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HEADQUARTERS UNITED STATES MARINE CORPS
3000 MARINE CORPS PENTAGON
WASHINGTON, DC 20350-3000

MCO 1754.6C
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MARINE CORPS ORDER 1754.6C

From: Commandant of the Marine Corps
To: Distribution List

Subj: MARINE CORPS FAMILY TEAM BUILDING (MCFTB)

Ref: (a) MCO P1700.27B
(b) SECNAVINST 1754.1B
(c) SECNAVINST 1730.7D
(d) 28 U.S.C. 171
(e) DOD Instruction 1100.21, "Voluntary Services in the Department of Defense," March 3, 2002
(f) MCO 1754.9
(g) SECNAVINST 5211.5E
(h) MCO 5110.4A
(i) MCO P1710.30E
(j) Family Readiness Command Team Handbook
(k) DOD Instruction 1015.10, "Military Morale, Welfare, and Recreation (MWR) Programs," July 6, 2009
(l) MCO 4651.4
(m) MCO 7042.6C
(n) Joint Travel Regulations Volume 2
(o) SECNAV M-5210.1
(p) SECNAV M-5214.1

Encl: (1) Marine Corps Family Team Building Guidance

Report Required: Marine Corps Family Team Building Data Call
(Report Control Symbol EXEMPT) encl (1),
chap. 1, par. 3a(10)

1. Situation. To establish policy guidance for MCFTB Programs to ensure standardization of MCFTB throughout the Marine Corps. This Order complies with and conforms to the regulatory requirements stated in references (a) through (c).

2. Cancellation. MCO 1754.6B.

3. Mission. Enhance and support the Unit, Personal and Family Readiness Programs (UPFRP) by providing relevant and

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standardized family readiness training to unit Commanders, Family Readiness Command Teams, Marines, and their families; thereby, reinforcing the pillars of Marine total fitness, sustaining a constant state of personal and family readiness for a lifetime, and ultimately enhancing unit mission readiness.

4. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent

(a) Commanders shall ensure the policies contained in this Order are used in creating, establishing, maintaining, and reinforcing MCFTB programs and services.

(b) Desired end state is to ensure MCFTB programs support and underpin the UPFRP. Execution of MCFTB training in a unit setting assists the unit commander in creating, establishing, maintaining, and reinforcing Unit Personal and Family Readiness goals, as appropriate.

(2) Concept of Operations

(a) MCFTB offers primary and secondary tier preventative education to Marines and their families along the life cycle continuum. The preventative education is offered at specific, finite and predictable touch points across the life cycle. MCFTB facilitates the following personal and family readiness training programs in support of the UPFRP:

1. Readiness and Deployment Support Training (RDST);

2. Family Readiness Program Training (FRPT);

3. Lifestyle Insights, Networking, Knowledge, and Skills (L.I.N.K.S.) Training;

4. LifeSkills Training and Education.

a. Additional family readiness programs, which are immersed within LifeSkills Training and Education, and are delivered through the chaplain's office, include the Prevention and Relationship Enhancement Program (PREP) and the Chaplain's Religious Enrichment Development Operations (CREDO).

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b. The partnership between UPFRP, MCFTB, other MCCS programs and activities, and the Navy Chaplains Corps (CHC) programs ensure commanders receive the necessary resources and support to facilitate their unit's personal and family readiness responsibilities.

(b) The relationship between commanders who have administrative and operational cognizance of MCFTB and the unit commanders and their programs are meant to support is best defined as that of a supported/supporting relationship. As such:

1. Commanders responsible for implementing UPFRPs in accordance with this Order: Marine Expeditionary Force, Marine Division, Marine Aircraft Wing, Marine Logistics Group, Regiment/Group, Battalion/Squadron, Marine Forces Reserve (MARFORRES), Marine Corps District (MCD)/Recruiting Station (RS), and detached commanders are the supported commanders.

2. Commanders responsible for providing MCFTB programs and services in support of unit commanders' UPFRP: Installation, MARFORRES, Marine Corps Recruiting Command (MCRC) regions, and MCD commanders are the supporting commanders. They are responsible for providing these services per the guidelines contained in this Order and in the references.

(c) All programs within MCFTB are official Marine Corps programs. The MCFTB programs are classified as Category A (CAT A) Morale, Welfare and Recreation (MWR) programs, per reference (a). CAT A programs are considered mission essential and are authorized funds accordingly. MCFTB programs are primarily funded by Appropriated Funds (APF). The Uniform Funding Management (UFM) practice may be used for operating purposes.

(d) Reference (e) implements policies and responsibilities for the acceptance and use of voluntary services in Department of Defense (DOD) programs and describes the conditions under which voluntary services may be accepted, the responsibilities of accepting officials, and the government support of authorized volunteers when performing their official duties.

b. Subordinate Element Missions

(1) Deputy Commandant for Manpower and Reserve Affairs (DC M&RA). As directed by the Commandant of the Marine Corps,

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the DC, M&RA provides oversight for all issues pertaining to MCFTB, and Personal and Family Readiness.

(2) Chaplain of the Marine Corps (REL). Reports directly to, and advises, the Commandant on family readiness issues, specifically regarding the role of chaplaincy in family support. The Chaplain of the Marine Corps shall coordinate changes to PREP and CREDO with the Director, Marine and Family Programs Division (MF), to ensure continued integration and applicability of these programs.

(3) Family Readiness Committee (FRC), MCCS Board of Directors (BOD). The FRC will report to the MCCS BOD in an advisory capacity on Marine Corps-wide matters having a significant impact on family readiness. It is the responsibility of the Marine and Family Programs Division (DC M&RA (MF)) to research, staff, and provide responses and follow-up on action items, produced by the FRC.

(4) CMC, Public Affairs (PA)

(a) Coordinate with DC M&RA (MF) to ensure key MCFTB themes, programs, events, and updates are incorporated into the annual public affairs plan.

(b) Disseminate information on MCFTB themes, programs, events, and updates through Marine Corps News, Marines magazine, and civilian media outlets, as appropriate, in accordance with reference (h).

(c) Coordinate with DC M&RA (MF) to obtain information and/or provide a subject matter expert as spokesperson when responding to civilian media inquiries pertaining to MCFTB programs.

(d) Coordinate with command public affairs officers to ensure information on Marine Corps-wide MCFTB themes, programs, events, and updates is provided for incorporation into the local command information effort.

(5) Commanders, U.S. Marine Corps Forces Command, U.S. Marine Forces, Pacific, and Marine Corps Forces Reserve (MARFORRES); and Commanding Generals, Marine Corps Combat Development Command (MCCDC), Marine Corps Logistics Command (LOGCOM), Marine Corps Installation Command (MCICOM) and Marine Corps Recruiting Command (MCRC)

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(a) Establish MCFTB programs at all Marine Corps installations, and within MARFORRES and MCRC, to include support of Marines and their families on special duty assignments/independent duty.

