

AIRMAN AND FAMILY READINESS CENTER

KEY SPOUSE PROGRAM



Commander's Key Spouse Program Desktop Guide

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INTRODUCTION

This Commander's Key Spouse Desktop Guide has been created to help units manage the Key Spouse Program (KSP). The information in this guide provides guidance and support to get started or to strengthen your existing program. The strategic vision is increase resiliency and unit cohesion among military families throughout the military life cycle.

This guide is designed to provide a practical approach to develop an effective unit Key Spouse Program. Roles and responsibilities of the Key Spouse team are defined. The goal is to have a cadre of trained volunteers who can support military families.

The Key Spouse Program is an official Air Force unit family readiness program designed to enhance mission readiness and resilience and establish a sense of community. The ***Key Spouse Program is a commander's initiative*** which promotes partnerships with unit leadership, families, Key Spouses, Key Spouse Mentors, the Airman and Family Readiness Center (A&FRC), and other Integrated Delivery System (IDS) agencies. We cannot effectively take care of our Airmen and their families without key spouses.

Use this guide to update your unit KSP policy and operating procedures to enhance program effectiveness. Air Force Personnel Center, Airman and Family Operations Division serves as the point of contact for questions or concerns. Inquires may be addressed by calling DSN: 665-1366 or Commercial: (210) 565-1366.

MISSION

The mission of the Key Spouse Program (KSP) is to provide information and resources to military spouses, supporting families in successfully navigating throughout the military life cycle.

VISION

The Air Force family--empowered and resilient.

GUIDANCE

Air Force Instruction (AFI) 36-3009, Airman and Family Readiness Centers, paragraphs 3.8.4 - 3.8.4.6., provides guidance.

AIR FORCE CHIEF OF STAFF KEY SPOUSE PROGRAM MEMORANDUM

NOV 22 2016

MEMORANDUM FOR ALL SQUADRON COMMAND TEAMS

FROM: AF/CC

SUBJECT: Key Spouse Program

Air Force families make significant contributions in service to our Nation. A vital resource available to command teams to support Air Force families is the Key Spouse Program. This program represents a powerful network of interconnected, educated, service-minded volunteers standing ready to assist with everything from morale and welfare celebrations to crisis management.

In order to maximize the program, I encourage squadron command teams to assess your Key Spouse Program within your first 30 days of command and establish goals for your program's growth and outreach. Here are a few questions you should ask yourself:

- Have you appointed one or more Key Spouses?
- Do they have Key Spouse Mentors?
- Are they visible members of your leadership team?
- What's your operational tempo?
- How long are your duty shifts?
- Does your squadron experience childcare issues?

As you maintain your laser focus on leading and communicating, your Key Spouses can assist in developing a strong sense of community within your squadron. We also ask for your feedback on how we can strengthen our squadrons. Your recent feedback resulted in key quality of life and process improvements for our Airmen and families, including some funded Key Spouse supplies. Your Airmen and Family Readiness Centers will ensure you understand the dos and don'ts of appropriated funding, along with the Comptroller Squadron Commander--they'll point you in the right direction.

We competitively select command leadership teams and we need your strength...and your Airmen need your leadership. We recognize your extraordinary contributions and urge you to share your stories, to emphasize the importance of the Key Spouse Program because squadrons are the true heartbeat of our Air Force.

Thank you for your courage, resilience, and commitment. We are proud to serve beside you!


DAVE GOLDFEIN
General, USAF
Chief of Staff


DAWN GOLDFEIN
CSAF Spouse

cc: AF/CCC
Wing Commanders
Wing Command Chiefs

"Every challenge has an embedded opportunity. Our job as leaders is to find it"

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HISTORY OF THE PROGRAM

The Key Spouse Program was developed as a quality of life initiative out of concern for Air Force Families. Similar to the Navy's Ombudsman Program, the AF tested similar programs at five bases ('96 -'98). Voluntary implementation was encouraged Air Force-wide as part of the AF family support outreach program ('99). For many years, the program was base or command-specific. The AF deployed a standardized Key Spouse program in March 2009 with revisions in 2015.

Why is the Key Spouse Program important?

- Promotes individual, family, and unit readiness
- Establishes continuous contact with spouses/families
- Encourages peer-to-peer Wingman support
- Provides family links to leadership
- Strengthen the leadership support team
- Vital to building strong AF communities

Key Spouse Program Outcomes

- Increases awareness of installation/community resources
- Identifies/resolves issues at lowest levels
- Enhances up/down information flow
- Prepares/supports families during separations
- Increases sense of unit support
- Improves quality of life among unit families
- Increases readiness and retention
- Enhances family resilience

BUILDING THE TEAM: ROLES AND RESPONSIBILITIES

The KSP is a commander's program. The CC establishes and maintains the program within the unit, to include choosing team members. The team is typically comprised of the CC, CCF, Key Spouse Mentor (KSM), Key Spouse (KS) and Airman & Family Readiness Center (A&FRC). CCs may elect to utilize a Chief, Superintendent and/or a SNCO as members of the KS leadership team.

