

Ombudsman Coordinator Desk Guide Foreword/ Acknowledgments

The *FFSP Ombudsman Coordinator Desk Guide* is a tool that can be used by Department of Navy (DoN) Fleet and Family Support Program ombudsman coordinators. The *Desk Guide* is designed as an orientation, training, and reference tool to be used in conjunction with DoN specific instructions, agency specific procedures, and on-going training and supervision in the overall management of CNIC's Ombudsman Program. The *Desk Guide* provides up-to-date information and ideas to assist ombudsman coordinators with their responsibilities.

The *Ombudsman Coordinator Desk Guide* is divided into eight chapters and three appendices. Each chapter covers a topic essential to understanding and implementing the ombudsman coordinator's responsibilities. The appendices contain sample forms, a glossary of terms, and an ombudsman coordinator position description. The *Desk Guide* is available in both hard copy and on CD. The electronic document contains hyperlinks and users can click to go to a specific section or to an internet resource.

The information in the *Desk Guide* that is required to comply with accreditation/certification standards and/or Navy instructions is noted by the required icon inserted in the margin.

The forms icon is inserted in the margin if a cited form is included in Appendix A.

Ombudsman coordinators from several Navy Regions assisted in the development of this guide. Commander, Navy Installations Command (CNIC) (Code N9) took the lead on this project. Surveys were disseminated to all ombudsman coordinators requesting input. Thank you to all who responded to the survey and provided feedback for the working group.

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Providing superior programs and services to our Sailors and their families is essential in enhancing their quality of life. This *Desk Guide* is a reflection of FFSP staff throughout the world who are committed to assisting Sailors and their families in successfully meeting the challenges of the Navy lifestyle.

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Navy Family Ombudsman Program Overview

*We have each been getting good advice from our own wives.
Let's listen carefully to an official representative.
~Z-gram # 24 (Wives Ombudsman), 14 September 1970*

“The Navy Family Ombudsman Program is a Navy-wide program established to improve mission readiness through improved family readiness. A strong command Ombudsman Program, both ashore and afloat, helps ensure that families have the information necessary to meet the challenges of a military lifestyle.” (OPNAVINST 1750.1F)

Ombudsmen are volunteers appointed by the commanding officer to serve as a crucial information link between command leadership and Navy families. They are trained to distribute information both up and down the chain of command, including official Department of the Navy and command information, command climate issues, local quality of life (QOL) opportunities, and community information.

The Fleet and Family Support Center (FFSC) provides a variety of services to support and enhance the effectiveness of the local command Family Ombudsman Program. Each FFSC supports the Ombudsman Program by assigning a staff member to the function of ombudsman coordinator. The information contained in this *Desk Guide* is designed to give ombudsman coordinators the necessary background and information to effectively carry out their responsibilities.

1.1 Background and History of Ombudsman Program

The Navy’s philosophy of developing healthy, self-reliant families is epitomized through the Navy Family Ombudsman Program. The ombudsman concept originated in Scandinavian countries. It was established by the king to give ordinary private citizens an avenue to express their grievances to high government officials. Today, the concept is widely utilized in the fields of government, business, and healthcare as a means to address the concerns of individuals.

The Ombudsman Program was introduced to the U.S. Navy by Z-gram 24 on 14 September 1970 by the Chief of Naval Operations, Admiral Elmo Zumwalt. Admiral Zumwalt adapted this program from the original Scandinavian custom. The original Z-gram reads as follows:

Z-gram # 24 (Wives Ombudsman), 14 September 1970

FROM: CNO (Z-24)

TO: NAVOP

UNCLAS /// N01301 ///

141346Z SEP 70

SUBJ.: WIVES OMBUDSMAN

1. THE IMPORTANCE OF THE NAVY WIFE AS A MEMBER OF THE NAVY TEAM CANNOT BE OVER EMPHASIZED. ALTHOUGH THE WELFARE OF WIVES HAS ALWAYS BEEN OF GREAT CONCERN TO THE NAVY IT HAS BEEN NOTED THAT THESE DEDICATED WOMEN HAVE NEVER HAD AN OFFICIAL REPRESENTATIVE TO EXPRESS THEIR VIEWS TO COMMANDING OFFICERS AND BASE COMMANDERS.

2. TO REMEDY THIS SITUATION ALL SHORE BASED COMMANDERS SHALL ESTABLISH PROCEDURES WHICH GIVE NAVY WIVES AN OPPORTUNITY TO PRESENT COMPLAINTS, VIEWPOINTS, AND SUGGESTIONS TO COMMANDING OFFICERS. IN PARTICULAR, SUCH PROCEDURES SHALL INCLUDE THE SELECTION OF A WIFE BY EACH LOCAL WIVES ORGANIZATION WHO WILL HAVE DIRECT ACCESS TO THE COMMANDING OFFICER. THIS NAVY WIVES OMBUDSMAN CONCEPT SHALL REFLECT AND BUILD UPON RELATED ACTIVITIES IN EXISTING WIVES ORGANIZATIONS AND NAVY SERVICES AND BENEFITS COUNCILS. WE HAVE EACH BEEN GETTING GOOD ADVICE FROM OUR OWN WIVES. LET'S LISTEN CAREFULLY TO AN OFFICIAL REPRESENTATIVE.

E. R. ZUMWALT, JR., ADMIRAL, U.S. NAVY,
CHIEF OF NAVAL OPERATIONS.

Note: *The original unclassified message is entirely double-spaced with all letters capitalized.*

As evidenced by this original message, much has changed in the Ombudsman Program during the past 30 years. All commands now have ombudsmen, not only sea-based commands; and ombudsmen include both husbands and wives. Ombudsmen still express their views to commanding officers, but they no longer are in a grievance-processing role.

The command ombudsman is now seen as an appropriate person to assist the commanding officer in his or her responsibilities for the morale and welfare of command families and to improve family preparedness. Currently, the Navy Family Ombudsman Program focuses on command communications as well as information and referral, while still providing an avenue for hearing about the welfare of command families. Specific ombudsman responsibilities are determined by the commanding officer (CO) but core ombudsman responsibilities include:

- Serve as a liaison between command families and the command.

- Keep the CO informed regarding the general morale, health, and welfare of command families.
- Regularly communicate and distribute information to and from the command and command family members.
- Provide resource referrals when needed.
- Assist in resolving family issues.

