Authorization Act for Fiscal Years 1990 and 1991*, Title 10 USC § 1056, DoDI 1338.19, and Public Law 111-84, Section 563, *National Defense Authorization Act 2010*. A&FRCs will provide relocation information, education, and skills development for customers. Each installation is required to certify quarterly through the Defense Installation Messaging System (DIMS) that their installation information is current, accurate and complete.

3.5.1. Sponsor Training. First-time sponsors and those who have not been trained as a sponsor during the past year must receive sponsorship training online at <http://apps.militaryonesource.mil/ESAT>. Electronic Sponsorship Application & Training (eSAT) will be the sole Sponsorship training tool utilized by A&FRCs. A&FRCs will offer training for unit sponsor monitors. In order to review unit progress, unit monitors and commanders will be granted access to DIMS once they receive training by A&FRC personnel that include an overview of eSAT with special emphasis on the reports function and how it works.

3.5.2. Pre-departure and post-arrival services allow members to make informed decisions and preparations. Referrals will include but are not limited to: temporary housing services, government or private home finding services, child care, medical and medically-related services, spouse employment assistance, cultural and community orientation, public/private/home schooling, legal, personal property shipment, and information on educational and volunteer opportunities.

3.5.3. Special emphasis and expanded assistance will be provided for personnel with less than four years of service and those with overseas assignments.

3.5.3.1. At installations conducting basic enlisted and officer training and technical training, the A&FRC will: 1) coordinate services with training units; 2) provide relocation briefings to trainees; 3) implement outreach to provide relocation information and services to family members or trainees; and 4) Educate trainee on Plan My Move and Military Installation applications/information on the gaining base.

3.5.3.2. An overseas permanent change of station orientation through collaborative processes to include cultural adjustment briefings will be provided as needed.

3.5.4. Lending Lockers provide temporary household items during relocation and under special circumstances when available. Lending Lockers are an optional program based on local needs and availability of volunteers and NAF resources.

**3.6. Volunteer Resources.** The A&FRC collaborates with other base volunteer agencies to recruit, train, place, and recognize volunteer service. The Air Force Volunteer Excellence Award (VEA) is a commander's program to recognize volunteer contributions in the local civilian community or military family community. VEA guidance is located at [Attachment 3](#).

3.6.1. A&FRPMs coordinate volunteer initiatives and activities, when applicable. Volunteer recognition should be determined by a unit Commander, e.g. Family Readiness Award.

3.6.2. Service member/Family Data Card/Volunteer Data or Service Records may be locally developed to meet mission requirements. DD Form 2793 must be completed by Statutory Air Guard volunteers. Volunteers working with children will have applicable background checks as prescribed by Federal and State law, DoDIs and AFIs.

**3.7. Personal Financial Readiness Services.** A&FRCs will offer information, education, and personal financial counseling to help individuals and families maintain financial readiness and build resiliency.

3.7.1. IAW DoDI 1342.22, at least one A&FRC staff member is required to be certified as a personal financial counselor via a national accreditation agency.

3.7.2. Mandatory First Duty Station Training. Within the first 90 days of arrival, A&FRCs will provide first duty station officer and enlisted personnel information to maintain financial stability and reach financial goals to include; an understanding of pay and entitlements, banking and allotments, checkbook management, budgeting and saving (to include the Thrift Savings Plan), insurance, credit management, car buying, permanent change of station moves, information on obtaining counseling or assistance on financial matters, investment tools, state or country liability laws, local fraudulent business practices, and personal and family readiness. Training may be conducted either as a one-on-one or in a classroom setting. (T-2).

3.7.2.1. Deleted.

3.7.3. Prior to deployments, A&FRC's will educate members on available Personal Financial Readiness (PFR) services and will encourage members to establish an extended absence financial plan as a part of personal readiness preparation and assist as necessary.

3.7.4. A&FRPMs may provide financial counseling , refer to the nearest AD location or Joint Force Support Assistance Program/ Military Family Life Consultant or off-base agency.

**3.8. Personal and Work Life.** These services promote community wellness and assist with the readiness and resiliency of the force across the life cycle. Services include intervention, prevention/enrichment consultation and skills building designed to enhance work/life competencies for individuals, couples, and families. Focus is on promoting, enriching and improving work/home balance, resulting in increased quality of life and resiliency. Activities will be educational and offered through individual and group settings to meet identified community needs.

