

## **Stand Operating Procedures Soldier Family Life Consultants**

NGB-FP

3 MARCH 2006

1. **PURPOSE.** This Standing Operating Procedure (SOP) establishes policy and provides guidance for administration of Soldier Family Life Consultants.

2. **APPICABILITY.** This SOP is applicable to State Family Program Directors, Wing Family Program Coordinators, and National Guard Chain of Command in requesting and in receipt of services or Soldier and Family Life Consultants. Wing Family Program Coordinators will coordinate SFLC support through the State Family Program Director and provide feed back on usage.

3. **BACKGROUND.**

a. The Office of the Secretary of Defense (OSD) recognized and emerging need to provide informal support to Soldiers and families in addition to the resident counseling services at installations. OSD funded a program to provide support to families of extended 1<sup>st</sup> Armored Division (IAD) Soldiers. The tremendous success of the program in the United States Europe (USAREUR) has resulted in a Department of the Army (DA) initiative to replicate the program worldwide.

b. The Soldier Family Life Consultants (SFLC) Program uses licensed clinicians, with Masters degrees and at least fives of experience in Social Work, Counseling, or related clinical discipline. Consultants are trained on military specific topics including basic orientation to the deployment cycle, military culture, the chain of command, and reporting requirements in accordance with (IAW) AR 608-18, the Army Family Advocacy Program (FAP).

c. The goal of the consultants is to prevent family distress by providing education and information on family dynamics, parent education, available support services, and the effects of stress and positive coping mechanisms. The consultants aid in supporting the Reintegration and Reunion Deployment Cycle and provide team concept to National Guard families and civilians within military communities. The US Army Community and Family Support Center (USACSF) are responsible for the administration of the Army Program, while National Guard Bureau Family Program (NGB-FP) is responsible for the administration of the National Guard Program.

4. **RESPONSIBILITIES**

a. **Government**

(1) National Guard Bureau Family Program (NGB-FP) office, Army Community Service, Reserve and designated agencies/organizations are Points of Contact (POC) for this program. Individual SFLCs maybe places on or near military communities. SFLCs may provide a range of services to include educational classes, support groups, may be provide briefings to Family

Readiness Group Leaders at the direction of the Commander, Rear Detachment Commanders and other community staff. Service members and family members may be seen in variety of settings, both formal and informal to include DODDs Schools, Family Readiness Groups, Family Assistant Centers, Chaplains Offices, Units, and Child and Youth Programs. SFLCs may be used in a variety of ways to include 3-6 week rotations, permanent status, or rotations in and among Joint Force Headquarters, installations/bases. Models are included for your information (Encl 1), however, the list is not all inclusive and SFLCs may be used as deemed most beneficial by the Government POC.

(2) State Family Program Directors (SFPDs) will ensure the Chain of Command within their States and Territories are aware of the SFLC Program. State Family Program Directors will serve as the focal point for all requests for services. State Family Program Directors will request SFLC support through NGB-FP office in writing to Major Zoilo Lopez, Email address: [Zoilo.lopez@ngb.af.mil](mailto:Zoilo.lopez@ngb.af.mil). SFPDs will assist in determining site locations if not in their area of operation. SFPDs will determine the length of time for SFLCs based on the magnitude of the crisis and requester.

(3) POCs (State Family Program Directors, Wing Family Coordinators, and National Guard Chain of Command) for the Program will ensure access of consultants to the communities where SFLCs services are provided. State Family Program Directors will maintain contact and coordinate with the SFLC Program Supervisor and raise for resolution any issues that cannot be resolved locally. All issues/concerns will be raised to State Family Program Directors for resolution within the States and Territories. Once SFLCs have been directed to locations/sites for services the POC of contact for that area will serve as the conduit for all community contact and coordination for the consultants. This person will ensure that a variety of logistical and communication activities are in place for the consultants. **The list below is not all inclusive.**

(a) Access to installations-POCs will ensure community access for SFLC. Consultants are responsible for their own transportation at all times.

(b) SFPDs will provide or assist SFLCs in gaining access to the Joint Force Headquarters, Family Assistant Centers, Armories and the like for SFLCs. Consultants are responsible for their own transportation at all times.

(c) Wing Family Program Coordinators will be responsible for access to their bases upon requesting SFLC through the SFPD. Consultants are responsible for their own transportation at all times.

(d) Community Orientation—this includes viewing the geography of all locations, understanding the demographics, and courtesy visits to unit commanders and senior enlisted staff.