1.2 Ombudsman Program Benefits

The Navy Family Ombudsman Program enables service members to be more focused and productive at work due to the information and support that ombudsmen provide to their families. The program has been proven effective; in a 2005 study of the Navy Family Ombudsman Program conducted by the Navy Inspector General, 80% of respondents indicated that a fully-supported Ombudsman Program improves family preparedness and, therefore, improves mission readiness.

Ombudsmen are instrumental in resolving family issues before the issues require extensive command attention. Their services free up a significant commitment of command resources and man-hours. There are approximately 5000 Navy commands and each should have at least one ombudsman. Larger commands, such as aircraft carriers, may have as many as eight. On average, an ombudsman puts in approximately 15 to 20 hours per week in completing her/his duties, and many put in more than 20 hours per week. The following statistics illustrate the impact of the Navy Family Ombudsman Program:

- One ombudsman averaging 15 hours of service per week provides almost 800 hours of service and support per year. The value to the Navy of just one ombudsman is approximately \$15,000 a year.
- If each command has just one ombudsman who provides 800 hours of service per year, the estimated value of her/his service to the Navy would be \$75 million a year.

NOTE: *This estimate is derived using the 2006 average paraprofessional hourly rate of \$18.77 per hour according to Independent Sector at www.independentsector.org. The value of volunteer time is based on the average hourly earnings of all production and nonsupervisory workers on private nonfarm payrolls (as determined by the Bureau of Labor Statistics). Independent Sector takes this figure and increases it by 12% to estimate for fringe benefits.*

- Without the services of command ombudsmen, significant commitment of command resources and man-hours would be necessary which could negatively impact the command mission. If there is one

ombudsman per command, volunteering 10 hours per week, it totals 2,184,000 hours yearly. The Navy equates the value of volunteer hours at the GS-7, Step 5 level. Ten hours weekly = \$224.60 x 52 weeks = \$11,679.20 x 4500 Ombudsmen = \$52,556,400 per annum.

1.2.1 Relationship of Ombudsman Program to the Navy Mission

The intent of the Navy Family Ombudsman Program is to improve mission readiness through improved family preparedness. The Ombudsman Program supports the Navy mission by positively impacting on the following:

- Operational readiness and superior performance. Preventing or alleviating stressors allows Sailors to focus on their duties and ensures that personal and family issues do not detract from operational readiness. Knowing that an ombudsman is available to assist their family helps service members focus on their job responsibilities. This leads to improved job performance and operational readiness.
- Military Lifestyle/Retention. Reducing stressors and promoting a healthy adjustment to the military lifestyle can influence the service member's decision to stay in the Navy. The services of an ombudsman enable service members and their families to adjust to and accept the challenges of the Navy lifestyle.
- Quality of Life. The Ombudsman Program supports the Navy philosophy of "taking care of its own." The ability to cope and problem-solve is key to quality of life. Giving service members and their families access to an ombudsman who can offer information and support is the "right thing to do" and exemplifies the Navy's core values and philosophy. Service members and their families who, when needed, utilize their command ombudsman, can greatly enhance their quality of life.

1.3 Program Guidance and Policy

Instructions, directives, and local and site-specific policy provide guidance to the Fleet and Family Support Program. Most instructions are disseminated by the DoD, the Secretary of the Navy (SECNAV) or the Office of the Chief of Naval Operations (OPNAV). Following is a list of the most important guidance (by date) pertaining to the Navy Family Ombudsman Program.

- **OPNAVINST 1754.1B Fleet and Family Support Center Program, 5 November 2007.** Establishes Navy policy and assigns responsibilities for the administration and support of the Navy FFSC. This instruction is a complete revision of the previous instruction. It requires that FFSCs provide supportive services to command ombudsmen including training and consultation.

- **OPNAVINST 1750.1F Navy Family Ombudsman Program, 30 March 2007.** Provides policy and assigns responsibility for the Navy Family Ombudsman Program. A copy of OPNAVINST 1750.1F is included in the Ombudsman Program Manual. The electronic version of this Desk Guide includes a copy of this instruction.
- **SECNAVINST 1754.1B Department of the Navy Family Support Program, 17 September 2005.** Revises and updates Department of the Navy policy and assigns responsibility for establishing and operating Fleet and Family Support Programs. OPNAVINST 1750.1F cites SECNAVINST 1754.1B as the authority for ombudsmen to request services from FFSCs and stipulates specific responsibilities for FFSCs in support of the Ombudsman Program.
- **OPNAVINST 1754.3 FFSP Accreditation Program, 29 April 2004.** Implements the FFSP Accreditation/Certification Program as required by instruction and provides the standards and procedural guidance to be used

Additional guidance includes the *Navy Family Ombudsman Program Basic Training Instructional Support Guide*. Ombudsman coordinators should thoroughly familiarize themselves with the contents of this guide. This 2007 Guide consists of two components.

- **Navy Family Ombudsman Program Manual** offers valuable implementation guidance, information, and resources for commanders, ombudsmen, and FFSC staff.
- **Ombudsman Basic Training Instructor Guide (IG).** Provides knowledge and tools for training Certified Ombudsman Trainers to become effective trainers of new command ombudsmen.

1.4 Program Organization

To fully understand the Ombudsman Program and the role of the ombudsman coordinator, it is important to be familiar with the Fleet and Family Support Program (FFSP) structure and chain of command. Commander, Navy Installations Command (CNIC) headquarters staff provides shore installation program management and direction to the FFSP including the development of the FFSP mission, vision, and guiding principles.

1.4.1 CNIC

Commander, Navy Installations Command Fleet and Family Readiness (CNIC N9) is responsible for shore installation policy development and implementation, resourcing, and oversight of quality of life programs for Sailors and their families. CNIC's mission is "to enable and sustain Fleet, Fighter and Family readiness through consistent, standardized and reliable shore support. Direct the ashore battlespace in support of Fleet operations."

The CNIC vision is “Navy installations operate as extensions of Fleet war-fighting capabilities.”

CNIC Headquarters Program Managers provide management and direction to Family Readiness (N91), Fleet Readiness (N92), Housing Programs (N93) and Service Support Center (N94). They are responsible for policy, funding (resources) and business processes, identifying and validating requirements, and developing budget guidance. They also strive to ensure consistency throughout the entire program and in every region.

Commander, Navy Installations Command (CNIC) establishes procedures for implementing the Navy Family Ombudsman Program and its policies. CNIC ensures that the Ombudsman Program is adequately resourced at the management, regional, and local levels.