3.8.1. Consultations, assessments, and educational services are based on individual and community needs.

3.8.2. Individual assessments will assist customers in developing an action plan. Steps include identifying issues, discussing expectations, exploring options, highlighting strengths, and setting goals. Action plan may include education, resources, and referral.

3.8.3. All personal and work life activities and services will be developed, marketed, implemented and evaluated to ensure targeted outcome results.

3.8.4. The Air Force Key Spouse Program is an official Air Force unit family readiness program designed to enhance mission readiness and resiliency and establish a sense of community. It is a commander's initiative that promotes partnerships with unit leadership, families, volunteer Key Spouses, the A&FRC, and other IDS agencies. AFR and ANG commander's will establish a program as needed/required and/or have ability to implement.

3.8.4.1. Unit commanders will establish, promote, maintain, and support Key Spouse Programs. **(T-3).**

3.8.4.2. A&FRCs will provide Key Spouse training on a quarterly basis or as requested by installation leadership IAW standardized Key Spouse training curriculum. **(T-3).**

3.8.4.3. The unit commander selects and formally appoints the Key Spouse volunteer(s). Volunteers may include unit spouses of enlisted, officer, or DoD civilians. ANG may utilize retiree as a Key Spouse Volunteer. **(T-3).**

3.8.4.4. Unit commanders' spouses are encouraged to serve as mentors; however, the unit commander may designate an alternate senior officer, enlisted, or DoD civilian spouse as mentor. **(T-3).**

3.8.4.4.1. For the ANG, retirees may also be mentors.

3.8.4.5. MAJCOMs will implement the Air Force Key Spouse Program IAW AFI 36-3009. MAJCOMS may supplement this guidance with AF/A1SAA coordination and approval.

3.8.4.6. Guidance for the Key Spouse Operations Program is incorporated in the A&FR Key Spouse Desktop Guide located in the AFFIRST Download Center.

**3.9. Information, Referral and Follow-up.** These services assist individuals and families identify and clarify needs, determine appropriate forms of assistance and provide linkage to resources, including exceptional family member resources.

3.9.1. A&FRCs will ensure client access to listings of on- and off-base services and information, as well as web-based resources. **(T-3).**

**3.10. Exceptional Family Member Program (EFMP):** is a three component program: The Medical Treatment Facility (MTF) provides medical support to Exceptional Family Members (EFM) which includes screening, enrollment and assignment coordination through the Special Needs Identification Assignment Coordination process. AFPC/EFMP Assignment's Branch considers the medical and educational needs of the family during the assignment process. The EFMP-Family Support (EFMP-FS) Coordinator establishes, implements and maintains the family support portion of the EFMP in coordination with the installation's medical and assignments functions to enhance the quality of life of family members of active duty sponsors who have special needs as defined by the EFMP on installations with a full time EFMP-FS.

3.10.1. EFMP-FS and/or A&FRC staff will:

3.10.1.1. Provide coordination of family support services on and off the installation to EFMs who have physical, developmental, emotional, or intellectual impairments/disabilities.

3.10.1.2. Provide respite care support services, thru AFAS and the Air Force Respite Care Program, to special needs families based on tiered availability based on needs assessment.

3.10.1.3. Promote the EFMP by establishing and maintaining contact with federal, state, and local governments to include civilian sector educational and service organizations to ensure maximum availability of resources/services for families, outreach and awareness, and caregiver support activities. Provide detailed information and referral services to EFMs on available resources required to meet their needs. Services do not include accompanying the EFM to service provider meetings. ANG will provide information/referral/follow-up to community resources or the nearest AD location and encourage Title 10 ANG member to enroll in EFMP.

3.10.1.4. Provide EFMP information and education at awareness briefings/orientations for command, unit and community and document in A&FRC customer tracking system.

3.10.1.5. Refer special needs families to the MTF Special Needs Coordinator for screening if family is not enrolled in the EFMP.

3.10.1.6. Place informational materials in strategic locations on the installation (i.e., MTF, TRICARE service center, Airman and Family Services facilities) and provide general EFMP marketing to the community.