(e) Reporting Procedures—SFLCs will follow designated Duty-to-Warn procedures (Encl 2).

(f) Logistical Space, etc.—Designated POC will arrange for space to be available to the consultants and a place to meet with individuals. Access to phone and computer/e-mail is essential and will be provided to the consultants.

(g) Work Hours—Designated POCs will coordinate work schedule with consultants. Normal work schedule is up to 40 hours per week. Situations and/or meetings, briefings and

appointments may extend the daily working hours. If possible, two consecutive days will be taken.

(h) On-Call Procedures—Consultants may be requested to serve as on call responders. The designed POC will outline procedures if this is required.

(i) POCs will provide feedback via instrument designed by the contractor.

#### b. Contract Responsibilities

(1) The contractor will ensure all SFLCs complete basic orientation, either by phone or over the Internet. This will include, but not limited to:

(a) Guard Family Team Building—available on-line <http://www.gftb.org>; Army Family Team Building Levels I and II—available through <http://www.myarmylifetoo.org>; Army Reserve Family Program Academy Fundamentals—available through <http://www/ARFP.org>. Based on the organization these should be completed by the consultant prior to arrival.

(b) OPERATION READY—information on the Army Family, Deployment, Mobilization, and Family Readiness Groups—available at <http://myarmylifetoo.org>

(2) The contractor shall ensure.

(a) Duty-to-Warn procedures are followed

(b) Presentations, training, workshops, etc, shall be reviewed and approved by the government POC and shall not be presented without prior permission.

(c) Any contract employee considered by the POC to be a potential threat to the health, safety, security, general wellbeing or operation mission of the JFHQs, Wing, FAC, or installation/site and its population shall be immediately removed from the site, discharged and barred from future employment. Any such actions incidents must be reported to the SFPD immediately.

(d) Contract personnel shall present a neat appearance, be easily recognized as contract employees, be adequately rested and fully physically and mentally capable of performing the duties required under this contract and conduct, themselves in a professional manner. Complaints may result in discharge.

(e) Contract personnel shall not use any Government Facilities or other Government Property in connection with conducting private practice or for any other use not associated with the performance of this contract.

(f) Personnel providing services are able to read, write, and speak English well enough to effectively communicate with individuals.

(g) Personnel shall not speak to the press unless permission is granted by the State Adjutant General or his/her representative.

(h) Personnel shall have a criminal background check completed prior to providing services.

(i) Personnel will not provide mental health treatment

(j) A “Program Lead” will be provided to oversee consultants, answer questions regarding consultants logical support, pay, interaction with community agencies, and interface with designated POCs.

(k) Statistical data and trend information will be reported monthly through contractor channels to the CFSC POC and not released by anyone without the expressed permission of the CSFC POC. It will be the responsibility of the NGB-FP POC to glean general information for the States and Territories.

(l) Contractors will complete encounters forms for each contact made, whether individual or group, and indicate whether a referral was made, to include date of referral, and with whom the referral was made/coordinated.

(m) Quarterly program analysis reports will be provided to CFSC, Region, Guard and Reserve POCs. SFPDs will be collection point for such reports in the States and Territories and Major Lopez will serve as the POC for NGB-FP.

### (3) Consultant Responsibilities.

(a) To provide crisis intervention services when appropriate and referral and a warm hand off to the appropriate community/military resource.

(b) To provide personal and private interactions with individuals. A face-to face, one-on-one meeting with a consultant should provide maximum privacy in which to freely explore ideas, feelings, and behaviors. The consultant treats information received from the client as private and confidential except in cases of child abuse, domestic violence, elder abuse and threat of harm to self others whereas Duty-to-Warn procedures will be followed.

(c) In group services, a consultant works with two or more clients. Group size generally ranges from five to eight numbers. In a group setting, group numbers have the opportunity to learn from one another. They can share ideas, give and receive feedback, increase awareness, gain knowledge, practice skills, and think about their goals and actions. Group discussions may be problem-centered, where attention is given to particular concerns or problems.

(d) Consultants will adhere to professional standards of conduct and ethical behavior.

(e) Provide face-to-face meetings in order to explore ideas, feelings, and behaviors.

(f) Used only approved materials.

(g) Suggest courses of age-appropriate behavior techniques to enhance coping and behavioral skills.

