



UNITED STATES MARINE CORPS  
SCHOOL OF INFANTRY (WEST)  
TRAINING COMMAND  
BOX 555061  
CAMP PENDLETON, CA 92055-5061

IN REPLY REFER TO:  
1754  
FRO  
18 Aug 17

POLICY LETTER 7-17

From: Commanding Officer  
To: Distribution List

Subj: UNIT PERSONAL AND FAMILY READINESS PROGRAM (UPFRP) POLICY

Ref: (a) MCO 1754.9A  
(b) MCO P1700.27B

Encl: (1) Family Readiness Command Team Leadership Diagrams  
(2) 2017 Inspection General Checklist

1. Purpose. Marine and family readiness is closely tied to a unit's mission readiness. Developing fit and capable Marines is essential to mission success; furthermore, healthy and stable families are a force multiplier for Marines and the unit. The School of Infantry (West) (SOI (W)) Personnel and Family Readiness Program provides resources and support for all Marines and their families in order to facilitate the development and sustainment of strong Marine families.

2. Method. SOI (W) is committed to the health and welfare of the Marines in this command, and dedicated to ensuring that our families are stable and strong. In order to accomplish this, it is my intention to foster an environment of unity within the school that includes the families of our Marines. This is important, particularly during the period when the Marine is in a non-deploying unit. We will establish this environment by ensuring that the following aspects of the UPFRP are well executed:

a. Official Communication. Initial, follow-on, and sustained communication about the Command, and announcements regarding significant issues/events within the Command.

b. Information and Referral. Directing Marines and families to resources, programs, and support systems that enhance their health, welfare and increase their quality of life.

c. Readiness. Providing opportunities for training and education to empower Marines and their families for the challenges that come with a Special Duty Assignment, and their subsequent return to the operating forces.

d. Social Engagement. Planning events that give Marines, their families, and local community organizations the opportunity for

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interaction, fellowship, support and build esprit de corps.

e. Training Battalion (Bn) Commander Responsibilities

(1) In accordance with the reference (a), develop your Battalion's UPFRP and policy letter to outline vision and intent of the Battalion's UPFRP within 60 days after this policy is published.

(2) In accordance with the reference (a), identify, interview, and appoint in writing one Command Team Advisor and as many Family Readiness Assistants as deemed necessary considering the unit's mission, size, geographical locations, and need. The CO/SgtMaj spouse is encouraged to participate along with other unit spouses, parents and/or extended family members of unit Marines.

(3) Designate a Family Readiness Officer (FRO) (E-6 or above) to serve as the main conduit for family readiness matters.

(4) Commanders must familiarize the concepts, purpose and actions outline in reference (a).

(5) Commanders are responsible for receipt, oversight, budget and execution of all expenditures of UPFRP funding received. Commanders determine UPFRP spending priorities within DOD's fiscal, and legal guidelines, and are the final approval authorities for all expenditure of UPFRP funds outline in reference (a) chapter 6.

f. Headquarters and Support Battalion Commander Responsibilities

(1) Designate a Deputy Family Readiness Officer (FRO) (E-6 or above) in support of SOI (W) UPFRP.

(2) In coordination with the SOI (W) FRO, develop a UPFRP policy nested under the SOI-W program and the Marine Corps Order 1754.9A.

g. (FRO) Responsibilities

(1) Develop and issue an SOI (W) Welcome Aboard Package to every Marine/Family checking in.

(2) In coordination with the S-3, plan, coordinate, and execute two regimental-level family readiness events per fiscal year.

(3) In coordination with the Battalion FROs, assist in the planning, coordination, and execution of battalion-level family readiness events.

(4) Communicate unit events, information, resources, and other command information via email or the command Facebook page.

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(5) Maintain and update the SOI (W) Facebook webpages with relevant and pertinent information on a weekly basis.

(6) Implement and utilize a mass communication tool to ensure regular and immediate contact with command families.

