

4th Infantry Division Rear Detachment and FRG Training Scenarios



November 2017



REPLY TO
ATTENTION OF:

DEPARTMENT OF THE ARMY
HEADQUARTERS, 4TH INFANTRY DIVISION AND FORT CARSON
6105 WETZEL AVENUE, BUILDING 1435
FORT CARSON, COLORADO 80913-4289

AFYB-SGS

17 November 2017

MEMORANDUM FOR RECORD

SUBJECT: Rear Detachment Training Scenarios

1. Purpose: These scenarios are intended to be used as training exercises for your Rear Detachment and Family Readiness Group Senior Advisors. They are real world crises units have had to deal with during deployments. Rear Detachments, along with their FRG Advisors, are encouraged to use these scenarios to stimulate discussion and consider what SOPs may be useful to ensure that similar situations within their unit are handled properly, quickly, and consistently.

2. The Division Family Readiness Liaison (FRL) maintains a site on the 4ID portal where unit FRL's can find templates, forms, training resources and other family-related information. Access this site at: <https://army.deps.mil/Army/cmds/4id/CG/SitePages/FRL.aspx>. Use your email certificate to log in.

3. The Division FRL stands ready to assist Brigade level Rear Detachments plan and execute this scenario training.

4. The point of contact for this memorandum is the undersigned at 719-503-0012 or alexander.h.chung.mil@mail.mil

ALEXANDER H. CHUNG
CPT, GS
Family Readiness Liaison

TABLE OF CONTENTS

- 1. Quick Reference Phone Numbers**
- 2. Acronym Explanations**
- 3. Category Breakdown For Scenarios**
- 4. Scenarios**

4th Infantry Division Rear Detachment and FRG Training Scenarios

QUICK REFERENCE PHONE NUMBERS

ACS Family Advocacy Program	719.526.4590
ACS New Parent Support Program	719.526.4590
ACS Soldier & Family Assistance Center	719.526.5807
ACS SOS	719.526.2069
ACS SOS Support Coordinators	719.526.0442
SOS Financial Counselor	719.524.1116
ACS Victim Advocacy Hotline	719.243.7907
Army Emergency Relief	719.526.4783
American Red Cross	877.272.7337
Behavioral Health (Social Work Services)	719.526.4585
Casualty Assistance Center	719.526.5613/14
Casualty Assistance Center Primary On-Call Cell Phone	719.338.8187
Casualty Assistance Chief Mr. Page	719.338.3032
Child Protective Services El Paso County	844.264.5437
CYS 24/7 Emergency Child Care **NOT FOR DISSEMINATION**	719.238.3225
Homefront Cares For Emergency Travel/Memorial Assistance	719.434.1501
Military One Source	800.342.9647
Sexual Assault Response Hotline (Fort Carson)	719.338.9654
Tessa Office	719.633.1462
Tessa 24/7 Hotline	719.633.3819
Tessa Safe Pets Program	719.473.1741 Ext 8723
Walter Reed Child Development Center	301.400.0118
Warrior Warehouse	719.641.3034

4th Infantry Division Rear Detachment and FRG Training Scenarios

ACRONYMS

ACS	Army Community Service
AER	Army Emergency Relief
CAC	Casualty Assistance Center
CAO	Casualty Assistance Office
CAO	Casualty Assistance Officer
CNO	Casualty Notification Officer
CYS	Child and Youth Services
ERB	Enlisted Record Brief
EFAC	Emergency and Family Assistance Center
EFMP	Exceptional Family Member Program
FAP	Family Advocacy Program
FRL	Family Readiness Liaison
KIA	Killed in Action
MFLC	Military and Family Life Counselor
MOS	Military One Source
NPSP	New Parent Support Group
OPSEC	Operations Security
ORB	Officer Record Brief

4th Infantry Division Rear Detachment and FRG Training Scenarios

R.E.A.L.	Readiness Essentials for Army Leaders
SARC	Sexual Assault Response Coordinator
SHARP	Sexual Harassment/Assault Response and Prevention
SI	Seriously Injured
SOS	Survivor Outreach Services
SWS	Social Work Services
TESSA	Trust Education Safety Support Agency
USO	United Service Organizations
VAP	Victim Advocacy Program
WIA	Wounded in Action

4th Infantry Division Rear Detachment and FRG Training Scenarios

CATEGORY BREAKDOWN FOR SCENARIOS

Rear Detachment Critical Information

This section includes the agencies Rear D can/should access for support during this situation as well as important phone numbers and any paperwork the Rear D may be required to complete or may have to ask the involved family/Soldier to complete.