(b) Establish MCFTB programs outlined in reference (j), and ensure these programs are fully supported by all subordinate unit commanders.

(c) Designate and maintain staff cognizance on all matters pertaining to MCFTB programs, policies and associated resources for subordinate commands.

(d) Review, prioritize and consolidate Program Objective Memorandum (POM) requirements concerning personnel, budget, and training initiatives for MCFTB programs, and submit to Headquarters Marine Corps (HQMC) (MF) as appropriate.

(e) Ensure all personnel involved with MCFTB programs and MCFTB volunteers are aware of, and are in compliance with, references (e) and (g).

(f) Ensure all MCFTB volunteers are formally recognized annually during National Volunteer Appreciation Week (typically in April).

(6) Installation Commanders

(a) Installation Commanders shall ensure the establishment, maintenance, operation and delivery of MCFTB programs aboard their installation, in accordance with this Order.

(b) The MCFTB Director is responsible for implementing the MCFTB Program on the installation. The MCFTB Director shall be responsive to the subordinate element supported commanders, and report directly to the installation Assistant Chief of Staff (AC/S), Marine Corps Community Services (MCCS) or Director, MCCS or their designated representative. Specific roles and responsibilities of the MCFTB Director are outlined in chapter 1 of this Order.

(c) Ensure the installation Command Chaplain, or designated representative(s) for PREP and CREDO, is/are actively involved with the MCFTB Director in the establishment and maintenance of these programs. The PREP and CREDO programs are outlined in chapter 5 of this Order.

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(7) Installation AC/S, MCCS or Director, MCCS or their designated representative

(a) Provide adequate MCFTB staff to meet the family readiness needs of installation units.

(b) Implement and operate MCFTB programs within MCCS. Develop a MCFTB program plan with stated short term and long term objectives. The plan must be consistent with overall MCCS standards and objectives, and be coordinated with other MCCS activities.

(c) Ensure MCFTB themes, events, and updates are incorporated into MCCS advertising, PA planning, and products, in accordance with reference (h).

(d) Ensure a sustainable training environment by providing adequate facilities conducive to supporting RDST; FRPT; L.I.N.K.S.; and LifeSkills Training and Education, including PREP and CREDO.

(e) Ensure all supported commanders and Sergeants Major, receive an annual brief on MCFTB programs along with the other members of the unit's Family Readiness Command Team.

(8) Commanding Officers (at all levels through the Battalion/Squadron, and MCD/RS)

(a) Support and participate in MCFTB Programs to meet the needs of the individual command.

(b) Attend annual MCFTB program information briefings.

(c) Ensure MCFTB program information is distributed to all Marines and families and incorporated into the annual training plan.

(d) Ensure MCFTB program information is incorporated into the monthly unit professional military education training curriculum.

(e) Ensure MCFTB themes, programs, and events, are incorporated into PA planning and products.

(9) Sergeants Major (at all levels through the Battalion/Squadron, and MCD/RS)

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(a) Attend annual MCFTB program information briefings as designated by the commander.

(b) Ensure service members and their families are briefed on MCFTB programs and training opportunities, and encourage service members and their families to proactively utilize MCFTB programs.

5. Administration and Logistics

a. Submit all change recommendations regarding this Order via the appropriate chain of command to DC M&RA (MF). Recommendations should be submitted in writing and should include supporting rationale.

b. Records created as a result of this Order shall be managed according to National Archives and Records Administration approved dispositions per reference (c) to ensure proper maintenance, use, accessibility and preservation, regardless of format or medium.

6. Command and Signal

a. Command. This Order is applicable to the Marine Corps Total Force.

b. Signal. This Order is effective the date signed.



R. E. MILSTEAD JR
Deputy Commandant for
Manpower and Reserve Affairs

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LOCATOR SHEET

Subj: MARINE CORPS FAMILY TEAM BUILDING

Location: _____

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RECORD OF CHANGES

Log completed change action as indicated.

Change Number	Date of Change	Date Entered	Signature of Person Incorporated Change

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Chapter 1

Marine Corps Family Team Building Personnel

1. Purpose. To establish guidance for Marine Corps Family Team Building (MCFTB) personnel.

2. Background

a. MCFTB programs provide relevant and standardized readiness training to unit commanders, Family Readiness Command Teams, Marines, and their families. The programs are supported by appropriately trained personnel who are hired and guided in the performance of their duties, in accordance with the standard position descriptions (PDs) as prescribed by DC M&RA (MF).

b. MCFTB programs are staffed with the following authorized billets: MCFTB Director, MCFTB Administrative Assistant, Readiness and Deployment Support Trainer(s) (RDST), Family Readiness Program Trainer(s) (FRPT), Lifestyle Insights, Networking, Knowledge, and Skills (L.I.N.K.S.) Trainer, L.I.N.K.S. Administrative Assistant, and LifeSkills Trainer. The appropriate number of billets determined for each MCFTB Program is dependent on the installation/location size and need. The standard MCFTB organizational structure is outlined in figure 1-1 below.

