



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND
950 JEFFERSON AVENUE
FORT EUSTIS, VIRGINIA 23604-5700

ATBO-S

02 DEC 2015

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: TRADOC Policy Letter 27, TRADOC Family Readiness Program

1. References:

- a. Army Regulation (AR) 600-20 (Army Command Policy), 6 November 2014.
- b. AR 608-1 (Army Community Service Center), 13 March 2013.

2. This memorandum supersedes TRADOC Policy Letter 27, TRADOC Family Readiness Groups (FRGs), dated 21 Nov 2014.

3. TRADOC is an integral part of the Generating Force and supports the Army's Title 10 responsibilities. The resiliency of our workforce is paramount to the success of TRADOC and the Army. That success is due, in part, to Families being the stabilizing force behind our Soldiers and Department of Army (DA) Civilians, allowing them to focus on their mission.

4. The FRG is an official command-sponsored organization of Soldiers, Family members, and DA Civilians pursuant to AR 600-20. The FRG encourages self-sufficiency among its members by providing information, referral assistance, and mutual support through a communications network among the chain of command, Family members, and community resources. Leaders who support FRGs and remain actively engaged ensure the readiness and resiliency of Soldiers, DA Civilians, and their Families.

5. Commanders will develop, execute, and maintain FRGs within their organization that provide official, accurate command information and mutual support to all Soldiers, DA Civilians, and Family members assigned to the Centers of Excellence/Schools. Each commander will use available resources to organize and develop FRGs that support the unique requirements of their Families' needs. Each Center/School should consult with their servicing staff judge advocate, or legal advisor, in their efforts to establish an FRG.

6. Reference 1b conveys DA's guidelines and information on FRGs. It is designed to aid commanders, FRG leaders, and Family volunteers in the establishment and operation of their FRGs. In addition, an enclosure is provided to guide commanders for establishing the Family Readiness Liaison that has recently been recognized to assist the FRG.

7. The Army Community Service (ACS) Program, under the Installation Management Command, is the proponent for Army FRG operations. The Garrison ACS Center will assist unit commanders in establishing successful FRGs by providing expertise, classes, training, and support to FRGs and FRG leadership. All commanders and key

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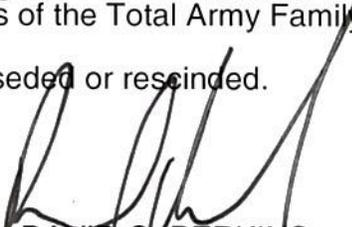
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FRG members (FRG leader, treasurer, etc.) will attend the necessary training provided by ACS or online at Army One Source (www.armyonesource.com).

8. I fully support the FRG Program and expect commanders to become involved and actively encourage an effective Family program that will maintain and/or enhance the quality of life and well-being of all members of the Total Army Family.

9. This policy letter is effective until superseded or rescinded.

Enclosure



DAVID G. PERKINS
General, U.S. Army
Commanding

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Deputy Chief of General and Chiefs of Special Staff Offices,
HQ TRADOC

Family Readiness Liaison (FRL)

1. An FRL is an official command-sponsored individual who provides communication between unit members, their Families, and the command, while promoting a culture of mutual support and communication. FRLs are military personnel who assist Family members in organizing and sustaining the unit's Family Readiness Group (FRG) and Family Readiness Program (FRP).
2. The FRL's duties are additional duties in conjunction with the Soldier's normal military occupational specialty responsibilities and routine Soldier responsibilities such as weapon qualification and physical fitness. The FRL will not be assigned any other additional duties. The FRL provides the services of a military representative on behalf of his/her commander to ensure the active involvement of the FRG in support of the unit FRP. The FRL reports to the command team and provides advice to his/her leadership regarding the implementation and effectiveness of the commander's FRP. The FRL shall not be subordinate to the senior/FRG advisors, FRG leader, or any unit volunteer. The FRL may speak on behalf of the commander, conduct training, and be considered a leader within the Family readiness structure. The FRL should not assume duties until the required training identified in paragraph 6(c) below has been completed.
3. The Senior Family Readiness Liaison (SFRL). The SFRL is an additional duty designated in writing by the brigade and battalion commander to support the unit's Soldier and Family Readiness Program. The SFRL provides assistance to the subordinate unit FRLs and facilitates the free flow of information regarding Family readiness to and from the brigade/battalion command teams. The SFRL serves as point of contact to ensure subordinate units receive the necessary support from the brigade and battalion and provide advice to the brigade/battalion command teams regarding Soldier and Family-readiness related issues. The SFRL does not supervise unit FRLs in the performance of this additional duty assignment.
4. Unit Family Readiness Liaison. The unit FRL is an additional duty designated in writing by the company-level commander as his/her FRG representative. The unit FRL ensures the free flow of information regarding Soldier and Family readiness to and from the unit FRG, company leadership, SFRL, and the brigade and battalion command teams. The unit FRL assists the commander and FRG leader in maintaining a sufficient pool of volunteers dedicated to supporting the needs of the unit's Family Readiness Program. The FRL does not supervise the advisors or FRG leader.
5. Commanders shall select Soldiers in the rank of sergeant or above for the FRL additional duty who:
 - a. Understand the required unity of effort between the brigade, battalion, and company-level units regarding Soldier and Family readiness.
 - b. Understand how to develop teams and function as an effective leader and team member.
 - c. Know how to communicate effectively with a civilian volunteer staff, both orally and in writing.
 - d. Has at least 12 months retainability.

Encl

6. TRADOC Army senior commanders will:

- a. Ensure FRLs are assigned in writing at the brigade level and below.
 - b. Develop, publish, and implement written guidance and standing operating procedures for FRLs IAW policies/procedures outlined in this policy letter and guidance contained in the listed references. Ensure appropriate emphasis is placed on support to Reserve component personnel assigned to, or supported by, the command.
 - c. Ensure FRLs receive, at a minimum, the following training:
 - (1) Family Readiness Liaison Training Course;
 - (2) Rear Detachment Commander training (<http://www.myarmyonesource.com/default.aspx>);
 - (3) Volunteer Management Information System Training for Organizational Points of Contact;
 - (4) Operational Security Social Media training; and Casualty Response Team training. The senior commander may establish additional training requirements as local needs dictate.
 - d. Provide Family readiness support to units through the Army Community Service staff. This support, at a minimum, includes providing initial training and continuing education opportunities for FRLs, FRG leaders, and FRG staff, as well as assisting commanders with establishing and maintaining effective FRGs.
 - e. Establish and promote FRL implementation and execution guidance in accordance with Installation Management Command regulations and policies.
7. The commander will maintain an effective and responsive Soldier and FRP by assigning a Soldier on additional duty orders in the rank of sergeant or above as an FRL as his/her direct representative to the FRG.