FRG Role

This section includes suggestions on how the Rear D might leverage the FRG to help support the family/Soldier through this crisis. This may include mobilizing meal support, requesting the FRG make regular “checkup” calls so family knows they are not alone, helping family coordinate car pools, pet support, etc. until extended family arrives to support and serving as a line of communication between the Rear D and family in crisis.

Garrison Considerations

This section includes the role garrison may play in helping handle this crisis, who Rear D should keep in the communication loop and any Garrison policies/procedures Rear D should be aware of that may apply in this crisis.

Family Readiness Education

This section includes the training opportunities this situation brings up so the unit and FRG can educate families BEFORE the deployment in order to avoid some of this happening during the deployment. Or educate families on the Casualty Notification process and how the unit both forward and rear will handle KIAs. Using a scenario where the spouse is hurt/ill and cannot care for the children to educate families on why it is important to 1. Register their children in CYS and 2. Have a good buddy they can ask to watch your kids.

Be Careful!

This section includes common pitfalls the Rear D/FRG should be aware of in order to avoid (e.g., Rear D is in charge and must direct the FRG role so that everyone is clear regarding the Rear D lane and the FRG lane) as well as common misconceptions families/Soldiers may have about how a situation will be resolved (e.g., even if your Soldier is ordered to return on Emergency Leave, it can take up to 7 days for him/her to get back.)

4th Infantry Division Rear Detachment and FRG Training Scenarios

SCENARIOS

BN SCENARIO #1: *FRG LEADER gets a call from an FRG member. She is in the ER with a spouse of another Soldier in the company. She explains that the spouse has been beaten/raped at some point when she was out on a Saturday night. Here are the details the FRG Leader receives on the phone from this friend:*

English is the spouse's second language. She is most comfortable speaking Spanish.

She has 3 kids (2 Elementary School and 1 infant).

What happened: She got a babysitter for her kids and went out with a friend on a Saturday night. She remembers very little from the evening, but at some point a man slipped something into her drink. She wakes up in her car on Highway 115 very badly beaten. She calls 911 and they take her to Evans Hospital. The 911 responders used her cell to call a friend that she either identified or was on her cell phone. This is the friend who has made contact with you, the FRG Leader. Friend does plan on staying at the ER to be with the beaten woman. Person who is babysitting for the kids agrees to keep them longer. You are not clear who has spoken with the babysitter or what her commitment is/will be in regards to the kids.

Spouse is admitted overnight to hospital. Victim Advocacy makes a visit to the Spouse.

Questions that need to be clarified:

1. Who will care for kids if babysitter cannot take them any longer?
2. Spouse does not feel safe returning to her home. Where will she go after being discharged?
3. What about her elementary school kids should the school be aware of what has happened?
4. What about Rear D?
5. What about the car that is still on Highway 115?
6. Spouse is to be discharged the following day. Where will she go? How will she get there? What about her kids and how they will react when they see their mom (remember, she has been very badly beaten)
7. What about the spouse's Soldier who will notify him. What happens then?
8. What about a week or two later. What kind of follow-up help will this spouse need?
9. What about the Soldier? How will he feel? What kind of support might he need? Who will offer this?

4th Infantry Division Rear Detachment and FRG Training Scenarios

10. Specifically how will the FRG offer support to this family?

Discussion #1:

1. Child and Youth Services (CYS) can provide sustained care if necessary. We have a CYS Emergency SOP sheet. They can do this even if kids are not registered. Call CYS about extended care.
2. Victim Advocacy Program (VAP) comes from Army Community Service (ACS). Normally, the hospital will make this call to bring them in, but FRGs should be aware of this resource. The ACS Victim Advocacy hotline number is 719.243.7907
3. TESSA provides a SAFE HOUSE in Colorado Springs. VAP can link a family up with these resources. Additionally, there are times when Garrison CDR can authorize a family to stay in guest house. This is something that would be worked through REAR D channels.
4. Rear D would be responsible for contacting the Soldier's COC in Afghanistan to inform him about what has happened. In this case, the Soldier did come home on Emergency Leave (although this is not guaranteed). It took about 2 ½-3 days for Soldier to get back home. Rear D coordinated all this.
5. VAP set both the Soldier and the spouse up with a counselor that both saw together and then the spouse continued to see after the Soldier returned to Iraq.
6. The Elementary School counselors were made aware of what had happened so they could support the children. The FRG or the friend cleared it with the spouse to make this phone call to the school to inform them of the situation.