COMMANDER (CC)

Commanders determine and prioritize KS/KSM roles and responsibilities based on unit demographics and needs. Various sample products (see appendix section) are available for commanders to modify as they deem appropriate to support their unit Key Spouse Program. The commander's responsibilities include but are not limited to the following:

- Determines the goals and objectives of unit KS program
- Recruits volunteer(s) to serve as unit KS (Appendix A)
- Sends a recruitment email (Appendix B)

- Interviews KS/KSM candidates to determine if the volunteer is an appropriate representative for the unit (Appendix C)
- Appoints KS/KSM in writing (Appendix D) Provides copy to A&FRC
- Establishes a KS file to include the KS appointment letter, KS position description (Appendix E), DD FM 2793 (Volunteer Agreement), and training certificates
- Schedules a recurring meeting (time/date/frequency) with unit KS to allow the KS an opportunity to communicate contacts with unit families, needs and/or concerns of unit families, and trends to unit leadership. This also allows unit leadership the opportunity to ensure the unit KS program is meeting their intent.
- Emphasizes the KS program during unit tours, CC calls, or unit functions
- Files KS resignation letter (Appendix G) in the volunteer folder. Notifies the A&FRC of KS resignations as soon as possible.
- Determines if the KS/KSM should be granted access to DoD/unit computers/networks through the Volunteer Logical Access Credential (VoLAC) Program (Appendix I)

FIRST SERGEANT, CHIEF, SUPERINTENDENT and/or a SNCO

The First Sergeant, Chief, Superintendent and/or a SNCO may monitor the KSP and serve as the CC's Key Spouse primary point of contact.

- Assists the CC in establishing the unit KS program
- Serves as a point of contact for communication with the KS
- Participates in initial KS training and continuing education at the A&FRC
- Maintains KS/KSM volunteer files, as directed by the unit commander
- Briefs KS/KSM on what constitutes Personal Identifying Information (PII)
- Meets with CC, KS and KSM to identify trends and needs
- Offers logistic support (computer, meetings space, supplies)
- Provides unit rosters (need to know information only) to enable the KS to accomplish official volunteer role
- Assists the CC with KS/KSM recognition

KEY SPOUSE MENTOR (KSM)

The role of the KSM is to serve as an adviser to the KS. This is not a supervisory role but a supportive role. The KSM should be a volunteer who is knowledgeable of the military lifestyle. The unit CC may choose whomever he/she deems qualified to perform as a mentor. Duties include:

- Contacts the A&FRC to schedule initial KS training
- Participates in quarterly continuing education
- Serves as a mentor to the unit KS (share experiences/provide encouragement)

- Assists the KS in addressing concerns of unit family members
- Supports KS with family events
- Assists with KS recognition
- Meets with CC and KS unit leadership team

KEY SPOUSE (KS)

The KS contributes to unit readiness by promoting efficient and effective communication between unit leadership, KSM, and unit spouses/families. The KS is a direct link to the CC when establishing and building unit resilience and a sense of community. The unit CC may choose whomever he/she deems qualified to perform as a key spouse. Duties include:

- Contacts the A&FRC to schedule initial training
- Meets with CC to establish unit KS program expectations
- Creates KSP implementation strategy according to CC program goals
- Completes mandatory initial KS training
- Encourages new unit spouses to attend Heart Link
- Attends quarterly KS continuing education
- Obtains contact information for unit families (requires coordination with First Sergeant, Chief, Superintendent and/or a SNCO)
- Contacts families and provides contact information to unit spouses
- Provides families information on installation and community events
- Provides referral information on base and community resources as needed
- Meets with the CC/CCF regularly to discuss needs of unit families
- Submits resignation to unit CC if unable to continue to serve (Appendix G)
- Protects sensitive information and unit rosters and uses Privacy Act Cover Sheets when in possession of unit rosters/information (Appendix M)

AIRMAN AND FAMILY READINESS CENTER (A&FRC)

- Briefs Commanders, Command Chief Master Sergeants, and First Sergeants on the KS program during initial leadership consultation
- Schedules new and reappointed KS/KSM to attend initial/refresher KS training and continuing education
- Conducts initial KS training (held at least quarterly) and refresher training
- Provides training certificate to KS/KSM upon completion of initial training
- Offers quarterly continuing education
- Maintains a current roster of trained KS/KSMs (For Official Use Only)
- Provides information and referral resources to KS/KSMs
- Provides opportunities for Geographically Separated Units (GSU) KS/KSM to attend KS training virtually
- Documents KS program support in AFFIRST IAW current KS Facilitator Guide

KEY SPOUSE LIMITATIONS

KS/KSMs serve in an official role and must protect personal information. KS/KSMs are prohibited from sharing Personal Identifying Information (PII) obtained within their official KS duties with other unit spouses. KS/KSMs may not use personal contact information for personal gain. For example, the roster cannot be used as a source for potential clients for a business or for a private organization.

KS/KSMs are not expected to be subject-matter experts, nor are they expected to be counselors. KS/KSMs should utilize referral resources such as the A&FRC, Military One Source, and Military Family Life Counselors (MFLC).

KS/KSMs serve as a unit representative, role model and conduit of accurate information to unit spouses. When KS/KSMs are asked to step outside of this role, the program can lose credibility and focus.