(7) Develop and disseminate a training schedule highlighting the availability of all courses that provide personal development for Marines and family members (e.g. Financial Management, Family Counseling, Lifestyles, Insights, Networking, Knowledge, and Skills (LINKS), Marine Corps Family Team Building (MCFTB) classes, etc.); be prepared to conduct any of the classes.

(8) Assist with the coordination of required -MCFTB training.

(9) Maintain two-way communication with the Major Subordinate Element (MSE) FRO regarding the issues that affect the Marines and families.

(10) Assist in the planning, coordination, and execution of social events (family days, baby workshops, holiday parties, etc.)

(11) As the Unit Family Readiness Funds Manager, develop an annual budget to coincide with the MCCS Fiscal Year, ensuring adherence to allocations, fiscal laws, and bona fide need in coordination with SOI (W) Family Readiness Command Team. Disseminate the Regimental Commander's Unit Family Readiness Funds apportionment to the battalions annually.

(12) Manage the Volunteer Program: Recruiting, Interviewing/Screening, Training, Assignment, Appreciation/Recognition.

(13) Ensure Marines within the Regiment and H&S Bn have completed the NAVMC 11654 Authorized Contact Form and have updated their Marine Online Family Readiness contact module.

(14) Schedule, plan and conduct Family Readiness Command Team Meetings to ensure unity of effort in support of SOI (W)'s UPFRP.

(15) Conduct annual Family Readiness inspection of the Bn's UPFRP to ensure compliance of the Commanding General's Inspection Program.

h. Training Battalion Family Readiness Officer Responsibilities

(1) Develop and issue a Welcome Aboard Package to every Marine/Family checking in.

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(2) In coordination with the Regiment FRO, plan, coordinate, and execute two Bn family readiness events per fiscal year.

(3) In coordination with the Regiment FRO, assist in the planning, coordination, and execution of Regiment-level family readiness events.

(4) In accordance with reference (a) and enclosure (2), implement and utilize a mass communication tool to ensure regular and immediate contact with command families.

(5) Maintain two-way communication with the Major Subordinate Element (MSE) FRO regarding the issues that affect the Marines and families.

(6) Assist in the planning, coordination, and execution of social events (family days, baby workshops, holiday parties, etc.)

(7) As the Unit Family Readiness Funds Manager, develop an annual budget to coincide with the MCCS Fiscal Year, ensuring adherence to allocations, fiscal laws, and bona fide need in coordination with the command leadership.

(8) Manage the Volunteer Program: Recruiting, Interviewing/Screening, Training, Assignment, Appreciation/Recognition.

(9) Ensure Marines within the Regiment have completed the NAVMC 11654 authorized contact form and has updated their Marine online family readiness contact module.

(10) Schedule, plan and conduct Family Readiness Command Team Meetings to ensure unity of effort in support of the Bn's UPFRP.

i. Deputy Family Readiness Officer (DFRO) Responsibilities

(1) Assist the FRO in the execution of the FRO's duties and attend training as outlined in the reference (a).

(2) Administratively and logistically support the FRO and ultimately the Commander's mission.

j. Individual Marine Responsibilities. Per the reference, the individual Marine is ultimately responsible to ensure their designated contacts are afforded the opportunity to receive important command information. The individual Marine's responsibilities include, but are not limited to the following:

(1) Check-in with the FRO within 10 days of joining the Command.

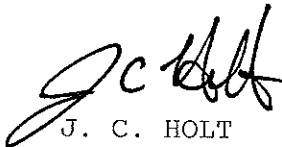
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(2) Ensure contact information provided on the UPFRP Authorization Form is accurate and updated as required.