The FFSP component of CNIC has several program managers and analysts including those that support the Ombudsman Program. The positions that support the Ombudsman Program include:

- Ombudsman Program Manager.
- Family Readiness Program Analyst—Ombudsman Training Coordinator.
- Management IT and Training Analyst—Ombudsman Registry Administrator.
- Ombudsman Program Analyst.

Their responsibilities include, but are not limited to, the following:

- Policy guidance including publishing and maintaining the *Navy Family Ombudsman Program Manual*.
- Program development including adequately resourcing the program, maintaining an Ombudsman Program website, and a comprehensive marketing and outreach plan.
- Program evaluation/quality assurance including an ombudsman registry, an automated data collection system, and an Ombudsman Program Advisory Group (OPAG).
- Training/education including a web-based introductory/orientation course; training, certifying, and decertifying program trainers, training of Regional Train the Trainers, and conducting an annual conference of ombudsman trainers.

NOTE: *Specific information on working with CNIC Ombudsman Program staff can be found in [Chapter 2.4.1](#).*

1.4.2 Regions

Currently there are six CONUS and seven OCONUS regions with FFSP operations. CONUS regions are: Naval District Washington, Navy Region Mid-Atlantic, Navy Region Mid-West, Navy Region Northwest, Navy Region Southeast, and Navy Region Southwest. OCONUS regions include: Navy Region Europe, Navy Region Guam, Navy Region Hawaii, Navy Region Japan, Navy Region Korea, Navy Region Singapore, and Navy Region Southwest Asia.

CNIC allocates resources to Regions. FFSP Regional Program Directors (RPDs) exercise primary responsibility over assigned FFSCs. They are responsible and accountable for the application of policy, funding (resources), and processes, and serve as a key resource to FFSC Site Managers. Headquarters level FFSP Program Managers exercise their responsibilities through the Regional Program Directors. The Regional Program Directors impact the local Ombudsman Program by ensuring that the program meets accreditation/certification standards, and ensuring distribution of information and resources to the FFSC ombudsman coordinator.

A Regional or Base Commander sponsors the local Ombudsman Assembly in support of tenant commands. The sponsoring command is responsible for seeing that all Assembly functions are carried out (*See Chapter 3.3.2*). The base or regional commander appoints an ombudsman to run the local Ombudsman Assembly.

1.4.3 Installations

The FFSC, in some locations, is aligned under the Installation and is accountable to that Installation's Commanding Officer with additional duty to the Regional Program Director. However, in other areas, the FFSC is aligned directly under the Regional Program Director with additional duty to the Installation Commanding Officer. Regardless, the Regional Program Director's responsibility is to work closely with the Regional Business Office, the Installation Commanding Officer, and the FFSC Director/Site Manager to ensure they are kept up-to-date and aware of FFSC issues.

1.4.4 FFSP/FFSC

The majority of Fleet and Family Support Programs operate from independent locales, commonly known as Fleet and Family Support Centers (FFSC). FFSP refers to the entire program and FFSC to a site or locale that delivers the programs and services.

The Director or Site Manager serves as the FFSC's representative to the Installation Commanding Officer. In this role, the Site Manager provides

consultation and support to the Installation CO. It is imperative that all staff (via supervisory chain of command) keep the Site Manager fully informed about programs and services so that accurate information can be communicated up the chain of command to the Regional Director. This is particularly important for ombudsman coordinators as the Ombudsman Program “belongs” to each commanding officer, and is a highly visible and integral part of the installation and Navy community.

1.4.4.1 FFSP Mission, Vision and Guiding Principles

Developed by Commander, Navy Installations Command (CNIC) FFSP Managers, the Mission, Vision and Guiding Principles describe the FFSP’s purpose, desired end-state, and methodology for achieving it.

FFSP Mission

The Fleet and Family Support Program (FFSP) provides unified, customer focused, consistent and efficient FFSP programs and services to support sustained mission and Navy readiness. We provide the right services at the right time, to strengthen personal and family competencies to meet unique challenges of military lifestyle.

FFSP Vision

Fleet and Family Support Program’s Vision:

- Recognized as DoD leader in customer-focused fleet and family support programs.
- Fully integrated with other community support resources.
- The Fleet and Family Support Program is an integral part of the command and the focal point for personal and family preparedness.

FFSP Guiding Principles

The headquarters, region leaders and individual centers of the future are aligned to:

- An understanding of the organization, its goals and purpose.
- Employees share values such as trust, innovation, flexibility, and open communication.
- Value human capital, investing in professional development and recognition.
- Commitment through employee contribution, community partnerships, quality, cost effective programming.

- Leading change through motivation and innovation.
- Integration between customer requirements/satisfaction and mission.

The headquarters, region leaders and individual centers of the future will share these characteristics:

- Everyone will have an understanding of the organization, its goals, and purpose.
- Commitment is developed through partnerships with staff and customers.
- Managers are leaders:
 - Leading the organization through the changing environment.
 - Executing the best business practices.
 - Inspiring through motivation.

1.4.5 Relationship of the Ombudsman Program to FFSP Programs

The Ombudsman Program is a Commander, Navy Installations Command Family Readiness Program. Within the three FFSP accreditation/certification capabilities, it is a component of Deployment/Readiness, but is an integral part of all FFSP programs and services. The three capabilities are:

1. Deployment Readiness. Comprised of services that sustain deployment and mission readiness by assisting Sailors and their families in understanding and coping with the demands associated with the Navy lifestyle. In addition to the Ombudsman Program, Deployment/Readiness includes command consultation and support, information resource and referral, deployment and mobilization support, and life skills education.
2. Crisis Response. Comprised of services that provide counseling and support to include crisis intervention, disaster and threatcon preparedness, Sexual Assault Victim Intervention (SAVI), clinical counseling, victim advocacy, Family Advocacy Program, the New Parent Support Home Visitation Program, and related education and training.
3. Career Support/Retention. Includes programs and services designed to increase service member retention and career support services such as Relocation Assistance Program (RAP), Transition Assistance Management Program (TAMP), Family Employment Readiness Program (FERP), and Personal Financial Management (PFM).



1.4.5.1 FFSC Ombudsman Support

Fleet and Family Support Centers provide a variety of services to support and enhance the effectiveness of the local command Ombudsman Program as required by SECNAVINST 1754.1B and OPNAVINST 1750.1F Enclosure (3). Support services include the following functions:

- Coordinate and offer the standardized Ombudsman Basic Training (OBT) course. This includes advertising, providing classroom space, and arranging for certified OBT instructors.
- Report non-completion of OBT to the sponsoring command.
- Assist with arranging for speakers and trainers for advanced training.
- Coordinate topical speakers for Ombudsman Assembly meetings.
- Serve as an advisor/consultant to local ombudsmen, Ombudsman Assembly, and commands.