KS/KSMs should not assume the role of a counselor, babysitter, nurse, taxi-driver, social coordinator or fundraiser. The KSP is not a private organization, it is an official Air Force Unit Readiness Program; therefore, KS/KSMs may not conduct fundraising. The Force Support Squadron (FSS) Resource Management Office has oversight of private organizations and unofficial activity fundraising.

INITIAL TRAINING

Training is critical to the KS/KSM effectively carrying out official duties. KS/KSMs must receive an orientation from their KS unit leadership team which sets the foundation for the goals and objectives of the program. Recommend attendance at Heart Link for all KS/KSMs and subsequent attendance with new spouses.

Training is facilitated by the installation A&FRC for all newly appointed KS/KSMs. KS/KSMs cannot act in an official capacity until the initial training has been completed. Initial KS/KSM training consists of nine (9) standardized modules. KS/KSM initial training time is approximately six (6) hours.

MODULES

1. KS Overview
2. Communication
3. Generational Diversity
4. Social Media
5. Deployment
6. Exceptional Family Member Program (EFMP)
7. Disaster Preparedness
8. Personal Identifying Information, includes Privacy Act of 1974
9. Resilience

In addition to the 9 standardized modules, True Colors/Four Lenses Assessments will be included if a certified facilitator and resources are available.

Geographically Separated Unit (GSU) KS/KSM may coordinate with the assigned Main Operating Base (MOB) A&FRC and arrange Initial KS Training. Initial KS Training is best facilitated in-person; however there are instances when “live” training is not an option.

KS/KSMs are **not** required to re-accomplish initial training following a PCS. A one-hour KS/KSM refresher course must be accomplished at the new local A&FRC prior to functioning as a KS/KSM at the new duty location. As a reminder KS/KSM, when PCSing to new assignment, should travel with their Key Spouse Training Certificate to show proof of Initial KS Training to inbound A&FRC.

KEY SPOUSE CONTINUING EDUCATION

A&FRCs offer opportunities for KS/KSMs to attend continuing education quarterly. Continuing education topics are **not** limited to the topics below as installations may have unique needs based on their geographical location and mission. Topics may cover:

- Installation and community resources
- Heart Link – Air Force Spouse Orientation
- Additional Resilience training
- AFRC and ANG 101 (where applicable)
- Suicide Awareness (annual requirement)
- Sexual Assault Prevention and Response (annual requirement)

CONSIDERATIONS FOR IMPLEMENTATION OF AN EFFECTIVE KSP

Selecting a Key Spouse

The ideal KS/KSM characteristics include:

- Positive attitude about the Air Force
- Ability to communicate and listen
- Passion, time and energy to do the job
- Organizational skills and attention to detail
- Ability to follow directions
- Trustworthiness/Reliability/Loyalty
- Dependability
- Outgoing, friendly and self-confident

Steps to Take After Selecting a KS/KSM

- Sign and send appointment letter to A&FRC (Appendix D)
- Refer KS/KSM to A&FRC to schedule initial training or one-hour orientation (for previously trained KS/KSM)
- Meet with KS/KSM to communicate expectations
- Introduce KS/KSM to the unit
- Invite key spouses to CC Calls, newcomer briefings, promotion ceremonies and other appropriate unit functions