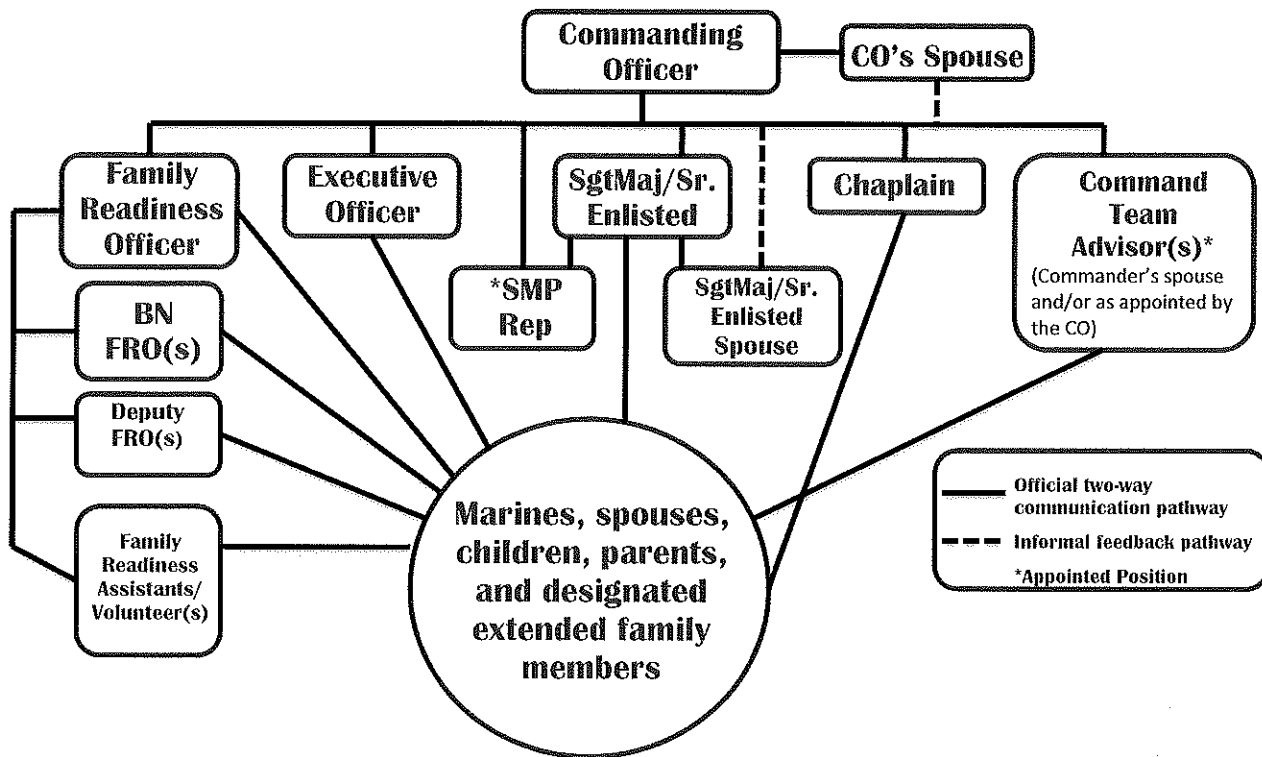
(3) Ensure spouse and/or designated contact are provided accurate FRO contact information in MOL.

3. End state. A command in which all Marines are a part of a family that cares about them and helps them develop professionally and personally. Good families support, encourage, inspire and look after one another.

4. The point of contact for this matter is the Family Readiness Officer at 760-763-7202.

  
J. C. HOLT

## SOI (W) Family Readiness Command Team Leadership



### Family Readiness Command Team

CO/XO/SgtMaj/FRO/Chaplain/SMP Rep/Command Team Advisor(s)