3.10.1.7. Document EFMP-FS non-clinical case management contacts, including the development and maintenance of an individualized services plan that identifies the family's current needs and the services they require, via A&FRC customer tracking system to include consults on resources provided to families, information and referral services, relocation related needs, schools, finance issues, crisis, and leadership consultations.

**3.11. Military Child Education.** A&FRC staff, in partnership with civilian and military school liaison officers, will advocate for the educational needs of military children and will assist Airmen and families with information and referrals regarding local school districts and other educational options including home schooling, private schools, charter schools, and cyber schools. A&FRC staff in conjunction with school liaison officers, will ensure school personnel

are aware of the unique issues impacting military children, i.e., deployments, frequent moves, etc.

**3.12. Air Force Families Forever.** Ensures family members of deceased Airmen are provided with immediate and long-term bereavement care, service and support. Serves as a conduit to facilitate the resolution of issues family members may have as it relates to the death of an Airman, in coordination with applicable subject matter experts.

3.12.1. The Airman and Family Readiness Section Chief ensures targeted outreach is performed for every Primary-Next of-Kin, Person Authorized to Direct Disposition, parent(s), and any other person(s) annotated on the fallen Service member's Record of Emergency Data (DD Form 93), whether legally defined as family or not.

3.12.2. A&FRCs will abide by directives and procedures as stated in the Desktop Guide for Air Force Families Forever program.

### **3.13. Records Management.**

3.13.1. AFFIRST System. The AFFIRST web-based, data gathering, service delivery management system was established to provide timely information about daily activities, outcome-based results, and return on investment of A&FRC services throughout the Air Force. All staff members will utilize this system for data gathering, records keeping, and information management. A&FRPMs use AFFIRST in the categories designated to meet the specific needs of the ANG and other AF and OSD report requirements.

3.13.1.1. Joint Bases. At installations where the AF is the supporting service, AFFIRST is the approved data collection system. At joint base installations where another service is the lead, that service will dictate the method/system for documenting activities. Any A&FRC staff member who remains an Air Force employee, regardless of location, can be granted access to AFFIRST. Exceptions to Joint Basing policy must be submitted through AFPC/DPFF and approved by AF/A1SAA.

3.13.2. Privacy. This publication requires the collection and or maintenance of information protected by the Privacy Act (PA) of 1974. The authorities to collect and or maintain the records prescribed in the publication are Title 10 USC § 8013. The applicable Privacy Act System Notice(s) System of Records Notice F036 AF PC C, Military Personnel Records System, is available online at: <http://www.defenselink.mil/privacy/notices/usaf>. Prior to obtaining information from a customer, A&FRC staff members will inform the customer that information may be released under limited circumstances. An example of an A&FRC Customer Statement of Understanding is posted in the AFFIRST Download Center.

3.13.3. Instances to report include, but are not limited to, concerns about personnel reliability IAW DoDR5210.42\_AFMAN 10-3902, *Nuclear Weapons Personnel Reliability Program (PRP)*; any domestic violence IAW AFI 40-301, *Family Advocacy*, the commission of a crime in violation of the Uniform Code of Military Justice, federal or state law; and any clear threat to mission accomplishment or individual safety.

**3.14. Resource Management.** A&FRC Chiefs will manage/monitor fund operating procedures, resource estimates and budget execution. They will use budget system reports, including open document list, selective transaction history and execution reports to provide information for

budget management. For more information, refer to AFI 65-601V2, *Budget Management for Operations*.

3.14.1. Expenditure of NAFs is only authorized for Family Services/Loan Locker requirements (e.g., lending closets, volunteer uniforms, awards, coffees, and child development services for volunteers) per AFI 34-201, *Use of Nonappropriated Funds (NAFS)*.

3.14.2. Procurement of low value promotional items, such as, pens, pencils, magnets, key chains, etc. is authorized for the express intent of awareness and education of eligible customers. For guidance, refer to AFI 65-601, Volume 1.

3.14.3. A&FRC Chief will manage budget and monthly expenditures and use available funds for recognized operational needs. Additionally the Chief will track funds utilized in support of readiness services and requirements in obtaining special program funding or other supplemental funding available to support operational directives (e.g. oversees contingency operations, operations and maintenance, and year-end funds).

3.14.4. A&FRCs cannot accept or reject donations and gift offers and must refer them to the appropriate authority IAW AFI 51-601, *Gifts to the Department of the Air Force*.