Motivation and Recognition

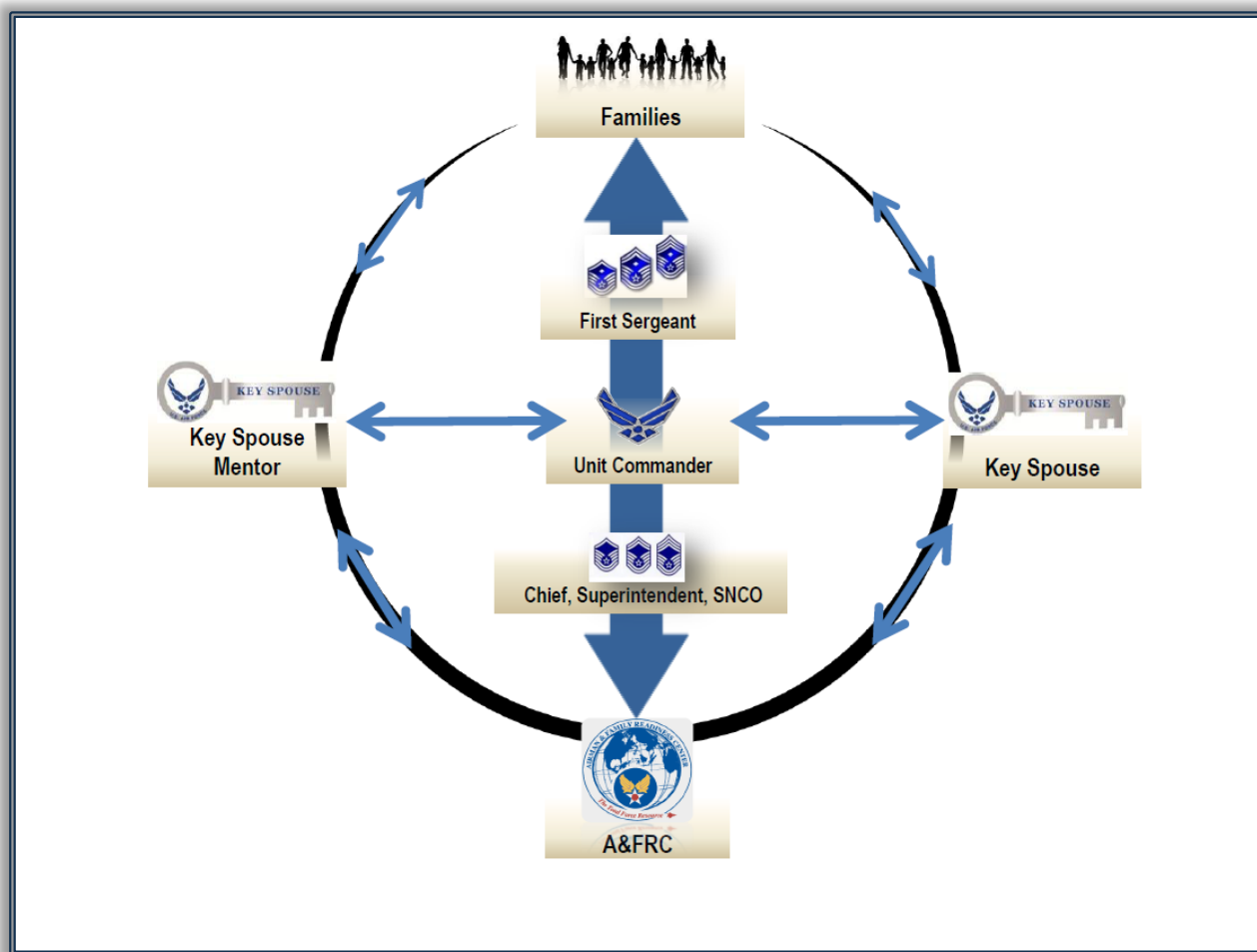
A highly motivated KS will provide extensive outreach to unit families. Some tips for recognizing and motivating Key Spouses:

- Express sincere, personal thanks for efforts
- Introduce KSs during incoming briefings and unit, wing, and community functions
- Respect opinions and suggestions
- Public hail and farewell for KSs
- Presentation of a KS coin
- Consider presentation of a unit coin when deemed appropriate by CC
- Consider Volunteer Excellence Award (VEA) submission
- Consider nomination for annual KSOY award

ESTABLISH COMMUNICATION PROCESS

Communication is the key to program success. The CC, in concert with the unit KS team, will establish expectations for communication to leadership and to the unit families. Communication considerations include:

- Meeting frequency (suggest at least quarterly)
- Unit communication plan/expectations
- Information flow, up/down chain
- Crisis/disaster communication plan
- Family notification procedures
- Logistical support required (typically KS works from home)
- Meeting space
- Use of telephone/computer if needed/required
- Grounds/procedures for dismissal or replacing KS volunteer(s)

DIAGRAM 1: Team Communication

COMMUNICATION FLOW

The success of the Key Spouse Program is dependent upon the concise flow of information. Quarterly meetings are recommended to establish expectations and monitor unit needs.

The flow of information is reciprocal between leadership and the KS. The KS in turn provides information to unit spouses via email, text, phone, newsletters, meetings, social media and other applicable forms of communication. The KS should take note of recurring requests or needs from unit spouses and relay trends or concerns back to unit leadership. Additionally, to enhance communication across the installation, recommend unit key spouse teams meet to share information.

RE-APPOINTING/REPLACING A KEY SPOUSE

New unit Commanders may re-appoint in writing trained Key Spouse(s) and/or appoint new Key Spouse(s) upon assumption of command.

Consider replacing KSs when:

- Performance is unsatisfactory
- Confidentiality is breached
- Unable to follow through on assigned tasks
- Unwilling to participate in unit-specific events
- Loss of confidence
- Burnout

All KS/KSM selections/appointments/firings should be documented and communicated in person.

EXCEPTIONS TO THE FOLLOWING CHAIN OF COMMAND

Sexual Assault – The KS/KSM should refer a victim of sexual assault to the installation Sexual Assault Response Coordinator (SARC). Assistance is also available 24/7 via the SEXUAL ASSAULT HELPLINE number (877-995-5247) and website at: www.safehelpline.org. (Appendix L). The KS/KSM should not report the sexual assault to the unit leadership team as doing so may remove the victim's option to file a Restricted Report.

Suicidal Ideations – Call 911, stay with the individual until help arrives. The KS/KSM will notify the unit CC after help is sought.

Child Abuse/Neglect - If emergent call 911, if the victim is not at risk of imminent harm, contact your installation Family Advocacy Program (FAP) to report concerns. The KS/KSM are not considered mandatory reporters of child abuse/neglect however, in their trusted positions they should report all suspicions of child abuse/neglect to FAP and CC.

Partner/Spouse Abuse - If emergent call 911, if the victim is not at risk of imminent harm, in order to preserve an adult victim's right to the restricted reporting option for domestic abuse; KS/KSM should strongly encourage the victim to speak to a domestic abuse victim advocate (DAVA), a FAP provider, medical provider, or a military one source (MOS) provider.