1.4.5.1.2 Ombudsman Coordinator

In accordance with Accreditation/Certification Standard 1.4 Ombudsmen Support, and OPNAVINST 1750.1F, the FFSC supports the Ombudsman Program by assigning a staff member to the function of ombudsman coordinator. The ombudsman coordinator responsibilities may be fulltime or assigned as a collateral duty. The ombudsman coordinator plans, manages, and implements the FFSC responsibilities for the Navy Family Ombudsman Program.

The major duties and responsibilities of an ombudsman coordinator include, but are not limited to the following:

- Provide program guidance and policy clarification.
- Coordinate training, including Ombudsman Basic Training, and assist with advanced training.
- Advise and consult with local ombudsmen and commands including providing support and resource consultation.
- Serve as a resource to commands for ombudsman recognition and appreciation.
- Maintain current roster of ombudsmen, including Navy Reserve and Recruiting Command ombudsmen.
- Serve as an advisor to Ombudsman Assembly.
- Assist families with referral to command ombudsmen.

A sample ombudsman coordinator position description can be found in *Appendix C*. Many sites do not have a full-time ombudsman coordinator position, so this description may not apply.



Building Relationships — Collaboration with Key Players

*We are not put on this earth to see through one another;
but to see one another through.*

~Unknown Source

Ombudsman coordinators must be able to establish effective relationships and work collaboratively with a variety of individuals and organizations within both the military and civilian community. Effective relationships, whether personal or professional, demonstrate the following attributes:

- Atmosphere of respect and trust.
- Clear communication.
- Positive connections between and among the individuals.
- Exchange of information and ideas.
- Respect for privacy.

For the ombudsman coordinator, there are additional aspects to establishing effective relationships. These include understanding the different roles of the ombudsman coordinator, establishing rapport, respecting confidentiality, and becoming culturally competent with a specific understanding of the Navy culture.

NOTE: *This chapter focuses on effective relationships and covers the nature of the relationship with various key players. Specific ombudsman coordinator responsibilities related to key players are also covered in more detail in the following chapters.*

2.1 Building Relationships — Ombudsman Coordinator Roles

An ombudsman coordinator must have the knowledge and specialized experience to build both professional and personal relationships. The role of the ombudsman coordinator is diverse. Effective professional relationships require an understanding of various roles in different relationships. Understanding each role and how it affects a professional relationship makes it easier to establish a good working relationship. The ombudsman coordinator's roles include, but are not limited to, the following:

- **Consultant.** A consultant is one who gives professional advice or services; an expert. In the role of consultant, the ombudsman coordinator assists in identifying problems, determining factual information, recommending solutions, and helping in the implementation of activities. Consultants “make suggestions” using their professional background, experience, and knowledge.
- **Supervisor/manager.** A supervisor or manager directs, controls, or oversees the process. In this role, the ombudsman coordinator makes decisions, plans, and delegates. Ombudsman coordinators must use their position/authority to ensure that tasks and projects are completed. If supervising other FFSC staff, the ombudsman coordinator provides training, coaching, and direct supervision.
- **Co-worker.** A co-worker is an associate in a profession. Co-workers offer each other support and advice. They work together on the achievement of shared objectives. An ombudsman coordinator is not only a co-worker to FFSC staff, but may at times, be in a co-worker role with ombudsmen, command leadership, and certified ombudsman trainers.
- **Coordinator.** A coordinator is one who brings together different elements. The ombudsman coordinator is aptly named. Not only must the ombudsman coordinator bring together the different elements/tasks of the position, but must also be capable of bringing together the different entities—ombudsmen, commands, trainers, and staff.

There are some basics of building and maintaining a professional relationship that ombudsman coordinators should keep in mind. These basics apply across all roles:

- Remember to deal with individuals, not just a command or an organization. Be friendly, responsive and non-threatening. People are more supportive when they know and like someone as a person.
- Treat others with respect and trust. Be polite, patient, but persistent.
- Be prepared. Know the details. Specifically identify what must be accomplished and why.
- Keep people informed. Provide people with the necessary information and get them involved in something from the beginning; they are more likely to become personally invested in it and want it to succeed.
- Look for win-win opportunities. Try to understand the other’s perspective or situation.
- Have positive expectations. Be encouraging.
- Give full attention to others. Actively listen. Focus first on understanding other people’s needs and priorities. Use reflective listening skills, clarifying statements, and open-ended questions.
- Thank everyone. Recognize and thank individuals and organizations.

2.2 Confidentiality

Confidentiality is an ethical concept that delineates guidelines or policies that govern protection of sensitive personal information. The concept of confidentiality or privacy in the military environment is different than that used in a civilian setting. To maintain the credibility of the FFSC and the Navy Family Ombudsman Program, information concerning individuals seeking FFSC services or services from their ombudsman must be treated with the highest degree of confidentiality.

Some of the internal controls that the FFSC and ombudsmen can implement to ensure an environment that fosters client confidentiality include:

- Handling all contacts, including phone calls, in a manner that ensures the protection of private information.
- Conducting consultations in private spaces.
- Safeguarding personally identifying information including hard copy and electronic files. For example, the ombudsman roster contains information that should be safeguarded.
- Releasing confidential information in compliance with the Privacy Act. Information may be relayed only to those with a need-to-know, unless the Sailor or family member gives written permission.

An ombudsman may consult with the ombudsman coordinator about a confidential family or command situation. In this situation, the ombudsman coordinator should:

- Ensure that the ombudsman does not share personally identifying information about the individual/situation.
- Support the ombudsman and help determine the appropriate course of action. Refer to other staff if needed—i.e., to FAP for domestic abuse or to the financial educator for budgeting.
- Review “reportables” with the ombudsman. If the situation affects the safety or well-being of an individual, this takes precedence over their right to confidentiality.

NOTE: *Further information on confidentiality and the Privacy Act can be found at www.privacy.navy.mil.*

2.3 Cultural Competency

Service members, their families, and ombudsmen represent many different backgrounds and cultures. An ombudsman coordinator must not only be able to work effectively with those of different cultures and ethnicities, but must be knowledgeable about and sensitive to the Navy culture. In other

words, the ombudsman coordinator must be culturally competent as well as assisting ombudsmen in becoming so.