Rear Detachment Critical Information

Support Agencies:

- Hospital has access to translators via the patient's healthcare team
- Military OneSource (MOS) offers translators for more than 150 languages
- ACS Victim Advocacy Program
- Child & Youth Services (CYS) Emergency Childcare
- Military and Family Life Counseling (MFLC)
- Sexual Assault Response Coordinator (SARC)

4th Infantry Division Rear Detachment and FRG Training Scenarios

- TESSA (Has a Spanish speaking Advocate)
- TESSA Safe Pets Program

Important Phone Numbers:

- MOS 800.342.9647
- Sexual Assault Response Hotline (Fort Carson) 719.338.9654
- TESSA Office 719.633.1462
- TESSA 24/7 Hotline 719.633.3819
- TESSA Safe Pets Program 719.473.1741 EXT 8723

Paperwork that may be needed:

- CYS Emergency Childcare will require POA
- Family Care Plan Identifying Who To Help/Who They Would Like To Call

FRG Role

- Meal support; pick up any supporting family members from the airport – limit information/details about what happened to the Spouse. We don't want rumors to spread.

Garrison Considerations

- Spouse or extended family that comes to help may not have a valid ID and may not be able to access Fort Carson
- Garrison can approve Spouse to stay in guest housing.

Family Readiness Education

- SHARP Training – Bystander Education
- Family OPSEC
- Importance of family Care Plan for Spouse – What happens if the Spouse is injured

Be Careful!

4th Infantry Division Rear Detachment and FRG Training Scenarios

- Remember SHARP Training, let the Spouse decide what she needs. Use the individuals specifically trained in this area to assist the Spouse, i.e. SHARP/TESSA.
- Spouse contacted FRG member specifically and may not want the entire FRG to be involved. This may be the only individual she knows to reach out to. Limit sharing details to volunteers and Family members. All they need to know is that someone is hurt.
- TESSA may not accept into Safe House because it is not ongoing imminent danger, they will still offer advocacy services.
- Restricted versus Unrestricted Reporting in sexual assault cases – Spouse's rights

4th Infantry Division Rear Detachment and FRG Training Scenarios

BN SCENARIO #2: 25 December. Company sustains 4 KIAs and 1 SI. 2 KIAs have local families here in the area. BCT Rear D and BN Rear D are mobilized.

What has happened: Things are not going smoothly because it is Christmas and the core of volunteer support, including key volunteer leadership are out of town. First, the BN Rear D calls FRG Advisor to have her “clear her calendar.” She is out of town and unable to come to BCT HQ. Who will be the GO TEAM? Second, notification is taking a long time for one of the non-local single Soldier’s next of kin but notification to the local families took place at 1700 hours. The GO TEAM must visit both houses. It is clear that both families will need CARE TEAM support, but the Rear D/ FRG Advisor can only reach 2 CARE TEAM members. By 2000 hours, word is circulating that there have been deaths and POCs/FRG Leaders are getting phone calls from worried family members. BCT Rear D cannot post any messages on the website yet because notification is not complete for all KIA’s and it could take another 24 hours before the single Soldier’s family can be reached.

SI Family receives TDY orders to Walter Reed. This family has a 9 year old and a 1 year old. The spouse is planning to take both her kids with her to Walter Reed but has asked the Army to allow her mom to come along to help with the kids. Spouse has a dog that she needs help caring for while she is gone and she is worried about leaving the house/her plants, the lawn since she’s not sure how long she’ll be gone. She asks her FRG Leader what to do/if she can help.

Questions that need to be clarified:

1. To whom does the BN Rear D/ FRG Advisor turn if their GO Team is not available?
2. What about lack of CARE TEAM Support. Who does the Rear D/ FRG Advisor call for back-up support?
3. What should POCs and FRG Leaders say to the concerned families who are calling wanting to know if their Soldier is OK and asking about the status of the Notification Complete message?
4. At what point should the BN and/or BCT Rear D put out a message explaining that notification is delayed because of extenuating circumstances?
5. What about the SI family? What support can the FRG offer them as they prepare to go TDY to Walter Reed?
6. Who is the expert who can answer all the questions about going TDY?
7. The dog- how will you handle this?
8. What logistics for the TDY family should the FRG be thinking about/putting on their plate and what logistics belong to the Rear D?