(h) Provide supportive and consulting services to families/parents of the community including:

- Educational presentation on requested topics
- Individual guidance
- Supportive/educational groups
- Recommend referrals to family support groups, family counseling, large troop presentations

(i) Attend parent teacher meetings if requested by teacher/parent, other school personnel.

(j) Provide educational presentations for adults, youth, and adolescents on topics such as, but not limited to the following:

- Anger management
- Time management
- Interpersonal relationships
- Divorce

- Bullying
- Fear of loss
- Deployment and reintegration issues—conflict resolution
- Shaken baby syndrome
- Grief and trauma
- Specialized training for new fathers
- Postpartum depression
- Single parenting
- Family members with special needs
- Child safety
- Recognizing symptoms of Posttraumatic Disorder (PTSD) and Posttraumatic Stress Syndrome (PTSS)
- Burnout
- Working with children whose parents are deployed

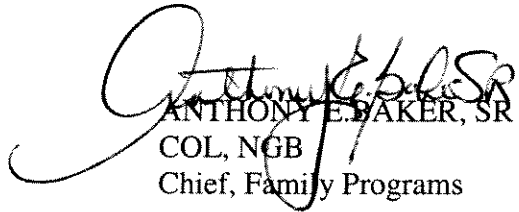
(k) Offer drop-in groups to facilitate discussion of the topics listed above and others as deemed appropriate.

(i) Provide presentations in a variety of settings to include, but not limited to the following:

- Churches/Synagogues/Temples
- FRG meetings which may include home of FRG leader and other in home support group meetings (home visitations for one-on one consultation is prohibited )
- Community Centers
- Hotel Conference rooms
- Schools
- Federal/State/local and private agency conference rooms

(m) Consult with JFHQs, installations, and community organizations to include schools, medical treatment facilities, chaplains, commands to provide personnel with educational presentations or workshops based on issues that are pertinent to staff and families on issues as described in para 2 above.

2 Encls

  
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 Chief, Family Programs

## **SOLDIER FAMILY LIFE CONSULTANTS (SFLC) MODELS**

### **Mobilization and Demobilization Centers**

#### **Contact**

- Army Community Service/Guard/Reserve/agency POCs
- POC determines assignments of SFLC
- Team Lead serves as contractor liaison with POC and provides oversight and support to SFLC

#### **Activities**

- **Phase 1: Ongoing Support**
  - Informal support, education, and resource awareness dealing with normal stressors of everyday life including deployment for service personnel and family members
  - Pre-deployment briefings
  - Educational groups
  - Support Groups
  - Attend community meetings and briefings to build awareness
- **Phase 2: Major events**
  - Family Deployment Activities— SFLC provide support during this multi-day social and ceremonial event
  - Reunions and Freedom Flights
- **Phase 3: Post-deployment support**
  - Reintegration process
  - Provide Support at the SRC
  - Family Readiness Groups/Family Support

#### **Who is Served**

- Active Duty
- Activated National Guard and Reserves
- Support staff
- Family members when present

## National Guard Bureau Model

### Contact

- **National Guard Bureau-Family Program Office (NGB-FP)**
  - coordinate all requests from State Joint Force Headquarters to OSD/DOD for support
  - assist in developing requirements of support based on crisis
  - collect usage reports on services from OSD/DOD and prepare report for NGB-J1
  - assist OSD/DOD in organization site plans for distribution of SFLC
- **State Family Program Directors (SFPDs)**
  - State Family Program Directors coordinate through NGB-FP for request of SFLC
  - State Family Program Directors determine site locations for SFLC
  - SFPDs determine length of time for SFLC based on the magnitude of crisis
  - SFPDs assist active duty, NG and Reserve Service members and their families with support from SFLC
  - SFPDs request training for leadership and support staff within their States/Territories
  - As needed
  - SFPDs coordinate use of SFLC with ANG Wing Coordinators

### Activities

- **SFPDs coordinate to have SFLCs present during the following activities, but are not limited to**
  - Marriage Enrichment Seminars
  - Reunion and Reintegration Training
  - Mental Health Screenings
  - Pre-Deployment activities
  - Family Day Activities
  - Freedom Salute Ceremonies
  - Natural or man made disasters
- **SFLC assist in addressing issues**
  - Grief
  - Loss of home and possessions
  - Employment loss
  - New life planning
  - Financial losses
  - Creating a support network
  - Children's reaction