Culture is more than just ethnicity or race. The Center on Substance Abuse Prevention (CSAP) defines culture as the “shared values, traditions, norms, customs, arts, history, folklore, and institutions of a group of people.” It is reflected in any group that shares a history and belief system that influences how they function. One generally adheres to their cultural beliefs whether participating in or out of the groups with whom they usually interact.

Healthcare and human services providers have long been aware of the need to provide quality services that are sensitive to the cultural norms of their clients. Cultural competency is based on the premise of respect for individual and cultural differences, and providing effective, culturally competent programs and services is considered a best practice.

According to CSAP, key characteristics of a culturally competent professional include:

- Acknowledging culture as a significant force in shaping people’s behaviors, beliefs, and values.
- Acknowledging and accepting that cultural differences exist and have an impact on interactions among people.
- Believing that diversity within cultures is as important as diversity between cultures.
- Respecting the unique, culturally-defined needs and behaviors of various population groups.
- Demonstrating an appreciation that diversity enriches our world.
- Recognizing that each participant, regardless of ethnicity, is also an individual with unique characteristics, strengths, and behaviors, and that successful programs and services must integrate individual and ethnic group behavior.
- Being aware of personal values, stereotypes, and biases about one’s own and others’ ethnicity and social class, and ways that these may accommodate or conflict with the needs of participants.

There are several measures that can be taken to become culturally competent. Increasing knowledge, sensitivity, and awareness of cultures can be achieved by:

- Interacting and developing relationships with people of different cultural backgrounds.
- Talking with supervisors and colleagues to learn from their experiences.

- Attending and participating in cultural events.
- Reading materials on cultural competence.
- Attending training sessions that focus on cultural competence.

Cultural competence can be demonstrated by:

- Eliciting and considering culturally and ethnically diverse perspectives. One’s culture and ethnicity may influence how one interacts and carries out their responsibilities.
- Establishing an atmosphere of trust and respect that encourages all participants to openly express their views.
- Considering both male/female perspectives and differences in male/female communication. For example, some men want to address what is wrong by “fixing” it, by finding a practical solution right away. Some women, on the other hand, may just want to be able to explore and express their feelings, be listened to and cared about—and may or may not be ready to quickly move on to practical problem-solving.
- Bridging the generation gap. Remember that each generation has its own characteristics and preferences. The political, social, and economic backgrounds of each generation affect their interactions and relationships.

2.3.1 Essentials of Navy Culture

What are the essentials of Navy and military culture with which an ombudsman coordinator should be aware? This is most easily identified by taking a few moments to envision having just landed in the “ocean of Navy.” There are many unique aspects to Navy culture including the following:

- Language. The Navy (and each military branch) has its own language. Ombudsman coordinators should become familiar with language, acronyms, and the meaning of signage.
- Clothing/uniforms. Sailors, Marines, Airmen, and Soldiers wear many different uniforms. Uniform insignia, including stars, stripes, and bars, indicate rank and rate.
- Unique buildings/ships/planes. Ombudsman coordinators must learn what occurs on their particular installation—the mission, the kind of work performed as well as the specific types of ships, planes, and equipment.

The military lifestyle and its impact on service members and their families is the focus of the Ombudsman Program. The United States military is not a job, but a lifestyle that affects the entire family. It can be stressful for families, especially young families, as it involves frequent moves, separations due to

deployments, long hours, assignments with potential danger, and loss of social support from friends and extended family due to geographical distance. These stressful situations are often the reason that families call their ombudsmen for help.

The ombudsman coordinator should be familiar with the following aspects of the Navy culture and military environment, and assist ombudsmen in understanding how these elements impact the families with whom they work:

- **Mission.** The Navy and command mission are of ultimate importance. FFSC programs and services as well as the Navy Family Ombudsman Program, are designed to make a maximum contribution to mission readiness. It is necessary for the ombudsman coordinator to understand that the command mission takes precedence over any one individual's situation or personal needs.
- **Chain of Command.** The Chain of Command is used to maintain high quality communications within the military. Each member in the chain of command has an essential position that is required to support the mission. An effective chain of command serves the following purposes:
 - It provides an avenue for official authorization of various requests, ensuring that each member in the chain is aware of the actions taken.
 - It provides each individual with a specific supervisor.
 - It provides an orderly flow of information to and from the person in charge to each and every individual within the command, organization, or group.

An ombudsman coordinator works within various chains of command—Navy commands, CNIC and FFSC, and the ombudsman community. Within each of these chains, it is critical to understand how information flows to and from those in charge. The ombudsman coordinator should be aware of the following:

- Ranks/rates for command members. Where do they fall within the chain of command?
- The function of each position in the chain. What are the individual's responsibilities? Who should be contacted for which specific reason or issue?
- Who has the power to solve the problem? Move up the chain of command as appropriate to obtain answers and/or information.
- **Deployment.** Since its inception in 2003, the Fleet Response Plan (FRP) developed by the Chief of Naval Operations (CNO), has impacted deployment schedules. To maintain "presence with a purpose," need

determines deployments. Deployments are no longer predictable in number or duration. The effect on Sailors and their families is that they must always be deployment ready. The stress of unpredictability is something with which all Navy personnel must live.

- **Global War on Terrorism (GWOT).** GWOT has changed the dynamics of today's Navy. Service members assigned to shore duty are often required to deploy as an Individual Augmentee (IA) or a Global War on Terror Support Assignment (GSA) leaving their families behind on short notice. In addition, thousands of Navy Reserve members have been called to active duty. All Sailors and their families are aware of the possibility and must deal with the stress of the individual or command being sent into "harm's way." (This information is constantly changing. Please check with the FFSC Individual Deployment Support Specialist—formerly IA POC—for the most current information.)
- **Navy Lifestyle.** The Navy's rules and regulations and their impact on work and lifestyle can sometimes be difficult for civilians to comprehend. Work and family life are closely intertwined. Families have little control over where they are located and how often they must move. Even where and with whom one socializes can be limited. To provide quality services and help ombudsmen to do so, the ombudsman coordinator must learn as much as possible about the Navy lifestyle and how it affects Sailors and their families.

2.4 Collaboration with Ombudsman Key Players

It is critical for the ombudsman coordinator to understand the role of key players in relationship to the Ombudsman Program. Each entity has a role in ensuring that the Ombudsman Program supports installations and commands being mission ready.