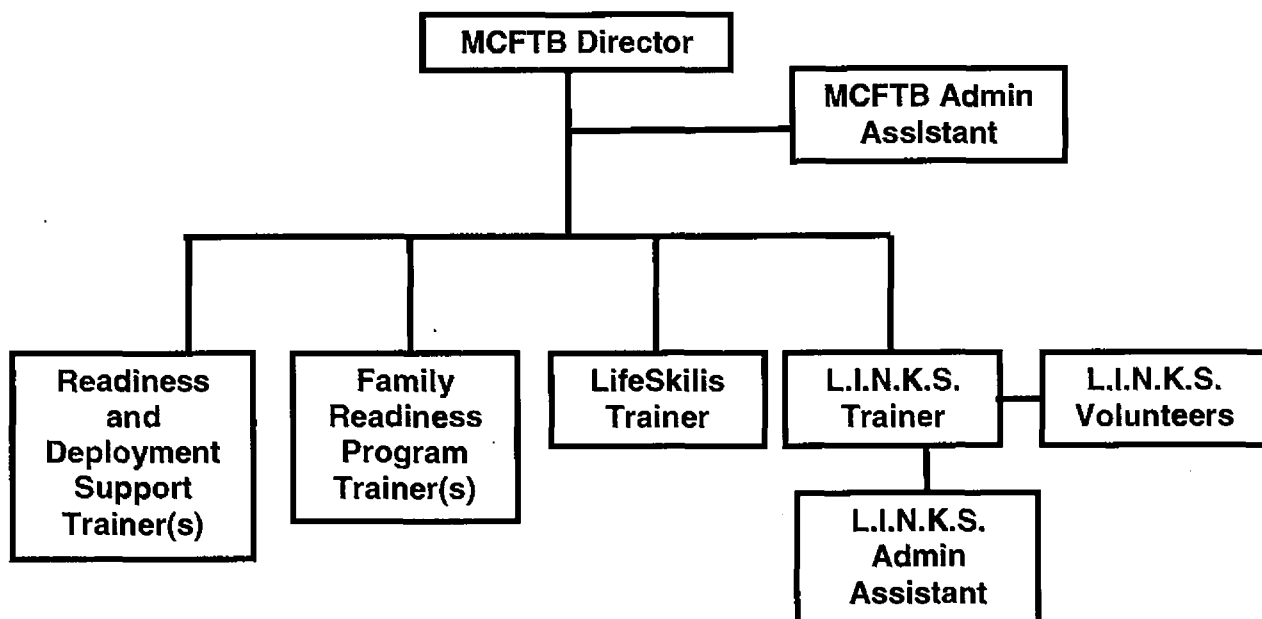


Figure 1-1.--MCFTB Organizational Structure

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3. Billets

a. MCFTB Director. This billet shall be responsive to the senior supported commander, the installation commander, and AC/S, MCCS, Director, MCCS, or their designated representative. As the focus of effort, the MCFTB Director manages and operates family readiness training programs in support of the Unit, Personal and Family Readiness Program (UPFRP). Additionally, the MCFTB Director shall support all tenant and operational commands, and other family readiness duties deemed necessary and appropriate by the AC/S, MCCS or Director, MCCS or their designated representative but shall not serve as collateral duty Family Readiness Officer (FRO): The MCFTB Director shall:

(1) Actively promote MCFTB programs and be responsible for MCFTB training and support to all operational and tenant commands, assist all Marine Corps commands (MARFORRES and special duty assignments/independent duty) with their MCFTB requirements, and provide logistical and administrative support and maintain functional and operational control of MCFTB programs. Establish communications with small independent units and eligible customers within the 100-mile area surrounding the installation to coordinate delivery of MCFTB programs. If two or more installations overlap in coverage of a particular unit or area, the bases shall decide locally who will provide support. Marine Corps Recruit Depots have been identified as the primary service delivery system for the Marine Corps Recruiting Command and will respond to requirements as requested.

(2) Supervise all MCFTB paid and volunteer personnel to include, but not limited to: MCFTB Administrative Assistant; RDST(s); FRPT(s); L.I.N.K.S. Trainer; L.I.N.K.S. Administrative Assistant; L.I.N.K.S. volunteer team members; and LifeSkills Trainer, in accordance with local organizational structure.

(3) Appropriately train all incoming MCFTB personnel on respective program requirements, including ability to conduct quality training in accordance with chapters 2 through 5 of this Order.

(4) Develop, execute, supervise, and maintain constant awareness of all MCFTB program budget requirements (to include the POM) and expenditures for all programs supported with MCFTB funding. Guidance regarding MCFTB funding is outlined in chapter 7 of this Order.

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(5) Ensure MCFTB Trainers regularly conduct all respective program training sessions and workshops as outlined in chapters 2 through 5 of this Order, utilizing the standardized materials provided by DC M&RA (MF). Online training is available on MarineNet and is an approved standardized training method.

(6) Maintain regular contact with, and be proactive in, soliciting the family readiness needs of tenant and operational commands, and in leveraging the capabilities and resources of MCFTB to meet those needs.

(7) Ensure all facilities and supporting logistics are submitted to the installation AC/S, MCCA or Director, MCCA or their designated representative for review and prioritization as requested/required.

(8) Organize and coordinate appreciation events for MCFTB volunteers.

(9) Ensure childcare services are either available or reimbursable for all MCFTB training sessions to include pre-scheduled and unit specific sessions. Information regarding the childcare process and funding is outlined in chapter 6 of this Order.

(10) Ensure trainers maintain accurate and complete training records for their respective training programs to include but not limited to: the type and number of workshops, numbers of participants, units trained, method of delivery, etc. All required monthly training data shall be submitted to DC M&RA (MF) by the 10th of every month via the MCFTB Data Call Tool for the previous month's training sessions. This reporting requirement is exempt from reports control per reference (p), part IV, paragraph 7h. This is crucial in constructing performances metrics based on historical data as to the utility of a particular MCFTB program/s/workshops across the Marine Corps or by installation.

(a) All training information gathered by installation, to include qualitative feedback from participants, must be analyzed by the MCFTB Director in order to determine the quality and utility of the training being offered.

(b) In all cases where a particular training program/workshop is not being received at a level commensurate with the effort required to conduct, the MCFTB Director shall

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coordinate their recommended actions with DC M&RA (MF) with accompanying justification.

(11) Support and/or participate in the Installation Quarterly Family Readiness Support Council.

b. MCFTB Administrative Assistant. Works under the direction of the MCFTB Director to provide administrative and clerical support to MCFTB programs.

c. Readiness and Deployment Support Trainer (RDST). Works under the direction of the MCFTB Director. The RDST(s) shall:

(1) Serve as the subject matter expert on Readiness and Deployment Support, providing a continuum of readiness education and deployment support; work directly with assigned unit FROs in coordinating all readiness and deployment support; and coordinate and conduct all readiness and pre-, during-, and post-deployment briefings/workshops utilizing the standardized materials provided by DC M&RA (MF), as outlined in chapter 2 of this Order.

(2) Serve as the primary MCFTB point of contact for the Family Readiness Command Team and Family Readiness Officer (FRO).

d. Family Readiness Program Trainer (FRPT). Works under the direction of the MCFTB Director. The FRPT(s) shall:

(1) Serve as a subject matter expert on the UPFRP, and Family Readiness Command Team member roles, responsibilities, and associated training, as outlined in reference (f).

(2) Coordinate and conduct all MCFTB training sessions that support the UPFRP and members of the Family Readiness Command Team, utilizing the standardized materials provided by HQMC (MF), and as outlined in chapter 3 of this Order. Family Readiness Program Training sessions include: Family Readiness Command Team Training; FRO Training; Command Team Advisor Training; Family Readiness Assistant Training; and CO/Senior Enlisted Spouse Training. Provide certificate of completion to all participants.

e. L.I.N.K.S. Trainer. Works under the direction of the MCFTB Director. The L.I.N.K.S. Trainer shall:

(1) Coordinate and conduct L.I.N.K.S. training sessions to include: L.I.N.K.S. for Spouses; L.I.N.K.S. for

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Parents/Extended Family Members; L.I.N.K.S. for School Age Kids; L.I.N.K.S. for Teens; and L.I.N.K.S. for Marines; utilizing the standardized materials provided by DC M&RA (MF), and as outlined in chapter 4 of this Order.