## **National Guard Bureau Model (CONT)**

- Children changing schools
- Consultants can provide a range of educational services to include information on the emotional impact of natural disaster on the family
- Relationships
- Crisis intervention
- Stress management
- Depression and grief after loss
- Occupational and family issues

### **Who is served**

- National Guard Personnel
- Family Members
- Support Staff



## Reunion & Reintegration Model

### Contact

- POC usually chaplain or unit commander
- POC coordinates presentation
- Needs/experience of particular unit discussed
- Team Lead serves as contractor liaison with POC and provides oversight and support to SFLC

### Activities

- **Phase 1: Family Member Briefing**
  - One-day event
  - SFLC provide for group and individual interaction
- **Phase 2: Troops Return** One- or two-day event re: issues of returning service members
  - First day includes troops, commanders, chaplains, and SFLC
  - Second day is family event- Includes family members, troops, commanders, chaplains and SFLC for picnic or other activities
- **Phase 3: Ninety day follow up** One or two day event
  - Activity scheduled by Commander
  - SFLC scheduled for support presentation as needed

### Who is Served

- Military Personnel
- Family Members
- Support Staff
- Family Readiness Groups/Family Support

## **State Wide Drill Weekends**

### **Contact**

- Request for SFLC by State Program Coordinators, Unit POC, Family Center POC, Chaplain, Installation Commander and service-level POCs
- POC determines all drill locations
- Team Lead serves as contractor liaison with POC and provides oversight and support to SFLC

### **Activities**

- All participating SFLC brought to central location for pre-briefing
- Following completion of briefing SFLC dispersed to all drill locations
- Unit commanders determine presentation and weekend activities
- SFLC introduced and available throughout the drill weekend

### **Who is Served**

- National Guard
- Reserves

## **On Site SFLC – Permanent Model**

### **Contact**

- Request for SFLC by Army Community Service, Guard, Reserve POC, Chaplain, Installation Commander and service-level POCs
- Needs of installation discussed and number of SFLC determined
- Team Lead serves as contractor liaison with POC and provides oversight and support to SFLC

### **Activities**

- **Phase 1 Ongoing Support**
  - Informal support, education, and resource awareness for dealing with normal stressors of everyday life, including deployment, for service personnel and family members
  - Educational groups
  - Career-safe individual and family consultation assisting troops and family members with emotional health issues resulting from deployment, reunions, reintegration, etc.
  - Child and Youth Services
  - Attend Community meetings and briefings, including Family Readiness Groups/Family Support groups
  - Reunion, Reintegration, Reconstitution and Redeployment
- **Phase 2 Major Events**
  - Reunion and deployment Ceremonies
  - Community Activities and Events
  - Specific Unit requests based on special circumstances

### **Who is Served**

- Military Personnel
- Family Members
- Support Staff

## **OCONUS Installation Model**

### **Contact**

- Request for SFLC by Regional Family Center Representative, Family Center POC, Chaplain, Installation Commander
- Needs of Installation discussed and number of SFLC determined
- Travel and accommodations coordinated by DoD Contractor
- Team Lead serves as liaison with POC and provides oversight and support to SFLC
- SFLC are assigned for 30 day rotations

### **Activities**

- **Phase 1 Ongoing Support**
  - Informal support, education, and resource awareness for dealing with normal stressors of everyday life, including deployment, for service personnel and family members
  - Educational groups
  - Career-safe individual and family consultation assisting troops and family members with emotional health issues resulting from deployment, reunions, reintegration, etc.
  - Child and Youth Services
  - Attend Community meetings and briefings, including Family Readiness Groups/Family Support groups
  - Reunion, Reintegration, Reconstitution and Redeployment
- **Phase 2 Major Events**
  - Reunion and deployment Ceremonies
  - Community Activities and Events
  - Specific Unit requests based on special circumstances

### **Who is Served**

- Military Personnel
- Family Members
- Support Staff

## **OCONUS Mobile Team Model (NATO)**

### **Contact**

- Request for SFLC by Regional Family Center Representative, Army Community Service, Chaplain, Installation Commander
- Needs of multiple Installations discussed and number of Life SFLC Mobile Teams determined at the various sites where these teams will travel
- Travel and accommodations coordinated by DOD Contractor
- Team Lead serves as liaison with POC and provides oversight and support to SFLC
- SFLC are assigned for 45-60 day rotations