The ombudsman coordinator must be knowledgeable about and collaborate with the following key players:

- CNIC.
- Regional Ombudsman Coordinator.
- Regional Ombudsman Advisory Board.
- Commands.
- Ombudsmen.
- Ombudsman Program Advisory Group.
- Ombudsmen-at-Large.
- Military/Community organizations and resources.

2.4.1 CNIC

CNIC Ombudsman Program Headquarters staff provide guidance and support to the Ombudsman Program. For the ombudsman coordinator to work effectively with CNIC Headquarters staff, the following protocol should be followed:

- Research any questions and determine if information is available at the local or regional level.
- Use the local FFSC chain of command. Discuss issues/questions with a supervisor. Obtain the supervisor’s consent before going “up the chain” to CNIC. Supervisors should be kept informed of all communications with CNIC.
- Contact the appropriate CNIC staff member. Ask questions, but do not make demands. The following chart clarifies the CNIC positions that support the Ombudsman Program and the specific duties of each.

Ombudsman Program — CNIC Positions	
Positions	Responsibilities
Ombudsman Program Manager	Policy guidance. Program development. Quality assurance. Site visits.
Ombudsman Program Analyst	Annual Trainer’s Symposium. Waiver requests. OPAG logistics, ROABs. Marketing.
Family Readiness Program Analyst	Ombudsman training coordination and information. COT applications. Certification/decertification of trainers. Standardized advanced training modules. RTTs. Webinar trainings.
Management IT and Training Analyst	Ombudsman Registry administrator. Issues related to data collection, registry and metrics system.

2.4.2 Regional Ombudsman Coordinator

Many regions have a Regional Ombudsman Coordinator or a Regional Work and Family Life Coordinator. This position serves as the primary point of contact for the ombudsman coordinators within that specific region and provides consultation and support to them as requested. Each region may differ in the exact duties assigned to the regional position, but their responsibilities generally include the following:

- Coordinate regional Certified Ombudsman Trainer (COT) training.
- Document ombudsman training within the region.
- Coordinate Regional Ombudsman Advisory Board (ROAB) meeting. (See next section.)
- Serve as liaison between ombudsman coordinators and CNIC. This may include soliciting information from ombudsmen to respond to CNIC taskers.
- Distribute information of interest.

2.4.3 Regional Ombudsman Advisory Boards (ROAB)

Regional Commanders are required by OPNAVINST 1750.1F to establish a Regional Ombudsman Advisory Board (ROAB) to provide advice on issues related to the Navy Family Ombudsman Program. The ROAB meets as needed, but at least semi-annually. The ROAB:

- Provides feedback to CNIC on regional trends and issues concerning the Ombudsman Program.
- Share observations and recommend changes that require higher-level review or action.
- Support and advise area Assemblies. The ROAB is not a policy-making or supervisory body and does not interfere with the operation of individual Command Family Ombudsman Programs.

ROAB members may include both active duty and Reserve personnel that are:

- Members of the family alliance network.
- Spouse of a senior military member(s) (officer/enlisted).
- Chaplains.
- Command master chiefs.
- Ombudsmen representing commands within the area of responsibility (AOR).

- Assembly Chairpersons.
- FFSC ombudsman coordinators.
- Action officer from the sponsor’s staff.
- Staff legal officer.
- Any other interested and appropriately positioned person(s).

In addition to being a member of the ROAB, the FFSC ombudsman coordinator may have further responsibilities depending on direction from the regional and/or installation commanding officer. Responsibilities could include the following:

- Assist in identifying members. The ombudsman coordinator may be familiar with individuals who would be an asset to the ROAB.
- Coordinate meeting schedules including contacting/reminding members.
- Draft an agenda including seeking input on agenda items in advance.
- Arrange logistics including meeting space, sign-in sheets, agendas, etc.
- Prepare and forward minutes to CNIC for inclusion at the next Ombudsman Program Advisory Group (OPAG).

NOTE: *In many regions, the regional ombudsman coordinator or regional work and family life coordinator assumes the responsibilities listed above.*

2.4.4 Commands

Establishing and maintaining a successful Ombudsman Program requires that the ombudsman coordinator create effective working relationships with command leadership including the commanding officer (CO), executive officer (XO), command master chief (CMC), and the chaplain, as well as with other members of the Command Support Team (CST). The Command Support Team is designated by the CO and typically includes the CO, XO, CMC, their respective spouses, the ombudsman, and the chaplain (where assigned).

Command leadership is focused on mission readiness. Their support of the Ombudsman Program is dependent on understanding how ombudsmen will help their Sailors be “mission ready.” Facts and statistics that demonstrate how the Ombudsman Program enhances mission readiness should be highlighted to gain the support of command leadership.

To successfully build and maintain relationships with individual commands, the ombudsman coordinator should:

- Meet on a regular basis to inform the command and base leadership of any changes to the Ombudsman Program.
- Brief new base leadership and commanding officers on the benefits of the program.
- Understand and respect each command member's responsibility and authority. For example, address command leadership by title rather than first name.

NOTE: *Further information on the ombudsman coordinator's responsibilities and role working with commands can be found in [Chapter 3.5](#).*

2.4.5 Ombudsmen

The ombudsman coordinator's role in relationship to individual ombudsmen is multi-faceted. Depending on circumstances, the coordinator may serve as mentor, advisor, or co-worker. The ombudsman coordinator is required by OPNAVINST 1750.1F to:

- Provide logistical/administrative support. This includes the provision of office space, supplies, and assistance with newsletter preparation, if requested.
- Provide personal support for ombudsmen. The ombudsman coordinator listens, proposes ideas and suggestions, provides reassurance, and offers a safe outlet for ombudsmen to share any frustrations. The ombudsman coordinator is not a clinical counselor and should not be providing interpersonal, marital, or family counseling to an ombudsman. If an ombudsman is in need of this type of support, the ombudsman coordinator should facilitate a referral to an FFSC or community counselor.
- Serve as an advisor and consultant. Ombudsmen may seek advice or consultation on situations that arise with an individual, family, or with the command. The ombudsman coordinator may help clarify the issues and provide resources.

NOTE: *See [Chapter 3.3](#) for more detailed information on the ombudsman coordinator's support of ombudsmen.*

2.4.6 Ombudsman Program Advisory Group (OPAG)

The Ombudsman Program Advisory Group (OPAG) is a working group of individuals, convened at the discretion of CNIC. It includes the Ombudsmen-at-Large, CNO representative, CNIC Force Master Chief, Fleet and Family Support Program Director, Ombudsman Program Manager, and



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Navy Reserve Force Family Support Program Manager. The OPAG includes representatives of other activities as needed and serves as a working group to advise CNIC on policy, special projects, and curriculum development.

