REFERENCES:

a. Army Regulation (AR) 600-20, Army Command Policy, 24 July 2020.
b. Army Regulation 608-1, Army Community Service Center, 19 October 2017.
c. ALARACT 120/2009 HQDA EXORD 183-09 ISO Family Readiness Support Assistants (FRSA), 1 May 2009.
d. Department of the Army Financial Management Guidance for Mobilizations and Deployments w/cover memorandum (SAFM-BU), 7 October 2019.
e. U.S. Army Forces Command (FORSCOM) Personnel Review Board (PRB) 10 October 2019.

1. **SITUATION.** See base order.

2. **MISSION.** See base order.

3. **EXECUTION.**

a. Commander's Intent. My intent is to provide clear guidance to subordinate commanders concerning how the SFRSA Program is to be executed within Fort Carson and 4ID. SFRSAs are intended to provide deployable unit commanders with assistance for those administrative tasks associated with Soldier and Family readiness. I do not intend for SFRSAs to represent or speak on behalf of the commander; nor will SFRSAs be supervisors, trainers, or the performers of duties that are inherently the responsibility of other agencies, groups, or individuals by position.

b. Concept of Operations.

(1) The SFRSA Program requires implementation guidance to commanders as the program relates to unit readiness. This annex serves that purpose.

(2) In regards to reference c, FORSCOM no longer has permanent SFRSA authorizations on its Augmentation Table of Distribution and Allowances (AUGTDAs) for deployable units. "Deployable" is defined as a unit with a Modified Table of Organization and Equipment (MTOE) that is subject to a movement order in support of an Army mission. See appendixes 1 – 3 for FORSCOM SFRSA Program employee position information. These appendixes were developed for units to rapidly hire temporary or term SFRAs.

(a) Deploying commanders utilizing Overseas Contingency Operations (OCO) funding may, IAW references d and e, hire on a temporary or term basis a SFRSA for each of their subordinate deploying battalions regardless of size. Commanders will abide by the current OCO funding guidance when deciding to hire a SFRSA. Units not receiving OCO funding for a deployment related mission cannot hire a SFRSA unless requested and approved IAW reference e.

(b) FORSCOM administratively considers a unit, formation, element, or entity deployed when at latest arrival date (LAD) 50% plus one Soldier is in theater against the deploying element's total theater requirements. Commanders have discretion regarding the amount of time the SFRSA is in position before and after deployment; however, the total (before and after) time shall not exceed 150 days. For example, the SFRSA shall be in place no more than 90 days prior to the deploying formation's LAD through return plus 60 days. Return is when 51% of the unit is at home station. Unit, formation, element, or entity is intended to be descriptive of the many different organizational levels and methods FORSCOM deploys forces in respect to mission requirements.

(c) SFRSAs shall not be permanently assigned to an AUG TDA nor assigned or attached to the Senior Commander's staff. The requirements in this order shall not lead to an installation based SFRSA support model nor a SFRSA hierarchy system.

(3) Deploying unit commanders shall utilize SFRSAs as a tool to increase the effectiveness of the unit's Soldier and Family Readiness Program to include supporting the unit's SFRG as outlined in the base order. Standard position description FC002A will be the position description of record for all SFRSAs. The position description is at appendix 1. No other position description will be used and changes will not be made without the approval of the FORSCOM Deputy Chief of Staff (DCS), G-1. Appendixes 2 and 3 are a completed Strategic Recruitment Discussion and a job analysis both suitable for submission to the servicing CPAC with the initiation of the recruitment action to fill SFRSA vacancies. Neither of these two documents are mandatory, they are intended to reduce the workload for the hiring manager and reduce the time to fill SFRSA vacancies.

(4) IAW reference a, Soldier and Family readiness is a commander's responsibility. The SFRSA Program is a commander's program and, as such, the commander has overall responsibility for the conduct of the program within his/her organization. Therefore, SFRSAs are under the direct command and control of unit commanders. However, the day-to-day oversight and supervision of the SFRSA may be delegated to a unit staff element such as the Rear Detachment Commander/NCO, G-1, S-1, or Command Family Readiness Representative (CFRR). The SFRSA shall not be supervised by a volunteer.

(5) Within the SFRSA Program, there is no hierarchical structure. SFRSAs will not supervise other SFRSAs (i.e., brigade SFRSAs are not to supervise battalion SFRSAs). As such, the SFRSA supports the specific commander and SFRG to which assigned.

(6) The SFRSA provides direct daily administrative support to the SFRG as determined by the commander within the scope of this order including appendixes 1 – 3. Commanders will focus all SFRSAs on the duties outlined in their specific position description at appendix 1. No upgrades in position or grade structure is authorized.

c. Responsibilities.

(1) G-1.

(a) Serves as the Commanding General's representative for the SFRSA Program.

(b) Coordinates with the commanders and G-1/S-1 organizations at subordinate elements (corps/division/brigade/battalion) to ensure full implementation of the program and to de-conflict issues pertaining to the program.

(c) Conducts annual reviews to ensure program compliance.

(d) Develops and implements FORSCOM SFRSA policy guidance.