### **Activities**

- **Phase 1: Ongoing Support**
  - Informal personal support, education and resource awareness
  - Educational groups and presentations
  - Career safe individual and family consultation
  - Child and Youth Services
  - DoDD's and International Schools
  - Attend community meetings and briefings
  - Reunion, Reintegration, Reconstitution and Redeployment
- **Phase 2: Special Services**
  - Reunion and Deployment Ceremonies
  - Community activities and events
  - Specific Unit requests
- These teams will provide support to smaller installations that are geographically separated
- Each team will support several units and rotate through several installations during their tour of duty

### **Who is Served**

- Military Personnel
- Family Members
- Support Staff

## **On Demand Services for Critical Incidents**

### **Summary**

- Critical incidents, including traumatic injuries and experiences, or loss can have a debilitating and lasting effect on a unit or workgroup
- A confidential, structured group led by a specially trained SFCLC assists a unit to regain focus and balance
- For individuals and the unit

### **Contact**

- Requested by Command or team leader.

### **Activities**

- Initial consultation with command representative to ascertain facts and background, and to plan meeting requirements
- SFCLC conducts structured group, typically lasting 1-2 hours
- Command is debriefed, though no identifying information can be disclosed

### **Who is Served**

- Military Personnel
- Family Members
- Support Staff

## **DoDEA Summer School Model**

### **Contact**

- Request for SFLC by DoDEA Regional/District Representative, Family Center POC, Unit Commander
- DoDEA and Family Center POC coordinate assignments of SFLC
- Management SFLC serves as liaison with POC's and provides oversight to the SFLC

### **Activities**

- **Phase 1: Support at School**
  - Individual student support
  - Educational presentations on requested topics
  - Supportive/educational groups
  - Guidance and support to staff
  - Individual guidance and support services for parents
- **Phase 2: Support in the Community**
  - Informal personal support and resource awareness
  - Child and Youth Centers
  - Educational workshops
  - Provide support during local activities and events

### **Who is Served**

- Military Parents and Children
- School Personnel
- Installation Community

## **Purple Youth Camp Model**

### **Contacts**

- Request for SFLC by Army Community Service, Camp Director or National Guard Coordinator
- Needs of Camp discussed and usually one SFLC assigned
- Team Lead SFLC is liaison with POC and provides oversight and support to Soldier Family Life Consultants

### **Activities**

- Individual interactions
- Education groups
- Support to senior staff and SFLC
- Crisis Intervention

### **Who is served**

- Children with deployed parents
- Staff



## INFORMATION PAPER

NGB-FP  
3 Mar 06

SUBJECT: Soldier Family Life Consultants Duty-to-Warn Process

1. Purpose. To provide information on Soldier Family Life Consultants Duty-to-Warn Process

2. Facts.

a. The Soldier and Family Life Consultants (SFLC) provide reunion and reintegration support to National Guard Soldiers and Airmen, and their families in variety of formats to reduce the stress affecting families. The goal is to prevent family distress by providing education, and information of family dynamics, parent education, available support services, and the effects of stress and positive coping mechanisms.

b. The Soldier Family Life Consultants (SFLC) Program uses licensed clinicians, with Masters degrees and at least fives of experience in Social Work, Counseling, or related clinical discipline. Consultants are trained on military specific topics including basic orientation to the deployment cycle, military culture, the chain of command, and reporting requirements in accordance with (IAW) AR 608-18, the Army Family Advocacy Program (FAP).

c. The SFLC work within the Joint Force Headquarters (JFHQs), Family Assistant Centers (FACs), Air Bases, Army Community Service (ACS), installations, or designated agency to support the National Guard (Army & Air), Army, and Reserves for state and region coverage. Interaction between consultants and Service members and families will be private unless the consultant believes that there maybe spouse, child, or elder abuse, or there is a threat of self-harm or harm to others. Depending on whether the case involves imminent danger the caller, the consultant will report the case in association with the algorithms at flowcharts 1-3.

d. A Duty-to-Warn Report developed by the contractor is submitted to the Government POC , Major Zoilo Lopez and SFPD simultaneously.

e. Reporting Process.