Medical providers (including MOS) are required to refer the victim to FAP but the option for a restricted report is preserved.

Direct reporting of domestic abuse to law enforcement, CC, unit leadership team or FAP by the KS/KSM could jeopardize the victim's restricted reporting option.

SUMMARY

The KSP enhances mission and personal readiness by providing an avenue for two-way communication between unit leadership and families. The KSP has demonstrated success in strengthening units while building a sense of belonging and community.

APPENDIX A – RECRUITMENT CONSIDERATIONS

Recruitment of KSs is critical to the program. CCs should consider turnover and training time in their recruitment plan. Below are some considerations for recruitment.

Assessing unit needs

- How many KSs do you need for your unit?
- Does the current number of KSs meet your unit needs?
- How long has your KS/KSM been volunteering in this capacity?
- Do your KS applicants have full-time jobs?
- How much time do you expect your KS volunteer to provide?
- Do your current KSs have recommendations?
- Does your CCF have recommendations of spouses for the KS position(s)?
- Is the current KS experienced?
- Do you want the KS to be actively involved in welcoming unit newcomers?
- How much does your unit know about the KS program?
- How involved are spouses in unit events?
- How supportive are unit members of their spouses getting more involved in the unit?
- Do you have a need for a KS Mentor?
- Do you have any spouses who informally act as mentors?

Marketing

- What is the best way to market your KSP?
- Do you have a method to get information to spouses?
- Do your military members take information home to share with spouses?
- Does your unit have a social media page?
- How will your unit identify the KS?
- How will the unit learn about the KS program?
- Does your unit use social media or some other method to get information to families?

Turnover

- Do you know when your current KS is scheduled to PCS?
- Can you build in overlap time to train new KS volunteer(s)?

Assessing Applicants

- Do you prefer to have a resume from applicants?
- Will you ask for personal references?
- Consider what you will tell candidates who were not selected.
- Consider how you will engage or involve non-selected candidates in unit activities.

APPENDIX B – SAMPLE KS RECRUITMENT EMAIL

XXX Unit Spouses,

I am committed to supporting our unit families and want to ensure you are aware of an important unit program. The Key Spouse program is a vital link to connect our families to information and resources.

I am actively looking for qualified volunteers to join our KS team. KSs receive free initial training through the Airman & Family Readiness Center (A&FRC). Continuing training is also conducted to help keep skills current. I am looking for motivated and energized volunteers who would like to join me in building a stronger AF community by supporting our unit families. Interested volunteers should contact myself or _____ to discuss the duties and more information about the position.

Sincerely,

APPENDIX C – POSSIBLE KS INTERVIEW QUESTIONS

The CC interview of KS/KSM applicants is an opportunity for the CC to ask questions to determine the potential of each candidate to serve as a KS. The list of questions below is meant to provide you with a starting point and is not all inclusive.

Getting to know the applicant

Tell me about yourself.

What do you consider your best strength?

In what type of environment do you work best?

What is one area you are currently working to improve?

How would you describe your personality?

How would your friends describe you?

What is your most cherished AF experience?

What do you consider your worst AF experience?

Assessing knowledge & skills

What do you know about the KSP?

What skills do you believe you would bring to the KSP?

Describe your experience working with military spouses and/or families.

Describe how you think a KS should build trust with unit spouses.

Describe working well on a team.

Assessing commitment

Why do you want to be a KS?

How much time do you think the KS position requires?

Why are you interested in becoming a KS?

Are you available to attend initial and continuing education?

Assessing the applicant's views on the KSP

What do you think our unit spouses need from a KS?

What do you think is the most valuable aspect of the KSP?

What do you believe is the role of the KS?

What resources do you feel a KS needs to be successful?

APPENDIX D - KEY SPOUSE APPOINTMENT LETTER**Organizational Letterhead**

MEMORANDUM FOR (Name of KS/KSM)

FROM: (____/CC) Rank and Name

SUBJECT: Key Spouse (KS)/Key Spouse Mentor (KSM) Appointment

1. You (name) have been appointed as a KS/KSM for the (name of the unit).
(KS/KSM contact information)
2. As a KS/KSM representing our unit, you are required to complete 8 modules of initial training (approximately 6 hours) and quarterly continuing education offered by the Airman and Family Readiness Center (A&FRC).

(Commander's signature block)

1st Ind,

I, _____, accept appointment as (name of unit) Key Spouse volunteer. The above named KS/KSM agrees to protect Personal Identifying Information (PII).

Key Spouse Signature

Date

The above named KS/KSM completed Initial Key Spouse training.

A&FRC Staff Signature

Date

APPENDIX E – KEY SPOUSE POSITION DESCRIPTION

The Key Spouse is a volunteer selected and appointed in writing by the unit commander, to act as an official unit representative. The KS serves as a trusted agent between unit leadership and families. The KS works with unit leadership and KSM to plan, coordinate, and execute the unit KS program through two-way communication and community information and referral.

In an official capacity, the KS collaborates with unit leadership to build or maintain contact roster information to facilitate contact with spouses. The KS safeguards personal identifying information (PII). KS volunteers are, IAW 10 USC 1588, considered to be employees of the Federal Government for purposes of the Privacy Act (see 10 USC 1588(d) (C)). As a result, giving them access to Privacy Act information (rosters) is not a prohibited disclosure so long as the disclosure is in connection with the performance of their volunteer services as Key Spouse.