(2) Supervise the L.I.N.K.S. Administrative Assistant, where applicable, and manage the position to ensure maximum productivity.

(3) Recruit, train, and supervise all L.I.N.K.S. volunteers, utilizing the standardized Mentor Training material provided by DC M&RA (MF). L.I.N.K.S. volunteer positions, roles, and responsibilities are outlined in chapter 4 of this Order.

(4) Deliver all modules of L.I.N.K.S. sessions where trained Mentors are not available.

f. L.I.N.K.S. Administrative Assistant. The L.I.N.K.S. Administrative Assistant works under the direction of the L.I.N.K.S. Trainer, providing the L.I.N.K.S. Program administrative and clerical support, where applicable.

g. LifeSkills Trainer. Works under the direction of the MCFTB Director. The LifeSkills Trainer shall:

(1) Deliver training curricula and LifeSkills workshops not offered by other MCCS programs and activities, utilizing the standard training material provided by DC M&RA (MF), and as outlined in chapter 5 of this Order and continually seek to refresh training curricula and workshops as required per the changing needs of the Marine Corps population.

(2) Coordinate with the senior chaplain assigned to the regional commander (or representative) for the delivery and support of the Prevention and Relationship Enhancement Program (PREP) and Chaplain's Religious Enrichment Development Operations (CREDO) program.

(3) Coordinate with subject matter experts (SMEs) within the installation (MCFTB staff and MFS staff), and civilian agencies, referring Marines and families to the many services and training opportunities offered by each.

Chapter 2

Readiness and Deployment Support Training

1. Purpose. To provide guidance for Readiness and Deployment Support Training.
2. Background. Readiness and Deployment Support Training is an official component of MCFTB. The Readiness and Deployment Support Trainer (RDST) shall assist the command with the coordination and delivery of pre-, during- and post-deployment support and training at the unit level. The command shall be responsible for requesting deployment support.
3. RDST Briefs and Workshops. All RDST briefs and workshops will be coordinated and conducted utilizing the standardized materials provided by DC M&RA (MF).
 - a. Pre-Deployment
 - (1) Pre-deployment briefs shall be coordinated and provided to all Marines and families attached to units 30-60 days prior to a unit deployment, or as required of the unit.
 - (2) The RDST(s) shall assist the FRO in selecting additional pre-deployment brief topics. The following is a non-inclusive list of suggested pre-deployment brief topics only, and shall be delivered by an appropriate, respective subject matter expert.
 - (a) Introduction of the Unit Family Readiness Command Team leadership to unit Marines and families.
 - (b) Up-to-date information of unit activities.
 - (c) A deployment timeline and calendar of events prior to and during the deployment.
 - (d) A discussion of unit policy regarding both operational and security concerns.
 - (e) Methods and frequencies of communication from the unit during the deployment.
 - (f) An explanation of the expected pay fluctuations during the deployment.

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(g) A question and answer period to address family concerns.

b. During-Deployment

(1) "Kids and Deployment" workshop shall be conducted following the departure of the unit on a deployment. An optimal timeline to conduct a "Kids and Deployment" workshop is within 2 weeks of the unit's departure, or as practical. The "Kids and Deployment" workshop provides tools needed for children to positively and successfully cope during deployment.

(2) "Mid-Deployment" is a series of workshops available to promote readiness of Marines and families. The "Mid-Deployment" series includes topics relating to, but not limited to:

(a) Deployment Success.

(b) Self Care.

(c) LifeSkills: Communication, Impact, Relationship, and Wellness Series.

c. Post-Deployment

(1) Return and Reunion: Workshops shall be conducted for spouses, children, parents and extended family members of Marines attached to units 30 days to 2 weeks prior to the return of the unit from a deployment, or as practical. The "Strong Marine Couples" workshop is to be conducted within 60 days upon return, or as practical.

(2) Return and Reunion: Parents and Kids workshops shall be conducted for children prior to the return of the unit from a deployment. An optimal timeline to conduct a Kids and Reunion workshop is within 2 weeks of the unit's return, or as practical. The "return and Reunion: Parents and Kids Workshop" provides the tools needed for children to positively and successfully adjust to the return of the deployed parent.

4. Program Support. Each installation/location shall have, at minimum, one full-time or part-time RDST who shall be hired and guided in the performance of their duties by the standard PD provided by DC M&RA (MF). The RDST(s) shall maintain direct liaison with unit Command Teams and unit FROs to provide a continuum of readiness education and deployment support. More

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information regarding RDST(s) roles and responsibilities is outlined in chapter 1 of this Order.

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Chapter 3

Family Readiness Program Training

1. Purpose. To establish guidance for Family Readiness Program Training.

2. Background. Family Readiness Program Training is an official component of MCFTB. MCFTB Family Readiness Program Trainers (FRPT) shall be responsible for the training and support of personnel and information technology enablers for the Unit, Personal and Family Readiness Programs (UPFRP). The UPFRP, and roles and responsibilities of Family Readiness Command Team members are outlined in reference (f).

3. Family Readiness Program Training. All FRPT training will be coordinated and conducted utilizing the standardized materials provided by DC M&RA (MF).

a. Family Readiness Command Team Training is provided to all members of the Family Readiness Command Team leadership: Commanding General (CG)/Commanding Officer (CO), Executive Officer (XO), Sergeant Major (Sgt Maj/Senior Enlisted), CG/CO/Sgt Maj/Senior Enlisted spouse, Chaplain, Single Marine Program (SMP) Representative, FRO/Deputy FRO, and Command Team Advisor(s). For MARFORRES, leadership includes the Inspector-Instructor (I-I), I-I spouse and Peace Wartime Support Team (PWST).

b. FRO Training shall include: FRO Training and any required annual training. FROs and Deputy FROs are mandated to complete the required FRO Training.

c. Command Team Advisor/Family Readiness Assistant Volunteer Training is mandated training provided to any spouse and/or designated parent/extended family member of an enlisted or officer member of the unit, who has been appointed in writing by the CG/CO.

4. Program Support. Each installation/location shall have, at minimum, one full-time or part-time FRPT who shall be hired and guided in the performance of their duties by the standard PD provided by DC M&RA (MF). FRPT(s) shall coordinate and conduct all training sessions that support the UPFRP and members of the Family Readiness Command Team. Training shall be available to individual units and/or included in a MCFTB calendar established to market all of the programs and trainings available at the

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installation. More information regarding FRPT(s) roles and responsibilities is outlined in chapter 1 of this Order.