(1) Per flowchart one and three, when a consultant determines that a caller is in imminent danger, regardless of the circumstances, a call is made to the military police (MP) for on post personnel, or 911 emergency service for off-post ; National Guard. The safety and well being of the caller is the first priority. Also, for threats of harm oneself or another, follow-up calls are made to each component reporting authority. For the active component, after the initial report to

Encl 2

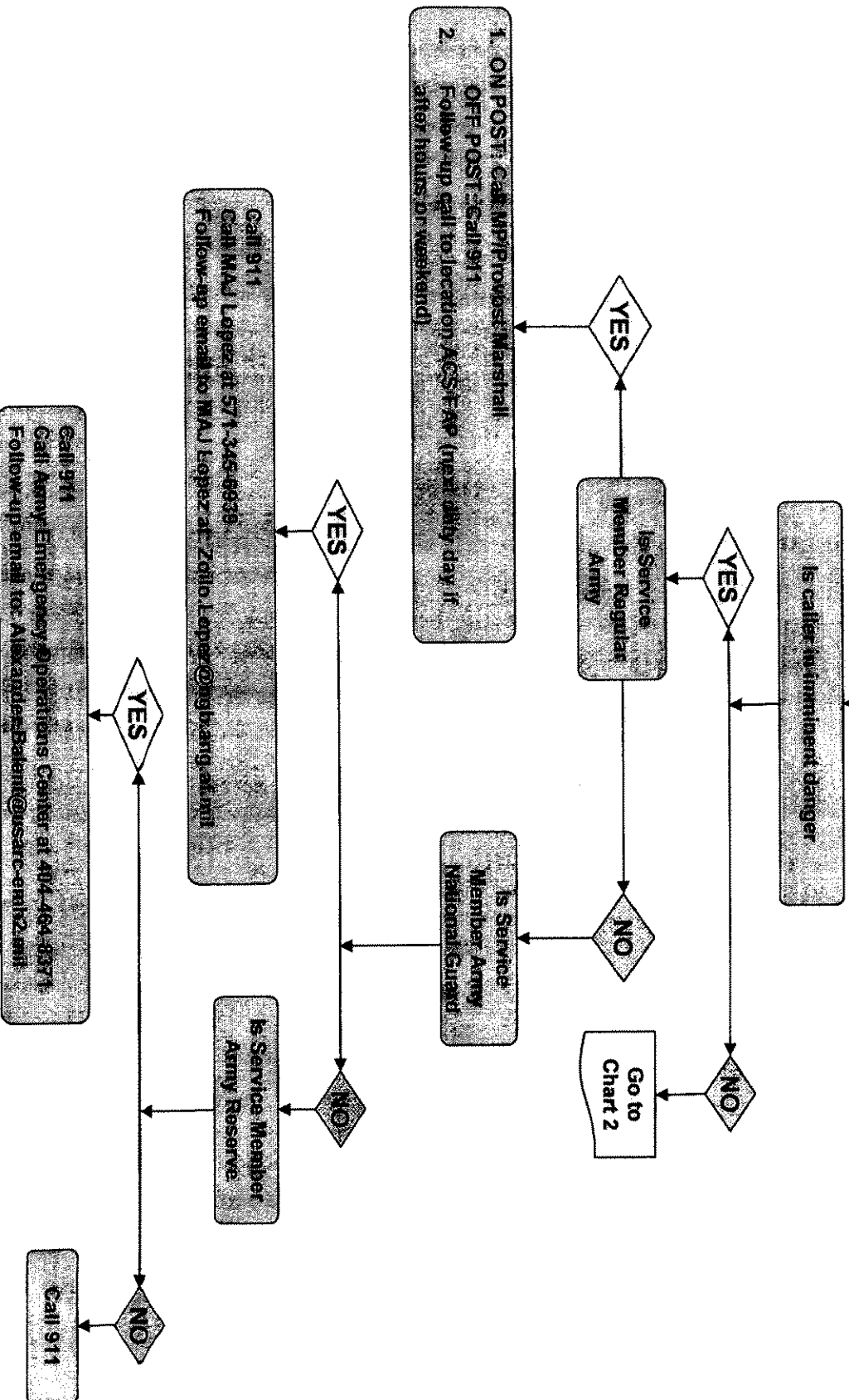
the MPs or call to 911, a threat or suicide or homicide is reported immediately to the hospital social work services department, or after hours to the on-call social worker as appropriate. Follow-up will be arranged with FAP as appropriate. For National Guard, the first call is to 911 emergency services. Joint Force Headquarters has emergency staff identified to manage or handle reporting requirements for suicide, homicide and abuse cases involving imminent danger.

(2) Per flowchart 2, If the caller is National Guard and not in imminent danger but a FAP event has occurred or is suspected, a call will be made to the Joint Force Headquarters designated staff person with a follow-up email to their reporting authority.