#### FRO(s)

FRO (E6 or Above) who assists the Commanders with the execution of the program

#### Deputy FRO(s)

(E6 or Above) who assists the SOI-W FRO with the execution of the program

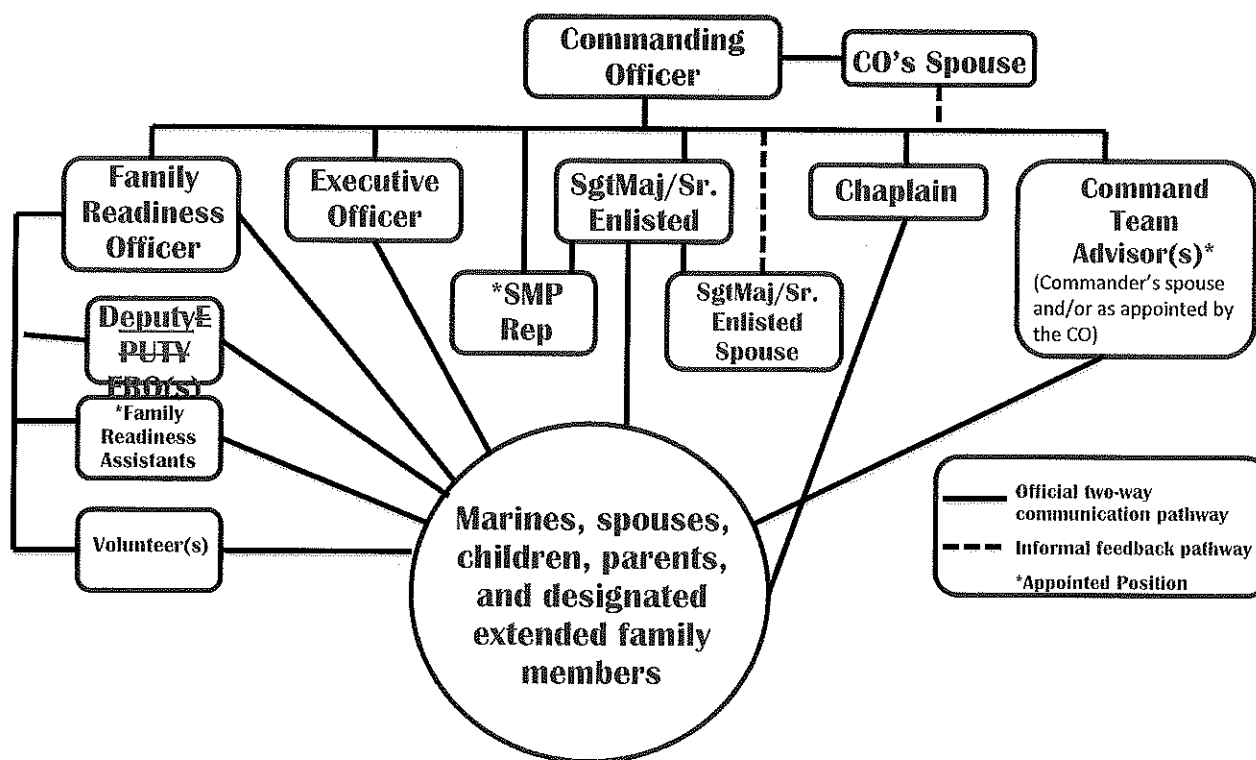
#### Family Readiness Assistant(s)

Appointed Civilian and/or Military volunteers who assist the FRO or Deputy FRO's

#### Volunteers

Non-appointed Civilian and/or Military volunteers who participate in the execution of UPFRP events

## Training Bn's Family Readiness Command Team Leadership



### Family Readiness Command Team

CO/XO/SgtMaj/FRO/Chaplain/SMP Rep/Command Team Advisor(s)

#### FRO (s)

FRO (E6 or Above) who assists the Commanders with the execution of the program

#### Deputy FRO(s)

(E6 or Above) who assists the SOI-W FRO with the execution of the program

#### Family Readiness Assistant(s)

Appointed Civilian and/or Military volunteers who assist the FRO or Deputy FRO's

#### Volunteers

Non-appointed Civilian and/or Military volunteers who participate in the execution of UPFRP events

## Inspectors General Checklist

### UNIT, PERSONAL AND FAMILY READINESS PROGRAM (UPFRP) 1754.9

This checklist applies to all levels and types of commands.