The ombudsman coordinator does not have a direct role in the OPAG. However, each ombudsman coordinator has a responsibility to keep the chain of command informed on issues and concerns that may ultimately be discussed and decided by the OPAG.

2.4.7 Ombudsmen-at-Large (OAL)

The Chief of Naval Operations (CNO) appoints one or more Ombudsmen-at-Large. One Ombudsman-at-large is the spouse of the Master Chief Petty Officer of the Navy (MCPON) and the other is the Chairman of Naval Services FamilyLine (NSFL). The OALs are responsible for advising the CNO and/or Master Chief Petty Officer of the Navy (MCPON) on matters affecting Sailors and their families. Specifically, the Ombudsmen-at-Large assist the CNO in improving family preparedness.

The OAL may request information or input from the ombudsman coordinators. If information is requested, the ombudsman coordinators should respond promptly and thoroughly after discussion and approval from their supervisory chain of command.

2.4.8 Relationships with Military and Community Resources

Numerous military and community organizations provide services that are beneficial to the Ombudsman Program. Establishing effective working relationships with these organizations can be mutually beneficial to the Ombudsman Program and to the individual organization. To work effectively with military and community resources, it is important for the Ombudsman Program to be visible. Both the ombudsman coordinator and ombudsmen should be known in the community.

To establish a presence in the military and civilian community, ombudsman coordinators can take the following steps:

- Become knowledgeable about the resources and organizations that provide services and programs to Sailors and their families. Visit these resources and organizations to establish a personal connection and share information.

- Assist organizations in understanding how the Ombudsman Program may be of assistance to them. Focus on the aspects of the program that can benefit that individual organization or resource. Ask how the Ombudsman Program can be of help.
- Assist ombudsmen in establishing a direct connection with often-used resources. Share information with ombudsmen in a timely manner. Invite specific organizations to present to ombudsmen or arrange for ombudsmen to visit the organization.
- Analyze needs and determine community organizations that would benefit from being knowledgeable about the Ombudsman Program. Contact them to establish an effective working relationship.

NOTE: *One way the ombudsman coordinator can establish relationships and liaison is to serve as a representative on various boards and committees, both on and off the installation. The duties of the Ombudsman Assembly Chairperson include serving on committees and boards. The ombudsman coordinator should discuss and coordinate with the Assembly Chairperson to avoid any conflict or overlap when serving on committees.*

See [Chapter 8 Resources](#) for lists and brief descriptions of military and community organizations and resources. The ombudsman coordinator should supplement these with information on local resources.

Ombudsman Coordinator Responsibilities

*Never tell people how to do things.
Tell them what to do and they will surprise you with their ingenuity.
~General George Patton Jr.*

The ombudsman coordinator has a myriad of responsibilities designed to ensure the success of the Ombudsman Program on the local and regional level. Specific responsibilities include:

- Maintaining an ombudsman roster and associated contact information.
- Offering consultation and facilitation for ombudsman recognition.
- Providing direct support to ombudsmen.
- Advising the Ombudsman Assembly.
- Providing consultation, education, and support to Command Support Teams.
- Providing information on the Ombudsman Program to Sailors and families.
- Coordinating training (*See Chapter 4*).

3.1 Ombudsman Roster

The ombudsman coordinator is responsible for maintaining a current roster of ombudsmen, including Navy Reserve and Recruiting Command ombudsmen in the Area of Responsibility (AOR). The listing includes name, command, Careline and/or releasable phone number, an emergency releasable number (may be a cell or pager), and email address. Command rosters should also include the Command UIC. The UIC is the key in locating the command in the ombudsman registry when making or changing assignments.

To maintain a complete roster of ombudsmen it is necessary to have an accurate listing of commands including Reserve and recruiting commands. The base command master chief should be able to provide this listing or provide information on where to obtain it. Ombudsmen roster names can then be matched to the command list.



NOTE: *If a command does not have an ombudsman, the ombudsman coordinator should contact the command to determine if records are incomplete or if an ombudsman needs to be appointed.*

It is important that ombudsman coordinators maintain updated rosters. This information is vital—not only for referral purposes, but particularly in the case of an emergency or disaster. Keeping information up-to-date can be challenging due to the large number of ombudsmen, turnover, and changes in ombudsman contact information. Data on individual ombudsmen may be collected through:

- Command contact including appointment letters.
- Registration lists for ombudsmen trainings.
- Attendance sheets at Assembly meetings.
- Ombudsman Registry (*See Chapter 7.5*).

There is no set schedule for updating the roster. It is recommended that it be done at least quarterly. However, monthly updates may be needed to ensure accuracy. A good time for ombudsman coordinators to update the roster is after the Assembly meeting as ombudsmen in attendance can submit updated or new information.

When determining who should have access to the roster, the ombudsman coordinator must remember it includes personally identifying information and is treated as confidential material. It must be determined who has a need to know the names and contact information of the ombudsmen. Who would have a need to contact an ombudsman for official business or on behalf of a Sailor or family member? The following may have a need for the official roster:

- FFSC staff—relocation specialists, receptionists, I&R, 24-hour watch.
- Assembly Chairperson.
- Installation commanding officer or command master chief.

NOTE: *Other inquiries requesting a copy of the roster may be referred to CNIC for consultation.*

Although all ombudsmen and others who provide assistance to Navy families could certainly “make a good case” for having a copy of the roster, it is difficult to control information that is distributed to many individuals. Individuals may always contact the FFSC to obtain individual ombudsman contact information.

As the roster contains identifying information, all copies should be marked “Confidential— For Official Use Only (FOUO).” If the roster is distributed via e-mail, “FOUO” should also be in the email subject line.

One method to manage the ombudsman roster is to use a database program. The following, *Figure 1*, illustrates a sample roster and the categories of information that should be included.

The screenshot shows a Microsoft Access database window titled "Microsoft Access - [roster]". The main form is titled "Ombudsman" and contains the following fields:

- Inactive:** Christina Degraw
- Add New:** 2006 Ombudsman Way
- Email:** christine.degrow@navy.mil
- Personal Email:**
- Caroline:** (800) 555-1212
- Personal Cell:**
- Command Cell Phone:** (800) 555-1212
- Work:**
- Emergency:** (800) 555-1212
- Home:**
- Basic Training Completed:** 3/7/2009

Below the form is a "Command Point of Contact" table with the following data:

Command	POC	TYCOM
CNIC	Cathy Stokoe	Installation
Phone	(800) 555-1212	Alternate Contact (Phone or Email)
	cathy.stokoe@navy.mil	

At the bottom of the form, there is a "Change Command POC Information" button. To the right of the form is a "Command Ombudsman List" table with the following data:

Find By Command	CNIC	
Christine	Degraw	Info
Ed	Roscoe	Info
Doreen	Scott	Info

The status bar at the bottom indicates "Record: 1 of 4" and "Form View".