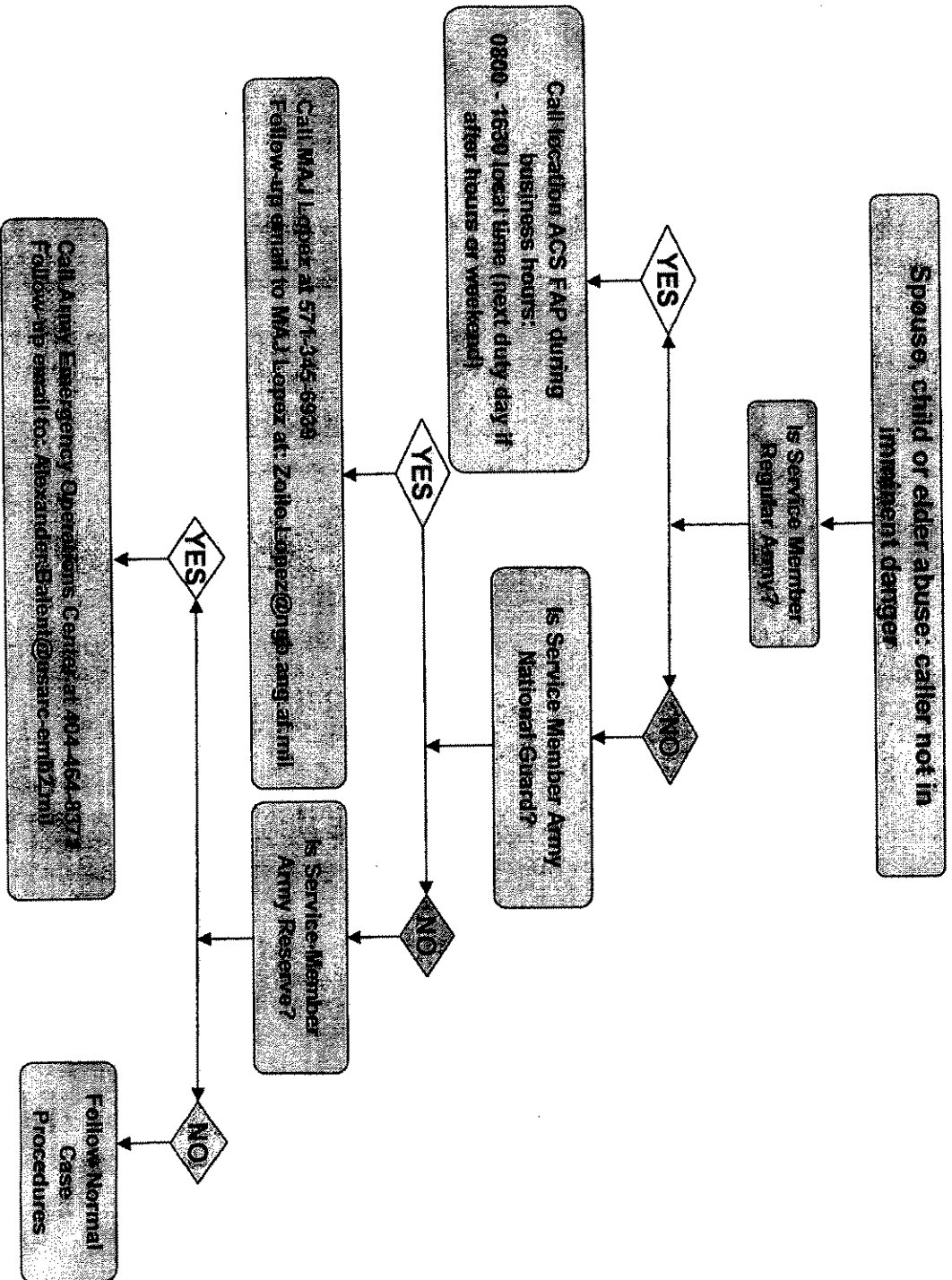
Prepared By: Major Zoilo Lopez/703-607-5409  
Approved By: COL Anthony E. Baker, Sr/703-607-5411

# DUTY TO WARN PROCESS FLOWCHART – 1 of 3

## Spouse, child or elder abuse



# DUTY TO WARN PROCESS FLOWCHART – 2 of 3



# DUTY TO WARN PROCESS FLOWCHART – 3 of 3

## Imminent threat of harm to self or other(s)