4th Infantry Division Rear Detachment and FRG Training Scenarios

DISCUSSION #2:

1. Remember the official notification process and the GO team process are two separate things.
 - a. The official notification is DA mandated and must be completed first for all KIA's/ WIAs before any other information is passed to anyone.
 - b. How will your families know once notification is complete? What is your unit SOP?
 - c. How will you ensure your families know what your unit SOP is?
2. SOP for GO teams: Will your unit have a GO Team? How will the Rear D know who is on the GO team? How will the Rear D mobilize the GO Team?
3. Decide now if you have more than one casualty what your plan is as far as GO teams.
4. CARE TEAMS- they come in to help support after the GO Team has made a visit. What is your unit SOP for CARE TEAMS? Does your FRL have a list of CARE TEAM members?
5. POCs and FRG Leaders should have a party line to say to concerned families calling looking for confirmation that "their Soldier is OK". This is based upon your unit SOP, but perhaps, "there have been casualties and the Rear Detachment are working vigilantly to complete notification. I don't know who the casualty or casualties are, but I do know that if your Soldier's paperwork (DD 93) is accurate and up-to-date and you are where your paperwork says you are, then notification would not be delayed. Notification is delayed only when there are special circumstances that make it very difficult to locate and inform the family. Please be patient and know that you can check the BCT website as often as you like. As soon as the Notification is complete, the BCT will post a message indicating this."
6. Are you going to have a debrief after notification? Who is involved and invited? Is this going to be identified in your SOP? How will you let those invited know?
7. Clear communication between the FRG and Rear D is KEY through all this. Each should know what the other is doing.
8. Experts in certain areas:
 - a. Any question about remains, money, benefits- CAO
 - b. Any questions about what happened/ how Soldier died or the Memorial– Rear D

4th Infantry Division Rear Detachment and FRG Training Scenarios

c. Any questions about food that family may need or love/support they/extended family might require- FRG and CARE TEAM

Rear Detachment Critical Information

Support Agencies:

- ACS Family Advocacy Program (ACS FAP) can conduct a critical incident debrief if there is a lot of angst among family members
- ACS Survivor Outreach Services (ACS SOS):
 - SOS provides long term case management and support for Fallen Families and maintain their connection to the Army for, as long as, the Family desires. SOS works in conjunction with the CAC office to provide assistance and coordinated Services for Families of the Fallen through partnerships and resources.
 - SOS Meets with Fallen Families a few weeks to a month after the death to discuss the program and any support needs that the Family may have during or after the CAC process is completed.
- Army Emergency Relief (AER)
- Casualty Affairs Officer
- Fort Carson Casualty Assistance Office
 - The casualty assistance center phone numbers are 719.526.5613/14 and are open M - F from 0730-1630. They are closed weekends and holidays, so on these days the primary on-call person is available to assist.
 - Primary on-call cell phone number are 719.338.8187; if the primary on call person is not available after 15 minutes of calling to please contact the Casualty Chief Mr. Page at 719.338.3032 and or 719.659.0058, or Ms. Ephron the Casualty OPS at 719.493.2295.
 - Notifications hours are from 0500-2400 hrs.
 - The CAC will assist with travel for the Fallen Family and will work with the SOS to coordinate additional resources for extended Family members if needed, after the initial notification. Assigning notification and CAO will be done through the Casualty Assistance Center. A CAO will typically work with a Fallen Family for up to 6 months and will work with the Family to fill out paperwork etc. for benefits and entitlements. A warm handoff is done through the CAC to the SOS for long term assistance.

4th Infantry Division Rear Detachment and FRG Training Scenarios

- ACS EFAC – Contingent upon number of casualties
- Fort Carson ACS Soldier & Family Assistance Center
- Fort Carson ACS Survivor Outreach Services (SOS)
- Fort Carson CYS
- Homefront Cares for emergency travel/memorial assistance
- Humane Society has an emergency pet care service – pet owner must still pay for food, medical care, supplies, etc.; use the BBB if looking for a paid pet sitting service
- MFLC (Also available in the schools)
- Walter Reed Child Development Center
 - Lodging / Ronald McDonald House at Walter Reed
- Warrior Flights for the Mother-in-Law

Important Phone Numbers:

- ACS Family Advocacy Program 719.526.4590
- Army Emergency Relief 719.526.4783
- Fort Carson ACS Soldier & Family Assistance Center 719.526.5807
- Fort Carson Casualty Assistance Office 719.526.5613
- Fort Carson ACS SOS 719.526.2069
 - SOS Support Coordinators 719.526.0442 / 719.526.0905
 - SOS Financial Counselor 719.524.1116
- Homefront Cares for emergency travel/memorial assistance 719.434.1501
- Walter Reed Child Development Center – 301.400.0118

Paperwork that may be needed:

- Unit SOP for what to do after a notification
- ID Cards
- Special Power of Attorney for AER Assistance

4th Infantry Division Rear Detachment and FRG Training Scenarios

- Bank accounts/Debit Cards etc.
- See appendix K-3 of AR 600-8-1 for the checklist for preparing benefits claims
- Children's Shot Records / Copy of Leave Earnings Statement for SI Soldier to initiate childcare at Walter Reed
- ITO orders for spouse/children/mother
- Pet Vaccine Records
- Family Data Sheets / Family Care Plan

FRG Role

- Request support for what could be a long term pet sitter.
- Food support for families of the Fallen Soldiers
- CARE team support, meal team support. Call for volunteers to watch dog/lawn, etc.
- Ask the Fallen Family about how involved they would like FRG to be. Offer food support and calls and let them know these things are available to them when they are ready. Initially, Fallen Families are in shock and do not know what they need at the time and may be angry and do not want assistance. Continue to offer and let them know you will call and check on them.
 - GO Team Coordinator can maintain a calendar of availability of volunteers.