The KS serves as the focal point for communication with spouses and actively markets the program through visibility at unit commander's calls, unit or base events, and by deliberate communication through phone, email or social networks. Through leadership and community connections, the KS effectively communicates unit information and community resources to families.

The KS is an advocate for families. Through two-way communication and a direct connection to unit leadership via deliberate and regular meetings and interactions, the KS advocates for unit needs and concerns, and assists the commander in identifying strengths and successes.

KEY SPOUSE DUTIES AND RESPONSIBILITIES:

- Provides peer-to-peer support to unit families
- Protects personal information
- Serves as communication link between unit leadership and families
- Offers information/referral to families on community agencies and resources
- Welcomes new families to the unit and cultivates relationships within the unit
- Actively participates in unit and installation functions
- Records volunteer hours and tracks information disseminated

Desired Qualities: Effective oral and written communication skills; ability to adhere to privacy and confidentiality guidelines; willingness and ability to complete required training; a positive outlook on the military lifestyle; willingness to support new and seasoned military spouses; is empathetic and caring and has keen organizational skills.

Required Training: Completion of initial training and quarterly continuing education. A one hour refresher course is mandatory for KS/KSM upon relocation/PCS or as directed by the CC.

APPENDIX F – COMMANDER'S KEY SPOUSE CHECKLIST (OPTIONAL)

Key Spouse Program Basics	Notes		
Review CSAF Memo			
Determine unit KSP goals and KS roles/responsibilities (See pages 4-6)	Include appropriate KS roles in the unit disaster preparedness plan; in addition, ensure KS role during events involving casualties are clearly identified as well.		
Customize the KS Position Description to reflect unit specific roles/responsibilities (See page 16)			
Determine the number of KSs needed to support unit (recommended ratio is 1 KS per 100 unit members)			
Determine/identify additional local requirements	(ID unique needs of unit/wing/installation)		
Key Spouse Interviews	Due	Complete	Notes
Design the interview format (phone, in-person, panel, etc.)			
Prepare a list of questions			
If using a panel to interview, identify panel members and provide each with the question list; discuss ROEs			
Review candidates and schedule interview time/date			
Contact candidates			
Conduct interview(s)			
Check references			
Evaluate candidate(s)			
Select KS applicant(s) who will be the best fit for the unit			
Follow up with all candidates			
Key Spouse Appointment	Due	Complete	Notes

May assign the Chief, Superintendent, First Sergeant, SNCO or other Officer designee as the KS Program POC (note: some units may be comprised of more officers than enlisted)			
Set up a volunteer file for each new KS appointee			
Introduce new appointee to the unit KSP "team" (enlisted and/or officer POCs, Key Spouse Mentor, and other KSs); provide unit tour			
Reiterate roles/responsibilities and convey types of issues/events which can be handled by the KS versus those which should be elevated to unit leadership			
Discuss logistical support with new appointee			
Complete appointment letter and forward copy to local A&FRC KSP POC			
Ensure KS understands training requirements and completes mandatory initial KS training at the A&FRC			
Meet with KS following initial training to validate they received a copy of the KS Desktop Guide and to determine whether they have questions as a result of the training			
Ensure KS receives regularly updated unit rosters to include inbound/outbound/deploying personnel and their families (rosters should include assigned Air Reserve Component (ARC) members as well			
Continued Support	Due	Complete	Notes
Ensure unit members/families are aware of the KSP; introduce the KS to unit members/families and ensure they know how to contact the KS			
Conduct recurring meetings with the unit's KSP team to reexamine program effectiveness, and identify concerns/ issues			
Recommend KS utilize support networks outside the unit as well – i.e., other KSs (even Group/Wing level), A&FRC, etc.			
Set up ongoing KS recognition and appreciation			

APPENDIX G – SAMPLE LETTER OF RESIGNATION

DD MMM YY

MEMORANDUM FOR [Insert unit CC name]

FROM: [Insert Key Spouse Name]

SUBJECT: Key Spouse Resignation Letter

1. I hereby resign my appointment as Key Spouse for (insert unit name), effective (DD MMM YY).

2. Please accept my heartfelt thanks for the opportunity to volunteer in this capacity and serve the men and women of the (insert unit name).

[Key Spouse signature block]

APPENDIX H - RESOURCES

Air Force Aid Society (AFAS)

The official charity of the Air Force provides educational and financial assistance, including emergency loans and grants to Air Force members. www.afas.org/

Air Force Fit Family

A Resource for Ways to Keep Your Family Fit: Air Force families are encouraged to build healthy habits early and eat nutritious meals. www.usaffitfamily.com/home

Air Force Personal Accountability and Assessment System (AFPAAS)

Manages and monitors the recovery process for personnel and their families affected and/or scattered by a wide-spread catastrophic event. <https://afpaas.af.mil/>

Air Force Wingman Online-Suicide Prevention

Offers videos, helping resources, discussion starters and leadership tools to recognize individuals in need of help. <http://www.wingmanonline.org/Home>

American Red Cross (ARC)

The ARC provides services to military members and their families including emergency communications, financial assistance and disaster preparedness. www.redcross.org

DoD Safe Helpline

A crisis support service for the DoD community affected by sexual assault. The service is confidential, anonymous, secure, and available 24/7. Telephone Helpline 877-995-5247 <https://safehelpline.org/>

Exceptional Family Member Program (EFMP)

EFMP works with military families with special needs to address their unique medical and educational needs through the AF's integrated three component process. EFMP-Medical, EFMP-Assignments and EFMP-Family Support work as a team toward a common goal of providing comprehensive and coordinated support to families.