Chapter 4

Lifestyle Insights, Networking, Knowledge, and Skills Training

1. Purpose. To establish guidance for Lifestyle Insights, Networking, Knowledge, and Skills (L.I.N.K.S.) training.

2. Background

a. L.I.N.K.S. is an official component of MCFTB. MCFTB Programs and staff shall be responsible for the training and support of personnel and information for the L.I.N.K.S. Program.

b. L.I.N.K.S. is an orientation program, designed to meet the needs of Marines and their entire family: spouse, children and parents/extended family members. The mission of L.I.N.K.S. is to provide an introduction to the Marine Corps culture and lifestyle, thereby increasing participants' ability to avoid problems, and allow them to become more self-sufficient. L.I.N.K.S. also teaches participants the many military and community resources and benefits available to them. The L.I.N.K.S. teams work in partnership with career planners and chaplains, and are directly supported and supervised by the L.I.N.K.S. Trainer.

c. The L.I.N.K.S. program shall be provided at each Marine Corps installation, and within MARFORRES and MCRC. Special/unit L.I.N.K.S. sessions shall be offered, as requested.

3. L.I.N.K.S. Training. All L.I.N.K.S. training will be coordinated and conducted utilizing the standardized materials provided by DC M&RA (MF).

a. L.I.N.K.S. for Spouses. Provides spouses with a positive environment to acquire knowledge and develop the skills to successfully meet the challenges of the Marine Corps lifestyle. A closing ceremony shall be held at the completion of each session denoting participants' completion of the workshop.

b. L.I.N.K.S. for Parents/Extended Family Members. Offers an orientation to the Marine Corps lifestyle, which aids participants in understanding the unique challenges military life presents, as extended family members often play a significant role in Marines' lives, providing both support and advice.

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c. L.I.N.K.S. for School Age Kids. Offers an orientation to the Marine Corps lifestyle, helping youth adapt to the unique challenges of military life. The curriculum targets school age youth 6-12 years old.

d. L.I.N.K.S. for Teens. Offers teens support in navigating the Marine Corps lifestyle, allowing them to network with other teens, and adapt to the unique challenges of military life. The curriculum targets teens ages 13-18 years old.

e. L.I.N.K.S. for Marines. Provides participants with information regarding the military lifestyle, and benefits and services the Marine Corps offers Marines and families. The resources and information Marines receive will aid in their goal of achieving personal and family readiness, which is their ultimate responsibility, as outlined in reference (f).

4. Program Support

a. L.I.N.K.S. Trainer. Each installation/location shall have, at minimum, one full-time or part-time L.I.N.K.S. Trainer who shall be hired and guided in the performance of their duties by the standard PD provided by DC M&RA (MF). More information regarding the L.I.N.K.S. Trainer roles and responsibilities is outlined in chapter 1 of this Order.

b. Base/Station Command Chaplain. The base/station Command Chaplain (or chaplain assigned by the Command Chaplain) shall participate in each L.I.N.K.S. session as a discussion leader for the section entitled "Getting Along."

c. L.I.N.K.S. Advisor (Optional Volunteer). The L.I.N.K.S. Advisor builds a strong relationship with the L.I.N.K.S. Team through active participation, presence at Team meetings and training sessions. The L.I.N.K.S. Advisor is appointed by the MCFTB Director, must be the spouse of a service member, and have extensive L.I.N.K.S. and military lifestyle experience.

d. Mentor Manager (Optional Volunteer). Under the guidance of the L.I.N.K.S. Trainer, the Mentor Manager may be utilized to coordinate mentor selection, assign mentors to sections, and coach mentors. The Mentor Manager, at minimum, shall have attended a L.I.N.K.S. session and Mentor Training prior to appointment, and have experience as a Mentor. A Mentor Manager must be the spouse of a service member and have military lifestyle experience. The Mentor Manager is appointed by, and reports directly to, the L.I.N.K.S. Trainer.

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e. Mentor (Volunteer). In conjunction with the L.I.N.K.S. Trainer, Mentors are responsible for presenting the content at any L.I.N.K.S. session. At minimum, a Mentor shall have attended a L.I.N.K.S. session and completed Mentor Training prior to serving as a Mentor. A Mentor is a Marine, the spouse of a service member, or a designated parent/extended family member of a service member, and has military lifestyle experience. Mentor selection criteria are based on the skills, experience and positive attitude of the volunteer. Professional development training for Mentors shall occur within the region of their installation, as deemed appropriate by the L.I.N.K.S. Trainer and MCFTB Director. A Mentor is appointed by, and reports directly to, the L.I.N.K.S. Trainer.

f. Other L.I.N.K.S. Volunteers (Optional). L.I.N.K.S may be supported by additional volunteers such as hospitality, or hostesses/greeters. There are no minimum qualifications or training required for these positions. L.I.N.K.S. Volunteers report directly to the L.I.N.K.S. Trainer.

g. Solicitation. During any official L.I.N.K.S. function participants are prohibited from soliciting for or displaying commercial sponsorship advertisements/displays of non-federal entities. In keeping with the L.I.N.K.S. tradition that spouses have no rank, items such as those listed above should neither denote nor infer the rank of a spouse (e.g., earrings/necklace that have rank/aviator wings as a charm).

h. L.I.N.K.S. Directory. Personnel and participant directories are for official L.I.N.K.S. program use only. The directories may not be used to generate any other listing to include, but not limited to: childcare directories for non-L.I.N.K.S. purposes, business/customer solicitations (Mary Kay, Tupperware, Pampered Chef, Avon, Amway, Herbalife, etc.), or potential volunteers for other organizations - no matter how worthy the organization may be (UPFRP, churches, Red Cross, Navy-Marine Corps Relief Society, etc.). Service members, to include family members, will not have access to L.I.N.K.S. personnel and participant directories.