Garrison Considerations

- AR 600-8-1 outlines the Casualty Assistance for TDY and Transportation. The policy limits travel to up to 3 PNK. The mother-in-law would not be included however there might be support on a case by case basis.
 - If SI spouse lives on post check with housing to provide lawn care

Family Readiness Education

- Pre-Deployment Briefings
 - Expectation Management for the Casualty Notification Process – What is in your Unit SOP for how you are going to handle casualties?
 - Family Care Plans – Soldier and Spouse
 - What My Family Should Know, “Final Thoughts”
 - Wills
- Financial Brief

4th Infantry Division Rear Detachment and FRG Training Scenarios

- Emergency Child Care Requirements
- Importance of a Family Care Plan that would include considerations for pets.
- Registration for Army Child Care even if you don't need it for day to day support.
- Survivor Benefit Plan
- Educate families on the importance of having emergency support (battle buddies) of their own and having savings in place for emergencies
 - The importance of updated DD93 and SGLI paperwork to reflect wishes or current Situation. Having paperwork that is not updated can lead to long term conflict and hostility amongst Family Members.
 - Look into or update any benefits to ensure Family will be taken care of in case something happens such as additional insurance policies and Survivor Benefit Plan.
 - The importance of discussing a plan and informing family members of any important paperwork, accounts or updated Wills and where to locate these items in case something happens.

Be Careful!

- If an FRG member volunteers to watch the dog and/or house, be aware of the liability this might involve. (we once had a CSM spouse take in a dog when the spouse flew to San Antonio to meet injured husband, dog did thousands in damage the first day to the house siding and some equipment stored in their backyard)
- CAO should always be the main point of contact / liaison between the family and the FRG/Rear D/Advisor/Care Team.
- Rear D can look on the ERB/ORB and see if they have an EFMP enrollment. It will give a clue that there may be additional mitigating factors to account for with the Family members. For example, do the children or the Spouse of the SI Soldier require special medication or accommodation?
- FRG should not be posting on Facebook. All communication should be through official channels like vFRG and through the chain of command.

4th Infantry Division Rear Detachment and FRG Training Scenarios

BN SCENARIO # 3: *FRG Advisor gets a call from FRG Leader saying that she was checking out the vFRG website chat rooms and there is a nasty rumor that a BN Forward Operating Base in Jalabad has some sexual indiscretion occurring. A post reads, "If your husband is at that FOB, you can be sure he's probably cheating on you. It's really bad there and I heard that everyone's doing it. The Chain of Command doesn't care at all. To make matters worse, I haven't heard from my husband in almost 10 days. I heard that SPC Rodriguez is going to divorce his wife and marry some female medic that he met over there. I think we need to do something about this!"*

Questions that need to be clarified:

1. Ok, before you say "I told you so!", let's try to contain this! How will you mitigate the damage that has been done?
2. What about SPC Rodriguez and his wife? How are they feeling? Who will contact them?
3. Whose lane is this Rear D or FRG?
4. What should POCs and FRG Leaders be saying to family members who might call?

DISCUSSION #3:

1. This is in the Rear D Lane. Rear D needs to pull the plug on this person who is posting this stuff. We don't need FRG volunteers getting into shouting contests on the website forums. That's a "no win" situation. Rear D can also remove the individual from access.
2. The FRG has done their job by calling this to the attention of the Rear D Chain of Command. Now, the FRG just needs to be sure all their volunteer leadership are saying the same thing in regards to any questions being asked about this situation
3. Rear D need to post a message on the website forum and revisit the website forum rules.
4. This is a CHAIN OF COMMAND issue that affects good order and discipline. As such, down range Chain of Command will want to know about this and address it up front with families.
5. Does SPC Rodriguez's wife have a "battle buddy" in the FRG who can discreetly reach out to her to see if she is OK and clarify if this is all just awful gossip or find out if she does need some help? Rear D should reach out. Chain of Command forward should be notified to check in on SPC Rodriguez.
6. FRG and Rear D need to be careful about not heading down the "whistle blower" road. If this happens, it can become all-consuming to the detriment of all families and Soldiers.
7. Might our Rear D Chaplain offer some support? 719.526.XXXX

4th Infantry Division Rear Detachment and FRG Training Scenarios

Rear Detachment Critical Information

Support Agencies:

- Chaplain
- FRL
- MFLC can assist at the next FRG event if it's reached the point a discussion needs to happen.
- OPSEC Officer

Important Phone Numbers:

- FRL – Unit Specific

Paperwork that may be needed:

- vFRG and Army Social Media policies should be used to ensure that the terms of use policies are up to date for both the website and social media; post lists specific names, not just concern so should be removed.