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

Federal Emergency Management Agency (FEMA)

FEMA provides the most current and up-to-date disaster preparedness information available. <http://www.fema.gov/>

Macho Spouse

Online resource and informational hub for male military spouses; a positive, pro-active project designed to help guys deal with current military life issues through the use of video, online networking and communication. www.malemilspouse.com

Military OneSource (MOS)

A confidential DoD funded program providing comprehensive information on every aspect of military life at no cost to active duty, National Guard, and Reserve members, and their families. www.militaryonesource.mil

Military Spouse Employment Partnership (MSEP)

DoD's Spouse Education and Career Opportunities (SECO) initiative, which seeks to strengthen the education and career opportunities of military spouses by providing career exploration opportunities to help them understand their skills, interests, and goals.

<https://msejobs.militaryonesource.mil/>

National Alliance on Mental Illness (NAMI)

NAMI is a non-profit, self-help, support and advocacy organization of individuals with mental disorders and their families. www.nami.org

National Military Family Association (NMFA)

Information and resources, including articles and links for military families.

www.militaryfamily.org

National Suicide Prevention Lifeline

This hotline is available 24 hours a day. Calls are free and confidential, 24 hours a day, 7 days a week. 1-800-273-TALK (8255)

S.A.F.E. Alternatives

This website provides information about self-injury and treatment information. S.A.F.E. information line: 1-800-DON'T CUT (366-8288) www.selfinjury.com

Suicide Prevention

Military Crisis Line 1-800-273-8255 <http://www.suicideoutreach.org/>

Tragedy Assistance Program for Survivors (TAPS)

An organization that is dedicated to supporting anyone and everyone who has ever been affected by a service member's death that occurred on active duty. TAPS provides, at no cost to the survivor, a national peer support network, grief-counseling referral service, crisis intervention (24 hours a day) and case worker assistance. You may call 1-800-368-TAPS (8277) to speak with a TAPS counselor. They also publish a quarterly newsletter.

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

The Defense Center of Excellence (DCoE)

Provides personalized consultation 24/7 to help service members, veterans, families, caregivers and health care providers access psychological health and information and resources. <http://t2health.dcoe.mil/>

The Military Crisis Line (MCL)

The MCL is staffed by caring, qualified responders from the VA who relate to service members and their loved ones' experiences and challenges.

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

Wingman Toolkit

As a wingman, Key Spouses can help ensure Airmen and their families know where to go to find information on Comprehensive Airman Fitness and resilience tools to maintain a balanced lifestyle. www.wingmantoolkit.org

Yellow Ribbon Reintegration Program

Deployment cycle information, resources, programs, services, and referrals offered to the Air National Guard and Air Force Reserve Service members and their families.

<http://www.yellowribbon.mil/yrrp/>

APPENDIX I – TIPS FOR OBTAINING A VOLAC**Tips for Obtaining a
Volunteer Logical Access Credential (VoLAC)**

The VoLAC is solely for the purpose of gaining access to DoD computers/networks, and shall not be used for logical access from non-DoD or home computers. It is not a Common Access Card and will not display a photograph; does not convey benefits, entitlements or privileges; and cannot be used for physical access. Applicants must be U.S. citizens.

STEP 1 – The unit where the volunteer works must request a network account on behalf of their volunteer (including Key Spouses)

STEP 2 – The work unit security manager initiates a National Agency Check with Inquiries (NACI)

STEP 3 – The work unit security manager confirms the 10-fingerprint FBI check is completed; and

STEP 4 – The work unit trusted agent must create the volunteer (includes Key Spouse) enrollment application in the Trusted Associated Sponsorship System (TASS) to DEERS

STEP 5 – When DEERS enrollment is complete, the volunteer (including Key Spouses) visits the FSS Customer Service ID card issuing facility to receive his or her VoLAC. Note: Two forms of identity are required, at least one unexpired with a photo must be provided; example, state driver's license, military ID card, or items from the "Lists of Acceptable Documents" at <http://www.uscis.gov/sites/default/files/files/form/i-9.pdf>

The handout was created by AFPC/DPFF & DPSIZ and is intended for units with KS/KSM and other installation volunteers requiring access to DoD computers/networks.

APPENDIX J – KS/KSM STATEMENT OF UNDERSTANDING (OPTIONAL)

KEY SPOUSE/KEY SPOUSE MENTOR STATEMENT OF UNDERSTANDING

The purpose of this document is to serve as an agenda for the initial meeting between the Key Spouse, Commander, First Sergeant, Chief, Superintendent and/or SNCO to certify that the KS/KSM understands and agrees on the guidelines and parameters of the program.