3.14.5. Guidance for establishing and operating private organizations may be found in AFI 34-223, *Private Organizations (PO) Program*. The A&FRC Chief may be an advisor to a PO, but the A&FRC cannot be perceived as “owning” or managing the PO. Any staff member working with the PO must do so on personal time, not during duty hours.

**3.15. Facilities.** A&FRC staffs shall ensure proper maintenance and upkeep of facilities, real property and equipment. A&FRC facilities will be easily identifiable and ideally located within close proximity to other support activities and collateral agencies for easy accessibility. A&FRCs must meet, as a minimum, the facility requirements as outlined in AFMAN 32-1084, *Facility Requirements*, and design and construction specifications set forth in the Unified Facility Criteria (UFC) 4-730-01, *Family Service Center*.

3.15.1. A&FRC will reflect a warm, friendly, inviting environment. At a minimum, design standards will include an interactive reception area; an administrative support area; adequate work areas with sufficient space for a standard-size desk, office chair, visitor seating, locking filing cabinets and book shelf; private consultation areas (floor-to-ceiling walls and closeable doors for privacy during one-on-one consultations when subject matter warrants); conference and classroom areas; a full kitchen with appliances and utensils; storage and supply areas. When possible, Wi-Fi internet connectivity for customers and restrooms with child changing areas will be available. Adequate parking, immediately adjacent to the facility is essential. ANG facility furnishings should be durable, comfortable, attractive and consistent with a warm, inviting environment. The space should be adequate for a standard size desk, chair, visitor seating, locking filing cabinets, book shelves, floor-to-ceiling walls, closable doors and refrigerator for food locker. Storage and supply areas are necessary. The office must include computers, telephone, facsimile, and internet connectivity.

**3.16. Casualty Assistance.** A&FRC Chiefs will ensure counseling on benefits offered by a wide variety of programs such as those from the DoD, Department of Veterans Affairs, Social Security Administration, Internal Revenue Service, Department of Health and Human Services,

and state and local agencies is provided by a formally trained Casualty Assistance Representative (CAR).

3.16.1. During a national emergency, mobilization, wartime and/or contingency operations the CAR will provide the same types of services with the focus on pertinent situational issues; the CAR may also serve in emergency and/or natural and man-made disasters. (T-3).

3.16.2. Installation Casualty Services SBP implementation will be IAW AFPC/DPFF *Airman & Family Readiness Center Chief's Operations Guide to Casualty & the Survivor Benefit Plan (SBP)*. (T-3).

**3.17. Survivor Benefit Plan (SBP).** A&FRC Chiefs will ensure all retiring personnel and their spouses are provided SBP information from a trained SBP counselor.

3.17.1. Provide a private area for delivery of the SBP counseling. (T-3).

3.17.2. Identify training needs and ensure new counselor attends a funded SBP basic workshop no later than 180 days after assuming SBP responsibilities. (T-2).

3.17.3. Installation SBP implementation will be IAW AFPC/DPFF *Airman & Family Readiness Center Chief's Operations Guide to Casualty & the Survivor Benefit Plan (SBP)*. (T-3).

DARRELL D. JONES, Lt Gen, USAF  
DCS, Manpower, Personnel and Services

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFPD 36-30, *Military Entitlements*, 2 August 1993

AFI 10-216, *Evacuating and Repatriating Air Force Family Members and Other US Noncombatants*, 1 April 2000

AFI 10-403, *Deployment Planning and Execution*, 20 September 2012

AFI 24-301, *Vehicle Operations*, 1 November 2008

AFI 33-115V 2, *Licensing Network Users and Certifying Network Professionals*, 14 April 2004

AFI 34-201, *Use of Nonappropriated Funds (NAFS)*, 17 June 2002

AFI 34-223, *Private Organizations (PO) Program*, 8 March 2007

AFI 36-2110, *Assignments*, 22 September 2009

AFI 36-2002, *Regular Air Force and Special Category Accession*, 7 April 1999

AFI 36-2101, *Classifying Military Personnel (Officer and Enlisted)*, 14 June 2010