FRG Role

- Mitigate the rumors. Hide the comment. May require a screen shot.
- Communicate regularly with Family members to know the pulse of the organization. This should not be the first communication with them.

Garrison Considerations

- Depending on the level the comment has spread, may require PAO notification. If news outlets have been notified, call PAO.

Family Readiness Education

- Pre-Deployment Brief
 - Expectation Management for Communicating with Soldier
 - Proper Use of Social Media
 - Family OPSEC
 - How to Address Issues (Rear D versus FRG Lanes)
- Reintegration
 - Addressing Relationships and Reunion – What's it going to be like between the Rodríguezes or anyone for that matter

4th Infantry Division Rear Detachment and FRG Training Scenarios

Be Careful!

- Rear D commander (not FRG) should be the one to contact the original chat room poster, inquire about his/her concerns, explain the posting guidelines and why his/her post was removed, answer any questions and address concerns in a non-threatening manner in order to help stop it.
- Don't let this be the only communication with Family members.
- Don't ignore this because it's annoying. It may not be an emergency to you, but it is to someone.

4th Infantry Division Rear Detachment and FRG Training Scenarios

BN Name SCENARIO #4: *A company changes command in Afghanistan. The previous Company Commander was SINGLE and his FRG Leader was the spouse of an E7 in the company. The FRG Leader is awesome, everyone loves her and her Soldier husband is staying in the company. Incoming Commander is married and he has indicated that he and his spouse will act as a team to head up the FRG. The FRG Advisor can feel some tension started to build as the Change of Command is fast approaching. How will the current FRG Leader, the FRG Advisor, the incoming Commander and the BN Rear D handle this emotional situation?*

Questions that need to be clarified?

1. Who selects the Company FRG Leader?
2. Who communicates this to the FRG while the unit is deployed?
3. What role does the BN FRG Advisor play in all this?
4. What happens to the current FRG Leader?
5. What is BEST for the organization?

DISCUSSION #4:

1. An FRG Leader serves at the pleasure of the company commander. When a Company Command changes, the FRG Leadership should also be prepared for a change (whether they like it or not)
2. HOWEVER, the ideal solution would be to convince the Cdr forward that a Co-Leader set-up (or at least a very gradual transition) would be in the best interest of the families.
3. FRG Leadership changes should be cleared with forward (and in some cases directed by forward) and executed by Rear D. FRG leadership and Rear D need to keep lines of communication open when dealing with these kinds of difficult personnel/position issues.
4. The most important thing is that the families continue to be cared for and kept informed and the organization continues to function smoothly.
5. The greatest indicator that a leader was successful is if the organization continues to run well without her/him. As an outgoing leader, this should be a huge source of pride for you!
6. Any outgoing leader can make a transition smoother by being the first to welcome aboard the new leader and make it OK for the families to “love” the “newbie”. Loving

4th Infantry Division Rear Detachment and FRG Training Scenarios

and accepting the new leader does not mean families love the outgoing leader any less. Families must be allowed to accept their new leader without feeling guilty.

7. Any new leader should be anxious to receive the advice and help of those who have walked before her. Remember leaving the FRG Leadership will be hard and sad it's a loss that the outgoing leader will feel. The Incoming Leader can be sensitive to this.

Rear Detachment Critical Information

Support Agencies:

- Army Community Service (FEP – FRG Training)
- Unit Ethics Officer

Important Phone Numbers:

- Army Community Service – 719.526.4590

Paperwork that may be needed:

- FRG Leader Appointment Orders
- FRG Position Description with Built In Transition Plan – Provides Expectation Management

FRG Role

- Battalion FRG Advisor can assist with the transition and is generally the stable position throughout the entire deployment for Families.
- FRG Leader needs to be involved in the transition

Garrison Considerations

- N/A

Family Readiness Education

- R.E.A.L Training
- Expectation Management – Company CDR change out. FRG changes out too. CDR decides this.

Be Careful!