1. Discuss the unit mission and how it folds into the installation mission.
2. What are the CC/CCF/Chief/Superintendent/SNCO expectations/priorities for the KSP?
3. What is the role of the First Sergeant, Chief, Superintendent or SNCO in the KSP?
4. Who are the POCs that the Key Spouse should call upon for information and support?
5. How often are rosters updated? How will Key Spouses know if new families arrive?
6. What are the Commander's expectations for a crisis response plan?
7. What types of situations does the Commander want reported to him/her?
8. What administrative support is available?
9. Will the CC give the Key Spouse a tour of the unit with introduction to key service members?
10. How will the unit fund the program as needed?

I, _____ understand and agree to the guidelines and parameters discussed in this document and promise to abide by them.

Key Spouse Signature

Date

CC Signature

Date

APPENDIX K – GUIDELINES FOR KEY SPOUSE OF THE YEAR (KSOY) AWARD

Key Spouse of the Year Award – The information provided below is for your information only. Please note that award guidelines may change from year to year and commanders should follow the guidelines in the actual call for all submissions. The information below is provided for your planning and consideration only. This is not a call for award submissions and information below was current for the last KSOY award. In the past award nominations have been due to the MAJCOM POC by mid-February.

1. Responsible Agency. MAJCOM A1

2. Purpose or Objective. Recognize the critical role Key Spouses play in the wing/unit/organization's mission success; enhance command Key Spouse visibility and accomplishments; encourage units to recognize Key Spouses' outstanding accomplishments and contributions to overall mission; and motivate Key Spouses to strive for meaningful connections within communities.

3. Eligibility. All Key Spouses are eligible to be submitted for the award. Key Spouse Mentors are not eligible for this award.

4. Frequency of Award. Annually. Inclusive period for this award is generally 1 January through 31 December.

5. Nomination Procedures: Each Air Force Directorate, Wing, Numbered Air Force and Independent Group commander (if applicable) may nominate **one individual** from the Key Spouse Program assigned to their unit/organization. Nomination packets generally call for 30 lines with headings for Key Accomplishments and Other Accomplishments/Community Efforts on the AF Form 1206, a standard biography, official color photo, and a public release statement.

6. Selection Process. The nomination packages will be reviewed by a selection panel. The results of the panel will be approved by MAJCOM/CC or designated representative.

7. Method of Presentation. The Key Spouse will be presented a certificate of achievement at a time and place determined by the MAJCOM.

8. Travel for Non-Military Members or Non-Department of the Air Force Civilians. Travel to the presentation ceremony (if one is held) is authorized for Department of the Air Force Civilians and non-military/non-Department of the Air Force Civilian recipient.

9. Publicity. Each MAJCOM will announce their respective winner. The Air Force level Key Spouses of the Year will be comprised of the MAJCOM winners.

APPENDIX L - SEXUAL ASSAULT PREVENTION AND RESPONSE PROGRAM

If an individual discloses that he/she has been sexually assaulted to a KS/KSM, the KS/KSM should refer the victim to the installation Sexual Assault Response Coordinator (SARC), provide the 24/7 SEXUAL ASSAULT HELPLINE number (877-995-5247) and website www.safehelpline.org.

The Installation Sexual Assault Response Coordinators (SARC) serves as the installation's point of contact for integrating and coordinating sexual assault victim care services. Services may begin at the initial report of sexual assault and continue through disposition and resolution of issues related to the victim's health and well-being. The SARC ensures victims of sexual assault receive the appropriate responsive care.

A victim has two options to report sexual assault; reporting Options: Restricted / Unrestricted Reporting.

Restricted Reporting


This option is for victims of sexual assault who wish to confidentially disclose the crime to specifically identified individuals and receive medical treatment and services without triggering the official investigative process. Service members or dependents who are sexually assaulted and desire restricted reporting under this policy must report the assault to a SARC, Sexual Assault Victim Advocate (SAPR VA), Volunteer Victim Advocate (VVA) or healthcare personnel. At the victim's discretion/request, appropriately trained healthcare personnel shall conduct a **sexual assault forensic examination (SAFE)**, which may include the collection of evidence. In the absence of a DoD provider, the service member will be referred to an appropriate civilian facility for the SAFE.

Unrestricted Reporting: Allows an eligible person who is sexually assaulted to access medical treatment and counseling and request an official investigation of the allegation using existing reporting channels (e.g. chain of command, law enforcement, health care personnel, the SARC). When a sexual assault is reported through Unrestricted Reporting, a SARC shall be notified as soon as possible, respond, assign a SAPR VA, and offer the victim medical care and a SAFE.

Resource for help, support and survivor support:

To find help near your base or installation: The DoD Safe Helpline is 24/7, secure, worldwide and confidential. Call 877-995-5247 or visit: <https://safehelpline.org/search.cfm>.

APPENDIX M – PRIVACY ACT COVER SHEET

PRIVACY ACT COVER SHEET
<div></div> <div><h1>PRIVACY ACT INFORMATION</h1></div> <div><p>THIS INFORMATION IS SUBJECT TO THE PRIVACY ACT OF 1974</p></div>

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