#### Subsection 1 - UNIT-SPECIFIC ITEMS (applies to all commands)

- 0101 Has the Commander hired or maintained employment of a full-time civilian Family Readiness Officer (FRO) or Collateral Duty FRO in the rank of E-6 or above?  
Reference: MCO 1754.9A, chap 2, par 2a(6)(a-b)
- Result *Comments*
- 0102 Has the command ensured that the FRO has not deployed, been assigned as the Remain Behind Element Officer-in-Charge (RBE) or been assigned collateral duties not related to UPFRP implementation?  
Reference: MCO 1754.9A, chap 3, par 2d
- Result *Comments*
- 0103 Is the FRO identified as a Special Staff Officer?  
Reference: MCO 1754.9A, chap 2, par 2a(10)
- Result *Comments*
- 0104 Are required training certificates for the FRO maintained for FRO training, FRO Refresher training (if applicable), Family Readiness Assistant/Advisor training, Command Team Training, Operations Security (OPSEC), Personally Identifiable Information (PII), and Lifestyle, Insight, Networking, Knowledge, and Skills (L.I.N.K.S.)?  
Reference: MCO 1754.9A, chap 2, par 3c(3)
- Result *Comments*
- 0105 Are required training certificates for the Deputy FRO (DFRO) (if applicable) Maintained for FRO training, FRO Refresher training (if applicable), Family Readiness Assistant/Advisor training, Command Team Training, OPSEC, PII, and L.I.N.K.S. training?  
Reference: MCO 1754.9A, chap 2, par 3c(4)
- Result *Comments*
- 0106 Has the FRO developed and maintained a turnover binder which includes standard operating procedures, orders, directives, guidance, and points of contact necessary to facilitate consistent maintenance of the UPFRP?  
Reference: MCO 1754.9A, chap 3, par 2z



- | Result | <i>Comments</i>   |
|--------|---|
| 0107   | Does the FRO provide an UPFRP status brief to the incoming Commander?<br>Reference: MCO 1754.9A, chap 3, par 2g   |
| Result | <i>Comments</i>   |
| 0108   | Did the Commander publish an UPFRP policy statement within 60 days of assuming command?<br>Reference: MCO 1754.9A, chap 2, par 2a(3)  |
| Result | <i>Comments</i>   |
| 0109   | Are completion certificates for MCFTB facilitated Command Team Training maintained for CO, XO, SgtMaj/Senior Enlisted, FRO, Single Marine Program Representative, Chaplain, and Command Team Advisor(s) since the current Commander assumed command?<br>Reference: MCO 1754.9A, chap 2, par 2a(2); chap 2, par 3a-b |
| Result | <i>Comments</i>   |
| 0110   | Does the Commander conduct Command Team meetings to address family readiness issues?<br>Reference: MCO 1754.9A, chap 2, par 2a(5)   |
| Result | <i>Comments</i>   |
| 0111   | Does the FRO obtain the Authorization form (NAVMC 11654) prior to adding a family member's email address to the unit's contact email roster?<br>Reference: MCO 1754.9A, chap 3, par 2d(2)(e); chap 4, par 6a  |
| Result | <i>Comments</i>   |
| 0112   | Does the FRO obtain an "opt-out" form (NAVMC 11657) for married Marines whose spouse declines to participate in the UPFRP and whose contact information is not included as a primary contact?<br>Reference: MCO 1754.9A, chap 4, par 2d   |
| Result | <i>Comments</i>   |
| 0113   | Does the unit check-in process educate new-join Marines on the unit family readiness program, and provide the Marines with unit and local resources?<br>Reference: MCO 1754.9A, chap 3, par 2d(2)   |
| Result | <i>Comments</i>   |
| 0114   | Does the FRO contact the spouse (if applicable) and any other designated family member identified on the Authorization form (NAVMC 11654) within 30 days of the Marine joining the unit?<br>Reference: MCO 1754.9A, chap 3, par 2e  |