4th Infantry Division Rear Detachment and FRG Training Scenarios

- Even if the FRG leader understands the FRG leadership change due to change of command, oftentimes the unit participants do not; as indicated in the scenario, a co-leader arrangement should be seriously considered to avoid the negative impact the change could cause.
- Rear D, current FRG leader, incoming FRG leader, and FRG Advisor should work together to present a positive spin and support the incoming FRG leader.
- When considering a Co-Leader scenario ensure the two personalities work together. Expectations need to be managed up front.
- New FRG leader: Make sure not to alienate the current FRG Leader after transitioning. Try to still keep them included, possibly see if there is another position she might like to take on (Care Team Coordinator, Key Caller, etc).

4th Infantry Division Rear Detachment and FRG Training Scenarios

BN Name SCENARIO #5: *A girlfriend of a Soldier comes to an FRG meeting and tells the FRG Leader she hasn't heard from her Soldier in almost a month and wants to get a message to make contact with him. She would also like to know about his mid-tour leave.*

A few more details: The FRG Leader has never met this young girlfriend before, but this Soldier is quite the ladies man, so it's not unbelievable that she's telling the truth. She seems very sincere and concerned. She wants to know about mid-tour so she can make a few tentative plans for she and her Soldier. How do you respond and what action should you take as the FRG Leader?

Questions that need to be clarified?

1. Does this Soldier want this girlfriend to be kept informed?
2. How do you find out what the Soldier's wishes are and what do you say to girlfriend in the meantime?
3. Does this Soldier need to know the FRG Limits as far as putting girlfriends on the roster? Should the burden for keeping this girlfriend informed fall primarily on the Soldier?
4. Mid tour leaves- will the FRG pass dates onto "important person" about mid-tour leaves?

DISCUSSION #5

1. FRG needs to get confirmation from the Soldier that he does want this girlfriend kept informed. FRG may need Rear D back up when they tell the girlfriend they need to check with the Soldier to ensure his wishes are being carried out.
2. The FRG and the Soldier need to know that identifying someone as their IMPORTANT PERSON is serious business and not be taken lightly. Soldiers can't expect to put their "current girlfriend" on the FRG roster. The FRG can't sustain these types of shifting relationships. It would rest upon the Soldier to keep such friends informed.
3. Pros/Cons of having FRG pass on mid-tour leave dates to families.

Rear Detachment Critical Information

Support Agencies:

- No contributions due to no ID Card. May have access to outside agencies by Power of Attorney or notarized documents.

Important Phone Numbers:

- N/A

4th Infantry Division Rear Detachment and FRG Training Scenarios

Paperwork that may be needed:

- N/A

FRG Role

- Talk to Rear D to get a thumbs up prior to sharing information.

Garrison Considerations

- N/A

Family Readiness Education

- POC training; educate FRG leaders/RD staff on what information under FOIA can be released.
- Individuals not met will have a waiting period until they are confirmed by the Soldier.
- vFRG access can often times eliminate having to keep the latest boyfriend/ girlfriend informed because the Soldier can sponsor whomever they wish to allow access to the vFRG.

Be Careful!

- She might be a spouse someday – don't alienate her from the FRG
- Have Rear D verify with down range that Soldiers Family members and friend's information are current and accurate for notification. This will be beneficial during redeployment.
- While the Army defines FRG Membership as anyone who wants to support – the Soldier should give permission to share leave information with girlfriend, add her to the FRG roster, vFRG website, etc.

4th Infantry Division Rear Detachment and FRG Training Scenarios

BN Name Scenario #6 *A neighbor of one of your FRG Members calls the FRG Leader to tell you she is concerned about the kids of this FRG Member. She shares that the Spouse seems to have shut herself in the house and it looks like no one even lives there. Neighbor knows that this spouse has 2 kids and is just worried that something doesn't seem right. She has heard a lot of yelling.*

Some more details: FRG Leader checks her roster and confirms that this spouse is in the company and she had her second baby just 3-4 weeks before her Soldier deployed. She has never attended an FRG meeting. The FRG Leader believes this is the spouse's first deployment. How should you proceed?

Questions that need to be clarified:

1. Does the POC have any other information that might be helpful?
2. Should FRG Leader try and visit or make a phone call?
3. Keeping in mind privacy, who should the FRG Leader inform about the situation?
4. What resources should the FRG Leader be aware of that may be of help to this young spouse?
5. What if the children are not being cared for properly? Who determines this and what happens then?