(e) Coordinates SFRSA initiatives with HQ, Department of the Army.

(2) Fort Carson and 4ID Brigade and Battalion Commanders.

(a) Serves as the point of contact (POC) or establishes a POC within the unit, for implementation of the SFRSA Program IAW this order and to exercise oversight responsibility of the SFRSA employee.

(b) Provides daily operational oversight of SFRSA activity IAW this order.

(c) Provides appropriate work space and equipment for the SFRSAs including computer (w/appropriate software), furniture, telephone, internet access, office supplies, and access to a printer,

copier, fax machine, and shredder. SFRSAs may be required to work non-standard hours due to the nature of their work, which may require access to their workspace during weekends, early morning, and evening hours.

(d) Facilitates security clearance processing for assigned SFRSA employee, if required.

(e) Coordinates with appropriate community resources (i.e., Army Community Service (ACS)) to ensure relevant training is obtained throughout the employment life cycle.

(f) Initiates adverse actions (i.e., conduct and performance) IAW Title 5 Code of Regulations, Chapter 752 and Chapter 432.

(g) Tracks evaluations, work hours, pay, leave, and other administrative and personnel matters through commanders and/or the commander's representative. Evaluations are written IAW Department of Defense Instruction (DODI) 1400.25 Vol 431 Defense Performance Management and Appraisal Program. Resolves issues as they arise.

(h) Ensures all Civilian employee supervisors complete the supervisory development course within six months of assignment to a supervisory position and every three years thereafter as required by NDAA 2016.

(3) Soldier and Family Readiness Support Assistant First Line Supervisor.

(a) Plans work to be accomplished by subordinates, set and adjust short- term priorities, and prepare schedules for completion of work.

(b) Assigns work to subordinates based on priorities, selective consideration of the difficulty and requirements of assignments, and the capabilities of employees.

(c) Develops performance standards and evaluate subordinate work performance.

(d) Gives advice, counsel, or instruction to the SFRSA on both work and administrative matters. Additionally, hear and resolve complaints from employees.

(e) Identifies developmental and training needs of employees, providing or arranging for needed development and training.

(f) Finds ways to improve production or increase the quality of the work directed.

(g) Finds and implement ways to eliminate or reduce significant bottlenecks and barriers to production, promote team building, or improve business practices.

(h) Recommends awards or bonuses for nonsupervisory personnel and changes in position classification, subject to approval by higher level officials, supervisors, or others.

(i) Approves/disapproves leave and certify time and attendance records for subordinate employees.

(j) Completes the civilian employee supervisory development course within six months of assignment to a supervisory position and every three years thereafter as a refresher.

d. Soldier and Family Readiness Support Assistant (appropriate activities).

(1) While the list of duties and responsibilities is not all inclusive, it highlights the more significant roles and responsibilities to be carried out by the SFRSAs. The specific role is administrative in nature and is not designed to provide Soldier and Family Program management nor SFRG leadership.

(2) Coordinates training for commanders and SFRG members, to include maintaining the critical communication links between commanders, CFRRs, and SFRG personnel.

(3) Works collaboratively with the Army Volunteer Corps Coordinator or appropriate personnel to assist supported commands to recruit and maintain an active volunteer force. This support includes being the administrative point of contact for the unit's volunteer program. The focus of these duties is: maintaining files on volunteers, being the unit's Organizational Point of Contact (OPOC) for the Volunteer Management Information System (VMIS) or other official Army system, and managing volunteer positions, applications, and hours. Within VMIS these duties include posting position(s), reviewing and accepting applications, and certifying hours for the organization.

(4) The SFRSA will assist the SFRG leadership in completing volunteer award nominations, coordination for the provision of formal training of volunteers and command personnel, coordinating local installation resources to work with the SFRG, and maintaining an effective communication link with SFRG volunteers.

(5) Assists supported units and the SFRG with publishing SFRG newsletters, developing and maintaining rosters and telephone trees, and coordinating SFRG meeting times and locations. Also assist with the establishment and maintenance of the unit's virtual SFRG (vFRG) and social media websites.

(6) Assists commanders, CFRRs, or designated representatives with scheduling required training and briefings specific to the deployment cycle. This includes, but is not limited to pre-deployment, ongoing deployment, re-deployment, and reintegration briefings utilizing official Army training material. Arranges technical briefings, orientations, and workshops for the command, Soldiers, and Family members in the areas of pre-deployment, deployment, re-deployment, and reintegration. Also, coordinates these meetings with and for the SFRG members.

(7) Works with commanders, CFRRs, the SFRG, and the Total Army Family Program representative or other designated personnel, including ACS employees to ensure timely and accurate information is relayed to Soldiers and Families.

(8) Serves as a liaison to community resources for incoming/outgoing Soldiers and their Families for services such as relocation packets, housing information, Family care plans, and for assistance and information on available health care programs.

(9) Assists with the development of Standard Operating Procedures (SOPs) for Soldier and Family readiness related documents by providing input, typing, and editing.