Chapter 5

LifeSkills Training and Education

1. Purpose. To establish guidance for the LifeSkills Training and Education Program.
2. Background. LifeSkills Training and Education is an official component of MCFTB. LifeSkills Training and Education affords the opportunity for personal and professional growth, providing workshops on life competencies in areas that are not currently offered by other MCCS entities. LifeSkills is organized along four training continuums series: Communication, Impact, Relationships, and Wellness. LifeSkills Training and Education also offers Marine and family referral to other MCCS entities possessing subject matter expertise in respective areas.
3. LifeSkills Workshops and Programs. LifeSkills workshops and programs shall be coordinated and conducted utilizing primarily the standardized materials provided by DC M&RA (MF).
 - a. LifeSkills Workshops. LifeSkills Workshops cover a broad spectrum of life competencies in areas such as Communication, Impact, Relationships, and Wellness. Workshops shall be presented through various approaches: interactive, educational workshops; online courses; and/or supplemental training sessions. Examples of LifeSkills workshops include: Family Care Plans; Aging Parents and Elder Care; Interpersonal Communication; Social Networking; Conflict Management; and The 4 Lenses.
 - b. Prevention and Relationship Enhancement Program (PREP). PREP is a relationship enhancement program that teaches couples how to effectively communicate, work together as a team to solve problems, manage conflict without damaging closeness, and preserve and enhance commitment and friendship. It is designed for premarital and married couples, as a foundation building tool. PREP is not therapy; it is an educational and practical application opportunity to learn what works in a relationship.

(1) PREP is an official Marine Corps program, and is a component of MCFTB. PREP is classified as a CAT A Warfighter and Family Services (WFS) MWR program. WFS MWR programs may use the Uniform Funding and Management (UFM) Practice for converting appropriated funds (APF) to nonappropriated funds (NAF) however, may not use any funds that were not originally APF, i.e. no "pure" NAFs are authorized for WFS activities. Resourcing and

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delivery responsibilities for all PREP programs shall reside with the Installation Commanders. For MARFORRES, responsibility resides with the Force Commander.

(2) The senior chaplain assigned to the regional commander (or representative) will be the MCFTB Director's point of contact for PREP. For MARFORRES, the MCFTB Director's point of contact is the Force Chaplain.

(3) PREP is delivered by qualified and appropriately PREP-trained personnel. PREP-trained personnel are generally local chaplains but MCCS personnel may become PREP certified in order to facilitate PREP classes.

(4) Participant materials, facilities, equipment, and childcare resources listed in chapter 6 shall be made available via the installation MCFTB office.

(5) PREP workshops are to be convened where most fiscally and feasibly appropriate. The primary location for conducting workshops will be military installations or government owned/leased facilities. Alternate locations requiring MCFTB funding require prior approval from the MCFTB Director.

c. Chaplains Religious Enrichment Development Operation (CREDO). CREDO programs offer a variety of transformational, retreat-based opportunities for personal and spiritual growth to assist authorized users in developing the spiritual resources and resiliency necessary to excel in Marine Corps life. CREDO is classified as a CAT A WFS MWR program.

(1) Chief of Navy Chaplains (N097) shall approve standardized programming for all CREDO Programs. Programs may be modified by N097 as required to best support personal and family readiness.

(2) CREDO Program Delivery

(a) APF is authorized to support chaplain-led programs to assist members of the armed forces on active duty and their immediate family members, and the members of reserve components in an active status and their immediate family members, in building and maintaining a strong family structure. Authorized support services include costs of transportation, food, lodging, childcare, supplies, fees, and training materials as appropriate. Immediate family members are defined as the member's spouse and/or child.

(b) Resourcing and delivery responsibilities for all Marine Corps CREDO programs shall reside principally with MCB Camp Lejeune, MCB Camp Pendleton, MCB Camp Butler, and MARFORRES. Requests for CREDO programs not falling within one of these four commands may receive support via partnership with the regional Navy CREDO.

(3) CREDO Roles and Responsibilities. HQMC (REL) shall coordinate with DC M&RA (MF) and:

(a) Manage the location of CREDO programs, along with their services, facilities, and staff in response to changing requirements among the population served.

(b) Ensure appropriate fiscal, physical, and personnel resources are provided to implement the CREDO programs.

(c) Collect and implement best business and service practices to ensure efficient and effective service delivery.

(d) Develop and conduct periodic training and information campaigns to inform and train commanders and command personnel on CREDO programs.

(4) Facilities. Program service delivery will include both facility-based and outreach delivery models. CREDO facilities shall be located in close proximity to other customer service and support facilities, adhere to all applicable safety regulations and requirements, and be equipped with necessary computer, network, audio-visual, and other equipment to provide training, customer service, and individual staff workstations.

(5) Staffing. CREDO will be delivered exclusively by chaplains meeting U.S. Navy N097 training requirements.

4. Program Support. Each installation/location shall have, at minimum, one full-time or part-time LifeSkills Trainer who shall be hired and guided in the performance of their duties by the standard PD provided by DC M&RA. The LifeSkills Trainer(s) shall partner and serve as a liaison between installation MCFTB staff, installation Marine and Family Services (MFS) staff, and civilian agencies, referring Marines and families to the many services and training offered by each. More information regarding the LifeSkills Trainer roles and responsibilities is outlined in chapter 1 of this Order.

Chapter 6

MCFTB ChildCare Procedures

1. Purpose. To provide guidance for childcare procedures in support of MCFTB programs throughout the Marine Corps.

2. Background

a. In order to enhance participation in MCFTB programs, installations have been provided specific appropriated funds (APF) for use in providing childcare in conjunction with MCFTB programs. These funds shall be distributed by DC M&RA (MF) via the Marine Forces commanders. MCFTB sponsored events include all trainings, briefs and workshops that are facilitated by MCFTB personnel (i.e., deployment briefs, Family Readiness Training, LifeSkills workshops, L.I.N.K.S. sessions, etc.), regardless of the location of the event. MCFTB childcare funds shall not be used to support childcare for unit and family readiness events (i.e. family days, holiday events, etc.), which are the responsibility of the unit.

b. MCFTB participants are not considered volunteers. No-cost childcare services have been determined critical to the mission of MCFTB programs. MCFTB program training sessions meet the requirements of the "necessary expense test" as articulated by the Government Accountability Office, and, therefore, APF (primarily) or nonappropriated funds (NAF) may be used to pay for the childcare expenses incurred by those who participate in MCFTB program sessions.

c. APF or NAF reimbursements may be made to the participant directly or by acquiring the childcare services under a contract. Providing and paying for childcare services in advance is the preferred method. If the reimbursement method is utilized, hourly childcare costs may not exceed the hourly rate of the installation Child Development Center. Childcare expenses incurred while participating in activities unrelated to MCFTB program sessions, are considered to be personal expenses, and shall be borne by the individual.

3. Childcare Support

a. DC M&RA (MF). Budget and provide funds to installations, MARFORRES, and MCRC MCCA annually for the reimbursement of childcare costs for participants attending MCFTB sponsored events.

b. Installation, MARFORRES, and MCRC MCFTB Programs

(1) In coordination with their servicing MCCS, establish and publish guidance on how to access funds for MCFTB childcare. NAF or APF may be executed by MCCS.

(2) Provide funding for all childcare costs related to MCFTB sponsored training opportunities and workshops. All MCFTB childcare expenses will be coded to cost center 6070-MCFTB Childcare.