DISCUSSION #6:

1. FRG Leader should not make a visit to that house by herself. First step would be a phone call to the POC to gather information and then perhaps a phone call to this spouse just to check up on her. This should be portrayed as merely a "just checking up on you" call.
2. As the FRG Leader, you need to consider with whom you will share this story. The more people you tell/get advice or help from, the more people who will know. Who **NEEDS TO KNOW** in order to help you with this situation? You can get advice without divulging names and too many details.
3. You should always feel comfortable letting the Rear D know that you're concerned and why. They might be able to get word to the Soldier's COC in Afghanistan and see if the Soldier can shed some light on the situation.
4. What resources might you share with this new spouse?
 - a. ACS has a **NEW PARENT SUPPORT GROUP** and **NEW PARENT SUPPORT VISIT**. Call 526-4590 to find out more.

4th Infantry Division Rear Detachment and FRG Training Scenarios

b. ACS will make a home visit or a phone call to share the New Parent Support Group Information. If the spouse seems uncomfortable or feels she is being checked up on, ACS can always say she is getting the call because she is a new parent and then share the group information with them.

c. Department of Human Services 719-444-5700. Remember that if they get involved, their goal is to be sure the children are safe and well-cared for. The goal is not to remove the child. HOWEVER, Dept. of Human Services usually does not like to act upon a report that is not directly from the observer. So, if the neighbor really feels that the kids are in danger, that neighbor may call Dept. of Human Services to file a report. Should the neighbor decide to do this and the FRG Leader knows this, the FRG Leader should inform the Rear D.

d. If you're not sure how to help, but you think a family might need some help, you can always call ACS Family Advocacy Program 719.526.4590.

e. Remember, you are an EXPERT RESOURCE REFERER! You are not an expert on dealing with depression, abuse, neglect, lack of life skills, anger management, financial guidance or marriage counseling. DISCREETLY REFER!

Rear Detachment Critical Information

Support Agencies:

- ACS Family Advocacy Program
- ACS New Parent Support Program
- American Red Cross
- CYS Emergency Childcare
- Chaplain
- EFMP
- MFLC
- Rear Detachment Health & Welfare check
- First Visitor Program
- SWS
- Soldier Down Range – Squad Leader checks in with Soldier

4th Infantry Division Rear Detachment and FRG Training Scenarios

Important Phone Numbers:

- ACS Family Advocacy Program 719.526.4590
- ACS New Parent Support Program 719.526.4590
- American Red Cross 877.272.7337
- Behavioral Health (Social Work Services) 719.526.4585
- Child Protective Services El Paso County 844.264.5437

Paperwork that may be needed:

- N/A

FRG Role

- POC could be encouraged to reach out to personally invite to each FRG meeting or event; checking in calls
- Consider expansion of Care Teams so they are not just for casualties.

Garrison Considerations

- N/A

Family Readiness Education

- Attend Pre Deployment Briefing
- Educate and discuss red flags that require a response. What is a red flag and when to contact the Rear D
- NPSP Home Visitor Program
- Parenting Classes
- Army 101 Class for Chain of Command Familiarization
- MFLC – How they can help
- Chaplain – How they can help
- FRL – How they can help

4th Infantry Division Rear Detachment and FRG Training Scenarios

- Parent Central to Register Children in CYS
- Do you have a battle buddy? Do you know your neighbors?
- Babies during deployment what is the process? What is your plan?

Be Careful!

- Don't jump to conclusions. It may not be ideal parenting to you but it doesn't necessarily warrant abuse. This is a really good example as to why regular communication with key callers is important. They determine the pulse. This should not be the first communication with the Spouse.
- If Rear D is doing a Health and Welfare (which can only be executed by Rear D), make sure you don't go alone and always take someone that is the same gender as the Spouse.

4th Infantry Division Rear Detachment and FRG Training Scenarios

Three Recent Real World Scenarios

1. Loss of key personnel on rear detachment. During a unit's deployment the rear detachment commander found out their parent had stage IV cancer and immediately had to leave to help care for the parent. Loss of key members of the rear detachment, while rare, are a possibility that must be prepared for. Who will take that key leaders place and is there a process for a responsible change of responsibility.
2. Soldier PCS's on an unaccompanied tour to Korea. Soldier and spouse clear housing on Fort Carson. Spouse and 2 children ages, 4 & 6 take the shuttle to DIA for a flight to Puerto Rico where they will stay while the Soldier is in Korea. Spouse is held at DIA for two days during hurricane Maria. No communications with Puerto Rico. Spouse calls FRG leader for a ride back to Fort Carson, has no friends or family in the area. She has already cleared housing, has no place to live, no transportation, no friends or family in this country.
3. Soldier who is an E-3 just had a baby with the spouse. With very little disposable income they have a new baby, no furniture, diapers, and little food. Failure to plan for the future has led them to this point. Their car engine now needs to be replaced. What are some organizations on/ around Fort Carson that can help?