AFI 36-2706, *Equal Opportunity Program Military and Civilian*, 5 October 2010

AFI 36-2908, *Family Care Plans*, 1 October 2000

AFI 36-2909, *Professional and Unprofessional Relationships*, 1 May 1999

AFI 36-3803, *Personnel Accountability in Conjunction with Natural Disasters or National Emergencies*, 21 December 2010

AFI 40-301, *Family Advocacy*, 30 November 2009

AFI 51-601, *Gifts to the Department of the Air Force*, 26 November 2003

AFI 65-601V1, *Budget Guidance and Procedures*, 16 August 2012

AFI 65-601V2, *Budget Management for Operations*, 18 May 2012

AFMAN 32-1084, *Facility Requirements*, 20 April 2012

JP 3-68, *Noncombatant Evacuation Operations*, 22 January 2007

DoDR5210.42\_AFMAN10-3902, *Nuclear Weapons Personnel Reliability Program (PRP)*, 13 November 2006

DoDI 1100.21, *Voluntary Services in the Department of Defense*, 11 March 2002

DoDI 1332.36, *Preseparation Counseling for Military Personnel*, 14 February 1994

DoDI 1342.15, *Educational Advisory Committees and Councils*, 7 December 2012

DoDI 1342.18, *Financial Assistance to Local Educational Agencies (LEAs)*, 6 February 2006

DoDI 1342.22, *Military Family Readiness*, 3 July 2012



DoDI 6490.06, *Counseling Services for DoD Military, Guard and Reserve, Certain Affiliated Personnel and Their Family Members*, 21 April 2009

Public Law 101-189

Title 10 USC §1142

Title 10 USC § 1056

UFC 4-730-01, *Family Service Centers*, 7 April 2006

### ***Adopted Forms***

AF Form 847, *Recommendation for Change of Publication*

VA Form 21-526, *Claim for Disability Compensation or Pension*

### ***Abbreviations and Acronyms***

**A&FR**—Airman and Family Readiness

**A&FRC**—Airman and Family Readiness Center

**A&FRPM**—(Air National Guard) Airman and Family Readiness Program Manager

**A&FRPO**—(Air National Guard) Airman and Family Readiness Office

**AF/A1SA**—Air Force Airman and Family Care Division

**AFAS**—Air Force Aid Society

**AFASO**—Air Force Aid Society Officer

**AFFIRST**—Air Force Family Integrated Results and Statistical Tracking

**AFPAAS**—Air Force Personnel Accountability and Assessment System

**AFI**—Air Force Instruction

**AFMAN**—Air Force Manual

**AFPC**—Air Force Personnel Center

**AFPC/DPFF**—Airman/Family Division

**AFPD**—Air Force Policy Directive

**AFR**—Air Force Reserve

**AFSC**—Air Force Specialty Code

**AFW2**—Air Force Wounded Warrior program

**ANG**—Air National Guard

**CAIB**—Community Action Information Board

**CAR**—Casualty Assistance Representative

**DIMS**—Defense Installation Management System

**DoD**—Department of Defense

**DoDI**—Department of Defense Instruction  
**DRU**—Direct Reporting Unit  
**DVA**—Department of Veterans Affairs  
**EFAC**—Emergency Family Assistance Center  
**EFMP**—Exceptional Family Member Program  
**EM**—Emergency Management  
**FOA**—Field Operating Agency  
**FP**—Family Program  
**HAF**—Headquarters Air Force  
**HQ**—Headquarters  
**IAW**—In accordance with  
**IDS**—Integrated Delivery System  
**MAJCOM**—Major Command  
**MTF**—Medical Treatment Facility  
**NAF**—Non-appropriated fund  
**NCO**—Non-Commissioned Officer  
**NCOIC**—Non-Commissioned Officer In Charge  
**NEO**—Noncombatant Evacuation Operation  
**NGB**—National Guard Bureau  
**OPLAN**—Operations Plan  
**OPR**—Office of Responsibility  
**OSD**—Office of Secretary of Defense  
**PO**—Private Organization  
**RegAF**—Regular Air Force  
**RNCO**—Readiness Noncommissioned Officer in Charge  
**SDI**—Special Duty Indicator  
**TAP**—Transition Assistance Program  
**TDY**—Temporary Duty  
**UCMJ**—Uniform Code of Military Justice  
**VA**—Veteran’s Administration  
**VEA**—Volunteer Excellence Award

*Terms*

**A&FRC Service Areas**— Services specified in this AFI requiring dedicated resources and resulting from identified issues and concerns important to the mission and common to individuals and families.