Result	<i>Comments</i>
0115	<p>Does the FRO disseminate official and authorized communication at least monthly and no more than weekly in a manner that maintains confidentiality to all authorized contacts? Reference: MCO 1754.9A, chap 4, par 2a, and par 4a-b</p>
	<i>Comments</i>
0116	<p>Does the FRO ensure all communication tools utilized contain accurate and timely information while maintaining the protection of operational security? Reference: MCO 1754.9A, chap 4, par 2a</p>
	<i>Comments</i>
0117	<p>Is the UPFRP accessible to all members of the command (to include Individual Augments), their spouses, children and designated parents/extended family members and designated contacts? Reference: MCO 1754.9A, chap 2, par 2a(1)</p>
	<i>Comments</i>
0118	<p>Does the FRO provide direct coordination for the UPFRP by serving as a communication portal and demonstrating knowledge of available resources and organizations? Reference: MCO 1754.9A, chap 3, par 2c</p>
	<i>Comments</i>
0119	<p>Does the Commander ensure that personal and family readiness education and training is incorporated into unit professional military education (PME) at least twice per year? Reference: MCO 1754.9A, chap 2, par 2a(14)</p>
	<i>Comments</i>
0120	<p>Does the FRO maintain completed documentation for appointed volunteers, to include appointment letter from the current Commander, a Volunteer Agreement Form (DD Form 2793), and Volunteer Application (NAVMC 11653)? Reference: MCO 1754.9A, chap 5, par 8b(3)(a-e)</p>
	<i>Comments</i>
0121	<p>Does the FRO maintain records of completed required training for appointed volunteers? Required training includes: Family Readiness Assistant and/or Advisor training, L.I.N.K.S., PII, and OPSEC training. Reference: MCO 1754.9A, chap 2, par 3c(7-8); chap 5, par 8b(3)(b)</p>
	<i>Comments</i>

0122 Does the Commander participate in the recruitment of and yearly recognition of volunteers?  
Reference: MCO 1754.9A, chap 2, par 2a(18-19); chap 5, par 8a

Result *Comments*

0123 Are UPFRP funds used to implement educational, recreational and social events in accordance with the unit's morale, welfare and recreation and family readiness needs?  
Reference: MCO 1754.9A, chap 6, par 2

Result *Comments*

0124 Does the FRO and/or the assigned Responsible Officer receive, budget, and execute all UPFRP funds allocated to the unit in accordance with the Commander's intent?  
Reference: MCO 1754.9A, chap 3, par 2r

Result *Comments*

0125 Is reconciliation documentation for UPFRP fund expenditures maintained?  
Reference: MCO 1754.9A, chap 6, par 3c-e

Result *Comments*

#### Subsection 2 - UNIT-SPECIFIC ITEMS HIGHER HEADQUARTERS (HHQ) FROS (applies to General Officer level commands)

0201 Does the HHQ FRO serve as an assistance resource for subordinate FROs and serve as support for unit Marines and families if there is no subordinate FRO?  
Reference: MCO 1754.9A, chap 3, par 8

Result *Comments*

0202 Does the HHQ FRO keep the Commander apprised of the state of subordinate command UPFRPs?  
Reference: MCO 1754.9A, chap 3, par 8

Result *Comments*

0203 Does the FRO supporting the most senior Commander on an installation disseminate local information to tenant command FROs (to include collateral duty FROs) who do not have a HHQ FRO on the same installation?  
Reference: MCO 1754.9A, chap 3, par 8

Result *Comments*

#### Subsection 3 - RESERVE SPECIFIC (applies to MARFORRES commands)

0301 Has the Reserve Component Commander appointed a collateral duty Deputy FRO in the rank of E-6 or higher for geographically separated units or detachments?  
Reference: MCO 1754.9A, chap 7, par 2a(1)

Result *Comments*

0302 Did all required command team members attend MCFTB facilitated Command Team Training within 120 days of the Commander assuming command?  
Reference: MCO 1754.9A, chap 7, par 2a(4)

Result *Comments*

0303 Does the implemented Yellow Ribbon Reintegration Program meet the requirements to provide standardized education and support to reserve units/members and their families from pre-deployment to post deployment?  
Reference: MCO 1754.9A, chap 7, par 3d

Result *Comments*

0304 Is information and referral support provided to all required parties regarding location, installation and community resources?  
Reference: MCO 1754.9A, chap 7, par 3e

Result *Comments*

0305 Does the Commander receive a brief from the installation MCCS representative or sister service equivalent within 60 days of assuming command?  
Reference: MCO 1754.9, chap 2, par 2a(9)

*Comments*