(a) Arrange internal funding transfers for childcare arranged through MCCS sponsored childcare programs.

(b) Reimburse participants within 10 days of receipt of the Claim for Reimbursement for all childcare arranged through non-MCCS sponsored, or parent funded childcare programs. Hourly childcare costs may not exceed the hourly rate of the installation Child Development Center.

(3) Utilize the following options for MCFTB childcare in accordance with the requirements outlined in reference (i):

(a) Child Development Center (CDC). During operating hours, childcare needs of MCFTB attendees may be met for children ages six weeks through 12 years at their installation CDC. It is the parent's responsibility to register their child(ren) and complete all required forms prior to utilizing the CDC. Installations may provide this service at no cost if participants are utilizing the CDC only for MCFTB programs. The appropriate operating hours vary among installations as determined by the needs of the base community and available resources.

(b) Child Care in a Unit Setting (CCUS). CCUS is an option for MCFTB events that are being held at the unit's facility. It is designed to allow free childcare services to be provided by approved volunteers in a unit or organization. The sponsoring unit/organization is responsible for identifying volunteers who will provide care for the children.

(c) Short-Term Alternative Childcare (STACC). STACC is a component of CYTP. The STACC option provides care on an occasional rather than daily basis, and allows on-site hourly group care when parents of the children in care are attending command sponsored events in the same facility or immediately adjacent to it during the entire STACC session. STACC will be

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staffed by trained CYTP personnel and shall meet ratios and group sizes for mixed age groups as outlined in reference (i). STACC shall be provided no more than one hour before the start and one hour after the completion of the command sponsored function. CYTP shall coordinate with the sponsoring command/organization to schedule staff, dates, times and equipment for STACC sessions. A written agreement between CYTP and the sponsoring command/organization will specify time, date, location, number and ages of children to be served, number of CYTP trained personnel and cost and description of services. Records of STACC sessions are maintained by CYTP.

(d) Family Child Care (FCC). FCC is a home-based childcare option that offers care in an individual home setting during MCFTB training and workshops.

(e) Hourly Drop-in Care. Hourly drop-in care, where available, offers childcare in an MCCS sponsored facility for children ages six weeks through 12 years. It is the parent's responsibility to register their child(ren) and complete all required forms prior to utilizing the service. Reservations are generally required for hourly drop-in care.

(f) Privately Arranged Childcare. Privately arranged childcare affords parents the opportunity to select a childcare provider of their choice. Participants hold sole responsibility for all arrangements and liability when utilizing privately arranged childcare. Childcare reimbursement for privately arranged childcare shall not exceed the hourly rate of the local installation Child Development Center.

Chapter 7

Funding and Reimbursement

1. Purpose. To provide guidance for the implementation of funding and reimbursement with regard to MCFTB Programs.

2. Background

a. MCFTB programs are official CAT A MWR programs and are components of the MCCS programs funded primarily by APF. Per reference (k), CAT A programs are mission-sustaining programs. PREP and CREDO are classified as a CAT A Warfighter and Family Services (WFS) MWR programs. Further guidance on funding of MWR programs is available per reference (a).

b. NAF Funding in Support of MCFTB Programs. APF are controlled by the Marine Forces and NAF are controlled by the installations. That is, the MCCS Nonappropriated Fund Instrumentality (NAFI) belongs to the installation commander. There is no standard amount requirement for NAF funding for any MCFTB function. NAF requirements are determined at each installation by program requirements and funding availability; NAF funding varies among installations. Generally, NAF for local operations are provided entirely from local funding.

3. Guidelines and Procedures

a. APF Authorized Expenditures. Generally there must be a specific statute or policy authority that permits the use of APF before it may be spent for a specific purpose. APF may be used for direct and overhead expenses associated with operating the MCFTB programs such as salaries, equipment, supplies, travel, communications, maintenance and repair, services, and facilities construction. Authorized APF expenditures include:

(1) Office spaces, meeting spaces/facilities, and storage space.

(2) Office supplies and equipment to include: computers with appropriate hardware, software, printers, internet access, military electronic mail accounts, telephones with DSN access (where available), and answering machines/voicemail. The computer hardware acquired will be capable of running current versions of the standard Marine Corps office automation software and other software required to support mission requirements. Both hardware and software products will be purchased in

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compliance with applicable Marine Corps directives and Navy-Marine Corps Intranet guidance.

(3) Reimbursement of MCFTB program (briefs, training, or workshops) volunteer expenses such as preapproved mileage, parking and tolls, telephone toll calls, childcare expenses, and invitational travel order (ITO) expenses.

(4) Awards when volunteers are incident to a receipt of voluntary services by the government per reference (e).

(5) In support of official volunteer programs, MCFTB may authorize the use of government transportation per DOD regulations. However, motor vehicles will be used for official business only. Use is not authorized for transporting DOD or other personnel over all or any part of the route between domiciles and places of employment, except as specifically authorized by regulations. Volunteers are not permitted to operate government commercial vehicles. Additional guidance may be found in reference (1).

b. APF Prohibited Uses. APF must be spent for the purposes and programs for which they were originally appropriated. Any diversion of funds to other unauthorized programs is prohibited. Spending APF from one appropriation account on something for which monies have been appropriated from another appropriation account is also prohibited. The use of APF is generally prohibited for the following:

(1) Food or beverages.

(2) Mementoes given to individuals for transfer/permanent change of station gifts (this includes items such as flowers and farewell keepsakes).

(3) Items intended for distribution for individuals to keep for personal use.

(4) Any expense directly related to resale for a MWR activity.

(5) Utilitarian items given as awards, such as clothing, uniform items, jewelry, functional weapons, etc. (for amplification, see reference (1)).

(6) In case of any doubt, the final arbiter of whether or not an expense is authorized is the comptroller.

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(7) The APF Purchase Card may not be used to purchase gift certificates from restaurants nor retail outlets that would be provided as awards/gifts in recognition of volunteer service. Authorization for the expenditure of APF for awards is limited to expenditures that recognize and announce, to all, the accomplishment of the individual being awarded. Gift certificates from restaurants or retail outlets do not further that purpose and are not authorized.

c. NAF Authorized Expenditures. Per reference (a), NAF may be used on any expense directly related to supporting the NAFI (or the programs supported by the NAFI) that originally generated the money. If APF is authorized for a particular MCFTB expense but is unavailable or insufficient, NAF may be used if available. Authorized NAF expenditures include:

(1) Direct and overhead expenses associated with operating the MCFTB programs such as salaries, equipment, supplies, travel, communications, maintenance and repair, and services for which APF are not available.