(10) Provides information and coordinates as required with the CFRR, steering committees, and other individuals responsible for Soldier and Family readiness.

e. <u>Soldier and Family Readiness Support Assistants can be utilized to</u>.

(1) Provide referral information to Soldiers and Family members regarding specialized assistance.

(2) Coordinate with local installation/community agencies (i.e., ACS, Provost Marshal, Staff Judge Advocate, Public Affairs, etc.) to provide personnel to train and execute initiatives during increased demand for various resources caused by surges in deployment and heightened security requirements.

(3) Advertise and provide assistance with Soldier Readiness Processing (SRP), reverse SRP, reintegration, re-deployment, and pre-deployment briefings for all personnel associated with the unit to ensure maximum participation.

(4) Participate in installation mobilization exercises where SFRG assistance is required.

(5) Ensure SFRG information in the Yellow Ribbon Room or similar type facility (if applicable) is continually updated and accurate. Ensure that volunteer SFRG members are informed and updated as changes occur in materials and guidance.

(6) Attend (at the discretion of the commander) Command and Staff and SFRG Steering Committee meetings or other duty related unit level meetings. Provide appropriate feedback to the Command, CFRR, ~~and~~ SFRG members, and other designated personnel.

(7) Attend unit in/out processing to provide appropriate information, maintain SFRG data sheets or rosters on unit Soldiers and Families for the purpose of readiness activities. Rosters will be shared with appropriate unit personnel, CFRR, and SFRG volunteers.

(8) Coordinate logistics (location, equipment, guest speakers, child care, etc.) and advertise Soldier and Family readiness related events, meetings, and briefings.

(9) Assist commanders, CFRRs, designated personnel, and SFRG members with preparation for unit Command and Inspector General inspections.

(10) Maintain a reference of resources (documents and/or databases) to serve for research or advisory purposes to address issues, questions, or concerns.

(11) Develop, maintain, and appropriately share files related to unit Soldier and Family readiness best practices.

(12) Assist commanders, CFRR, and designated personnel IAW reference a and b, in tracking and ensuring informal fund custodians submit informal fund reports as required.

f. <u>The SFRSA is prohibited from involvement in the following activities</u>.

(1) Performing services provided by existing resources in the military community (i.e., training offered through ACS, Army Family Team Building (AFTB) training, etc.).

(2) Carrying out the roles and responsibilities of the SFRG leadership, including leading SFRG meetings. SFRSAs will NOT serve as, nor replace, the commander, CFRR, senior advisor, informal fund custodian, or the unit's official spokesperson.

(3) Becoming personally involved in fundraising activities or CARE Teams (coordination for team training and roster maintenance is permissible) or personally accountable for monies in any SFRG's informal fund.

(4) Performing casualty notification or casualty assistance duties or providing direct support to affected Families.

(5) Assisting with suicide prevention activities–this responsibility belongs to the Chaplain or applicable community resources. SFRSAs will refer, as necessary, and report to the commander, supervisor, or CFRR, as required.

(6) Teaching Soldier and Family readiness training or any other training currently provided by established community resources or appropriately designated individuals.

(7) Serving as the subject matter expert for installation/Army Family Readiness.

(8) Maintaining personal calendars for commanders, CFRRs, supervisors, senior spouses, or volunteers.

(9) Supervising any Government employee, including Soldiers and subordinate unit SFRSAs or serve in a leadership role. SFRSAs will not be involved in any part of the hiring or selection process for SFRSA positions.

(10) Participating as members of any boards or committees during duty hours whether in or outside of the unit or for profit or nonprofit entities.

(11) SFRSAs will not represent the commander, CFRR, advisor, or any other leader at any meeting or session and will avoid the perception of improper activities as required of all Government employees.

g. Training.

(1) SFRSA training, conducted by the local ACS, should be completed by the SFRSA within the first 90 days of duty assignment.

(2) Required (90 day) training will include the AFTB levels 1 and 2, SFRG related training, Rear Detachment Commanders Course, and the Volunteer Management Information System (VIMIS) Course or other designated training by the commander, CFRR, and local ACS office.

h. Labor Relations. Supervisors will consult their local collective bargaining agreements and fulfill any statutory labor relations obligations that may arise when implementation of any policy or management decision changes or impacts the conditions of employment for bargaining unit employees.

4. **SUSTAINMENT.** See base order.

5. **COMMAND AND SIGNAL.**

a. 4ID staff lead for the Soldier and Family Readiness Program is the DIV CFRR, CPT Brian Hicks, at 719-503-0012 or brian.n.hicks2.mil@mail.mil.

b. 4ID G1 lead for personnel actions is LTC Zoraida Mather at 719-503-0101 or zoraida.i.mather.mil@mail.mil.

c. For Civilian Personnel matters, Mr. Richard Giadone, 719-526-3240, Richard.j.giadone.civ@mail.mil.

MCFARLANE

COMMANDING

OFFICIAL:

BARNETT
G3

ENCLS: (3)
APPENDIX 1 to ANNEX B: SFRSA Position Description
APPENDIX 2 to ANNEX B: SFRSA SRD
APPENDIX 3 to ANNEX B: SFRSA Job Analysis