**Community Results Management**— Decision-making and resource allocation strategy that identifies and prioritizes community results and ties all activities/services to measurable results and ensures cost effective utilization of resources while meeting community needs through targeted outcome results and measures.

**Community Readiness Service Delivery**— Designed to enhance community readiness and resiliency through personal preparedness via strength-based, results-focused service delivery. A&FRC staff members will partner with leadership and the community to promote the successful adaptation of Airmen and their families to the demands of military life.

**DoD Personnel and Their Families**— Includes all military members, to include RegAF, AFR, ANG, military retirees, DoD civilians (including NAF personnel) and their eligible immediate family members. Other Uniformed Services include members of the US Coast Guard, National Oceanic and Atmospheric Administration, uniformed State Department personnel, Public Health Service personnel.

**Family Life Cycle**— Predictable pattern of development and change as the individual and family matures and evolves over time.

**Family Members**— Includes those individuals for whom the military member (RegAF, AFR, ANG, and retired) provides medical, financial, and logistical (e.g., housing, food, clothing) support. This includes, but is not limited to, the spouse, children under the age of 19, children under the age of 23 if enrolled in college, disabled children, and elderly adults who meet eligibility requirements. A&FRCs will also provide various types of support to annuitants and parents of single members.

**Gratuitous Volunteers**— Volunteers who offer to support meetings, events, and activities without any expectation of compensation and do not serve in an official capacity. Gratuitous Volunteers are not covered under Title 10 USC § 1588.

**Program Result**— Measurable benefits or outcomes achieved by individuals, families or groups who have been directly served by agencies or indirectly influenced by an agency's efforts. Intermediate or short-term steps leading to achieving a community result and built on successful program activities.

**Return on Investment**— Performance measurement used to evaluate the efficiency of an investment or to compare the efficiency of a number of different investments. To calculate return on investment, the benefit (return) of an investment is divided by the cost of the investment; the result is expressed as a percentage or a ratio.

**Statutory Volunteers**— Those who serve in an official capacity and seek credit for their volunteer hours in direct support of National Guard Family Programs (covered under Title 10 USC § 1588).

**Total Force Airmen**— Members of the RegAF, AFR, ANG and DoD Civilian employees.

## Attachment 2

### **AIRMAN AND FAMILY READINESS CENTER READINESS NON-COMMISSIONED OFFICER (RNCO)**

**A2.1. Special Duty Summary.** Supports the A&FRC overall functional mission to ensure programs and services are responsive to the needs of service members, DoD civilians and their families. Develops and provides personal and family readiness services related to pre-deployment, deployment/sustainment, redeployment/reintegration and post deployment education and consultation to Total Force Airmen and their families. Develops, exercises, and implements disaster response support plans. This position is a three year minimum stabilized tour (Assignment Available Code 44). The RNCO/NCOIC duty titles and accompanying duties and responsibilities reflect positions available throughout A&FRCs for those performing like duties. The duty description, NOT THE TITLE, may be modified to meet the unique local conditions or additional duties. Related DoD Occupational Subgroup: 150000.

#### **A2.2. Duties and Responsibilities:**

A2.2.1. The principal military advisor to the A&FRC director and staff on matters regarding readiness, resilience and deployment for the Total Force and their families. Assists service members and families with advance planning and preparations for deployments and extended separations, to include developing and making available educational materials and information. Briefs and provides information and referral services to families in the absence of the military member. In conjunction with other IDS agencies and A&FRC staff, develops redeployment/reintegration materials and on-going services for all eligible beneficiaries. Assists with Airman and Family Readiness support groups and other related activities. Assists A&FRC staff and IDS agencies to develop publications, plans, marketing, education, and training. Provides advocacy for the unique educational needs of military children and families during deployments and assists in ensuring school personnel are aware of the unique issues and stressors impacting military children.