(2) Light refreshments for events such as: MCFTB sponsored training, workshops, briefings, or meetings; and volunteer recognition events.

(3) Awards or childcare (when APF are not available), and when volunteers are incident to a receipt of voluntary services by the government per reference (1).

(4) Authorized expenses of program as determined by the installation AC/S, MCCS or Director, MCCS for which APF are not authorized.

(5) Reimbursement of MCFTB volunteer expenses such as mileage, parking and tolls, telephone toll calls, childcare expenses, and ITO expenses.

d. NAF Prohibited Uses. NAF may not be used for things that are not related to MCCS MWR programs. They also may not be used to fund items for which APF are authorized and available. Per reference (a), the use of NAF is prohibited for the following:

(1) Purchasing military proficiency prizes and awards for individuals for performance of regularly assigned duties.

(2) Paying meal charges for government personnel on APF per diem or enlisted members in APF dining facilities.

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(3) Donating to any relief, charitable or commercial organization, or to an individual.

(4) Purchasing food, supplies or equipment for APF dining facilities.

(5) Supporting projects involving the improvement, rehabilitation or construction of religious facilities.

(6) Purchasing, printing or engraving of Christmas cards, or other personal greeting cards.

(7) Constructing, altering, renovating, or furnishing any facility not used primarily as a part of one of the MCCS MWR activities, except as authorized by reference (a).

(8) Supporting private organizations (sky diving clubs, spouses clubs, etc.).

(9) Supporting programs held primarily to accomplish public affairs objectives.

(10) Purchasing incentive awards not related to operating MCCS MWR activities.

(11) Protocol or command representation programs where official representation funds (ORF) are authorized, or commander's personal entertainment obligations and retirement receptions. MCCS NAF and ORF may not be used interchangeably.

(12) Social affairs in honor of a particular individual or for the purchase of anything for a specific individual. This includes purchasing memento-type items for guests of the command, including entertainers, civilian dignitaries, and military personnel, both foreign and U.S.

(13) Leasing grounds, facilities or relocatable buildings, unless prior approval is granted by the Marine and Family Programs Division, Family Readiness Branch, HQMC.

e. Separate control points must be maintained for both APF and NAF.

f. Reimbursement of Expenses. Reimbursement payments for volunteers who support MCFTB programs will be processed for payment within 5 working days of receipt. MCCS finance offices will execute payment within 5 working days.

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g. All volunteers for APF or NAF activities must sign the SF 1164 (Claim for Reimbursement for Expenditures on Official Business), and appropriate section of DD Form 2793 (Volunteer Agreement for Appropriated Activities or Nonappropriated Fund Instrumentalities). The acceptance of volunteer services will be acknowledged on this document before an individual is allowed to provide volunteer services or receive any reimbursement support. A copy of the signed volunteer agreement should be given to the volunteer prior to commencing volunteer services.

h. Per reference (n), ITOs may be issued to individuals who are performing services in support of MCFTB programs. Volunteers on ITOs are authorized General Service Administration city pair rates on air transportation.

i. MCFTB volunteers benefit from workers' compensation and tort claims protection pursuant to references (d) and (e).

j. Official Mail. Official mail is authorized for official Marine Corps programs pursuant to reference (h). Official mailings shall have the appropriate amount of postage applied, the delivery date, and return address included.

k. Government Printing and Government Supply System. Utilization of the Government printing and supply systems are authorized for official Marine Corps programs.

l. Unsolicited Donations. Per reference (a) the installation AC/S, MCCA or Director, MCCA may accept unsolicited donations for MCFTB programs that do not exceed \$3000.00. MCFTB staff are not authorized acceptance authorities. Acceptance procedures and authorities vary according to the value and nature of the gift (e.g., money, in-kind goods, etc). The installation AC/S, MCCA or Director, MCCA will establish the most expeditious method of holding these funds, allowing ease of access for the intended program.

m. Awards. Awards of nominal value that cannot be construed as personal gifts may be purchased for MCFTB volunteers using APF and/or NAF when distinctive service is being recognized, and if budgeted and approved by the commander. Individuals may be presented letters, certificates, identifying insignia, mementoes, plaques, or other items for their service (for amplification, see reference (m)). Cash awards are prohibited. For additional guidance on installation-specific guidance, contact the installation's Ethics Counselor.

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4. Action. All commanders shall provide funding support to MCFTB programs as described in this chapter.

Chapter 8

Technology Enablers

1. Purpose. To provide policy guidance for the technology enablers in support of the UPFRP.

2. Background

a. Technology enablers are an instrumental element to the successful implementation, facilitation and sustainment of the commander's UPFRP and supporting the duties of unit FROs. The technology enabler the Marine Corps has procured is the Mass Communication Tool via the Marine OnLine (MOL) and the Organizational Communication Tool (OCT).

b. Installation MCFTB staff shall provide Command Teams and FROs the local Manpower Information Systems Support Office (MISSO) point of contact information. The training and support for the MCT is maintained with the local MISSO office. Installation MCFTB shall provide certified sustainment training to units on proper use of the OCT using the standardized materials provided by DC M&RA (MF).

3. Mass Communication Tool

a. The Mass Communication Tool is a web-based communication system via Marine OnLine (MOL) to support the requirement for FROs to provide organizational communication for their command utilizing multiple means and methods. The Mass Communication Tool provides the capability for the FRO to communicate electronically and simultaneously from a single location, or multiple locations, to a pre-selected audience or audiences of Marines and their designated contacts/family members. Communications may be sent electronically and received by email. The FRO will be able to distribute official command information quickly and accurately.

b. The Mass Communication Tool should be utilized for official communication rather than "routine" information to keep from being regarded as junk mail. Appropriate examples include: communication from commanders, publicizing unit-sponsored family readiness and morale support events, and unit-sponsored training and education opportunities. Examples of inappropriate use include:

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sales at the exchange, movie theater/bowling alley schedules, MCCS special events not in direct support of the unit, etc.

4. Organizational Communication Tool

a. The OCT is designed to be an anytime, anyone communication portal to provide immediate transmission of unit information around the world to Marines, spouses and designated parents/extended family members authorized to access the tool. The OCT consists of a multi-tiered website that looks like a unit website on the surface but is actually a template that is filled in by the unit FRO, installation and DC M&RA (MF) representatives. The website is flagged as a unit website but certain tools and placement of key toggles are standardized across the Marine Corps. Additionally, each installation MCFTB and DC M&RA (MF) will have access to update the site with articles or information commensurate with their level. The site will include password protected forums to be accessed by different user groups.

b. Designated MCFTB staff will provide the necessary administrative training support and consultation to the unit level FRO in the facilitation of the OCT on behalf of the commander's UPFRP.