A2.2.2. Ensures development and implementation of a written A&FRC readiness response plan and its incorporation into installation operations planning to support national and local emergencies, natural disasters and NEO. Attains and maintains in-depth knowledge of base contingency/operational plans related to force readiness with a specific focus on personal/family readiness planning, and serves as consultant to A&FRC and local leadership on exercising those plans. Briefs and assists military members, DoD civilians, and families during emergencies and natural disasters, providing assistance during contingency operations. Is an integral member of the EFAC as defined by local and Air Force requirements. Liaison to installation and community organizations for on-base contingency and disaster preparedness planning to include deployment lines and mass casualty exercises. Provides military, civilian and family assistance and support before, during, and after local or national emergencies, natural disasters, mobilization, deployment, separation, or evacuation (to include NEO), repatriation, and Safe Haven staging operations).

A2.2.3. Responsible for marketing AFAS community enhancement programs directly affecting personal and family readiness and resilience. Promotes the A&FRC programs/services at Chiefs' groups, first sergeant groups, commanders' calls, and other civilian or military forums.

A2.2.4. Responsible for data collection and utilization of the AFFIRST data system within the A&FRC. Ensure input of data into AFFIRST (i.e., pre-deployment, sustainment/redeployment/reintegration events, briefings, deployment line, etc.). Attain and maintain in-depth working knowledge of AFFIRST.

A2.2.5. Assist in the development, implementation and evaluation of goals and objectives to effectively manage day-to-day operations of the A&FRC. Assist in the interpretation and implementation of policies for effective operations while providing information to base leadership on issues and trends affecting the Total Force.

### **A2.3. Special Duty Qualifications (SDI 8C000):**

A2.3.1. Knowledge. Knowledge of personnel management, professional support functions, base deployment mission/issues, Air Force organization and administration is mandatory.

A2.3.2. Education. For entry into this Special Duty Indicator (SDI), completion of high school or general educational equivalency is mandatory. Some college is desired.

A2.3.3. Training. For retention of this SDI, one of the following training requirements is mandatory:

A2.3.3.1. Completion of the Air University A&FRC basic training course within 12 months of initial assignment in this SDI.

A2.3.3.2. Completion of prescribed training directed by AF/A1SAA.

A2.3.4. Experience. Not Used.

A2.3.5. Other. The following are mandatory for entry into this SDI:

A2.3.5.1. Qualification in any Air Force Specialty Code (AFSC) at the 7- or 9-skill level, and grade of E-6 or E-7.

A2.3.5.2. Competency to write effectively and speak professionally, clearly, and distinctly.

A2.3.5.3. Familiarity and understanding of a wide range of Air Force programs affecting personnel policy, housing management, education, personnel/data management systems, professional civil/military, social services/support groups, deployment/readiness mission/issues, organizations and administrative procedures and other family services.

A2.3.5.4. No record of non-judicial punishment under the Uniform Code of Military Justice (UCMJ) within the last 5 years.

A2.3.5.5. For entry and retention of the SDI.

A2.3.5.5.1. . No recorded evidence of mental and emotional instability, personality disorder, or other unresolved mental health problems.

A2.3.5.5.2. Never received non-judicial punishment under UCMJ resulting in either reduction or suspended reduction in grade, or correctional custody for offenses involving substantiated drug abuse defined in AFI 36-2706, *Equal Opportunity Program Military and Civilian*, acts of larceny, wrongful appropriation, robbery, burglary, housebreaking, or misconduct in combat defined in UCMJ.

A2.3.5.5.3. Never been convicted by a civilian court of a Category 1, 2, or 3 offense, nor exceeded the accepted number of Category 4 offenses. Category 3 and 4 traffic offenses alone are not disqualifying. **Note:** Categories of offenses are described and listed in AFI 36-2002, *Regular Air Force and Special Category Accession*.

A2.3.5.5.4. No record of substance abuse or financial irresponsibility.

A2.3.5.5.5. Never been convicted by a general, special, or summary courts-martial.

A2.3.5.5.6. Never received substantiated abuse findings defined in AFI 40-301.

A2.3.5.5.7. No record of disciplinary action (Letter of Reprimand (LOR) or Article 15) for engaging in an unprofessional or inappropriate relationship as defined in AFI 36-2909, *Professional and Unprofessional Relationships*, or documented failures (LOR or Article 15) to exercise sound leadership principals with respect to morale or welfare of subordinates

A2.3.5.5.8. Must maintain a valid state driver's license and able to operate a government motor vehicle IAW AFI 24-301, *Vehicle Operations*.

A2.3.5.5.9. Must maintain an Air Force Network License according to AFI 33-115V2, *Licensing Network Users and Certifying Network Professionals*.

A2.3.5.5.10. No record of disciplinary action (LOR or Article 15) or referral Enlisted Performance Report after award of SDI.

A2.3.5.6. Failing to Maintain Mandatory SDI Standards (Withdrawal of SDI (AFSC Disqualification))

A2.3.5.6.1. A&FRC NCO duties, by necessity are demanding. If circumstances exist that prove it is not in the best interest of the individual or the Air Force to continue duty as a Readiness NCO, removal or withdrawal (disqualification) from the special duty is required.

A2.3.5.6.1.1. If the A&FRC RNCO fails to maintain eligibility to retain the SDI per the retention criteria in SDI specialty description contained in the Enlisted Classification Directory, the commander will initiate AFSC disqualification action. The governing directive is AFI 36-2101, *Classifying Military Personnel (Officer and Enlisted)*, and the process, documentation requirements, etc. are found in the AFSC Disqualification Personnel Service Delivery (PSD) Guide available at the AFPC website.

A2.3.5.6.1.2. Commanders and supervisors considering withdrawing awarded SDI 8C000 through the AFSC Disqualification process must carefully evaluate all the facts before proceeding. Withdrawing a SDI will not be used as an alternative to more appropriate disciplinary or quality force action.

A2.3.5.7. Curtailment request are accomplished IAW guidance provided in AFI 36-2110, *Assignments*. In cases involving quality problems, curtailment will not be effected until appropriate administrative or disciplinary action has been taken unless an exception to policy is justified.

### Attachment 3

#### GUIDANCE FOR AIR FORCE VOLUNTEER EXCELLENCE AWARD (VEA)

**A3.1. Award Description:** The VEA was established to recognize federal civilians, family members, military retirees and federal retirees who perform outstanding volunteer community service of a sustained, direct and consequential nature.

**A3.2. Award Eligibility:** Authorized by United States Air Force Chief of Staff, for federal civilians, family members, military retirees, and federal retirees who perform outstanding volunteer community service. To be eligible, an individual's service must be performed either in the local civilian community, or the military family community, and be of a sustained and direct nature. The volunteer service must be significant in character, produce tangible results and reflect favorably on the United States Air Force. To be awarded the VEA, eligible persons must be nominated by their supervisor in the form of a memorandum or by the voluntary agency for which they donated their service. Approval authorities shall ensure the service to be honored merits the special recognition afforded by this award. The VEA is intended to recognize exceptional long term community support and not a single act or achievement. Further, it is intended to honor direct support of community activities. For the purpose of this award, attending membership meetings or social events of a community service group would not normally be considered qualifying service, while manning a community crisis action phone line would. The volunteer service may have been donated over time at another military installation or in a local civilian community. For example, long term service as a Family Services volunteer, Boy/Girl Scout leader, etc. The nominee must be performing services on a voluntary basis, not as part of a tasking, and may not result in any personal gain. This award will not be reflected in personnel records or earn promotion credit for federal employees selected to receive this award. The VEA may be awarded posthumously and when so awarded, may be presented to such representatives of the deceased as deemed appropriate by the commander.

**A3.3. Selection Board:** Award of the VEA shall be authorized by the United States Air Force on behalf of the Air Force Chief of Staff. This authority is delegated to wing commanders. The commander, at his or her discretion, may convene a board or establish another review process to screen and select award winners; however, the commander will retain final award approval. The approving authority shall certify that the individual meets all eligibility criteria and that service was honorable throughout the award period. Individuals may receive only one award of the VEA. Subsequent service may be recognized by local volunteer efforts. The awarding of the VEA is limited to no more than one award per quarter. However, commanders may choose the option of a semi-annual or annual award period.

**A3.4. Writing the Nomination:** Nominations will be one page (front only). Direct, fact-filled, results-oriented nominations are preferred. The nomination will emphasize the benefits realized by the volunteer service and include qualifying factors that are out of the ordinary. Some suggestions for consideration are: leadership and management, scope of responsibility, innovative and creative ideas, community involvement, initiative, and reliability. Nominators will be specific when giving the time frame of the accomplishment.

**A3.5. Award Period:** All nominations must be submitted in time to be reviewed so the award can be presented during National Volunteer Week.