NOTE: It is suggested that ombudsman coordinators keep a hard copy of the roster at work and a copy in another secure location (i.e., home) in case of disaster or emergency.

3.1.1 Ombudsman Contact Information

In addition to the roster information, it is important for the FFSC and the ombudsman coordinator to have the ombudsman’s personal contact information to be used in the event of an emergency. A database that can be cross-referenced by the ombudsman’s name and command should be kept electronically (with a back-up hardcopy). The database should include the following:

- Home phone number.
- Cell phone and/or pager numbers.
- Home mailing address.
- Personal email address.

The ombudsman coordinator should also maintain the following information on each ombudsman:

- Letter of appointment.



- Date/place of attendance at Ombudsman Basic Training (OBT). A copy of the OBT certificate of completion may also be kept on file.
- Command contact information including name, email, phone, and command Unit Identification Code—UIC (for registry use).

To track the contact and additional information it is helpful to use an Ombudsman Information Form. A sample form can be found in Appendix A, Form 1.

3.2 Ombudsman Recognition and Appreciation

Accreditation/Certification Standards require that the FFSP informs commands about the effective use and recognition of ombudsmen. OPNAVINST 1750.1F, enclosure 6, delineates the requirements for ombudsman appreciation and recognition. Each command is required to establish a program to recognize the volunteer contributions of their ombudsman. The general guidelines for the command include:

- Personally support the program, especially with their time.
- Value the ombudsman's opinion and advice.
- Let the ombudsman know they have done a good job, in writing or in person, and look for opportunities to provide official recognition at command functions and in publications.
- Celebrate Ombudsman Appreciation Day in an appropriate and timely way.
- Present a personally written letter of commendation or certificate of appreciation at the end of service.
- Issue an official nametag with command emblem attached, and inscribed with the ombudsman's title and name.
- Purchase an Ombudsman pin through the Navy Uniform Service of the Navy Exchange and present to the ombudsman. While it is usually worn separately from the nametag, it can also be attached to it.
- Include the ombudsman's name and contact information in the plan of the day/week.

NOTE: *Ombudsman Appreciation Day is 14 September (or the Friday preceding the 14th if it falls on a weekend). While the 14th is Appreciation Day, commands are authorized to celebrate the event at any time deemed appropriate during the month of September or as soon as possible thereafter.*

There are many ways to recognize ombudsmen including an individual command event or token of appreciation, or a base-sponsored event for all area ombudsmen. First and foremost, the command must remember that

an ombudsman is a volunteer. Volunteer recognition is not an event, but an ongoing interaction. When volunteers are asked why they volunteer, none say “to receive recognition,” yet lack of recognition or appreciation is often one of the reasons volunteers give for leaving an organization. According to Webster’s Dictionary, recognition is simply “special notice or attention.”

The ombudsman coordinator can assist by educating commands on the following aspects of volunteer recognition:

- Ombudsmen volunteer for a variety of reasons but they stay involved because they are appreciated and respected, have meaningful experiences, and feel they are kept informed.
- Every individual is unique and will respond to different types of recognition. Try to personalize recognition, if possible.
- Open communication is essential. The command must clearly communicate their needs and expectations to the ombudsman and ensure the ombudsman is kept up-to-date.
- Kindness and thoughtfulness are free and easy ways to recognize ombudsmen. Informal recognition is just as important as formal. Public recognition does not substitute for private, everyday expressions of thanks and respect. What happens every day has much more impact than what happens at an annual recognition function.

The ombudsman coordinator may also suggest tokens of appreciation the command may want to consider for their ombudsmen. Appropriate tokens include:

- Plaque inscribed with name, date, and message of appreciation.
- Photograph of command with signatures and personal notes of thanks.
- Command items such as a hat, keychain, t-shirt, etc.
- Flowers.
- Recognition lunch or dinner at the command, club, or restaurant.

NOTE: *The commanding officer may use Non-Appropriated Funds, if available, for individual ombudsman appreciation dinners and ombudsman plaques and awards. The Non-Appropriated Funds limitation is \$50 per ombudsman per year, not to exceed a total of \$500 (multiple ombudsmen) per Morale, Welfare, and Recreation fund per year. Cash awards are not authorized.*

3.2.1 Area-wide Recognition

Although not required, most installations hold an area-wide ombudsman recognition event. The ombudsman coordinator serves as a resource to commands by providing support, information, and coordination (along with



the Assembly Chairperson) for an area-wide ombudsman recognition event. While expressions of personal appreciation are essential, public recognition reinforces the command's presence and support of their ombudsmen. A public recognition has impact and visibly stresses the importance of the program.

The ombudsman coordinator should work with the Assembly Chairperson and base leadership to coordinate the base-sponsored recognition event. The ombudsman coordinator may help by:

- Providing examples of possible types of appreciation events such as a dinner, luncheon, or dessert event.
- Suggesting programs and themes.
- Helping to identify guest speakers or presenters.
- Assisting with securing venue, food, setup, etc.
- Marketing via FFSC publications and website, and plan of the day/plan of the week messages.
- Offering suggestions and/or helping write the program or script.
- Creating certificates and/or securing token gifts.

An ombudsman coordinator may not think of him or herself as a party or event planner, but providing consultation and support for an ombudsman recognition event requires event-planning skills. Knowing how to plan and track the details is critical to the success of an event. Further information on planning meetings and events can be found in *Chapter 7. An Event Planning Checklists* can be found in Appendix A, Form 2.

3.3 Support to Ombudsmen

Serving as an advisor and consultant to ombudsmen, the ombudsman coordinator provides support in numerous ways from helping ombudsmen understand their roles to mediating issues.

The ombudsman coordinator may be asked to help potential ombudsmen determine if they would like to become ombudsmen. Some of the considerations that should be discussed with potential ombudsmen include the following:

- Time—do they have enough time? Many ombudsmen spend between 15 and 20 hours a week on their ombudsman duties.
- Communication skills—are they comfortable talking to strangers? Are they a good listener? Do they like to help others solve problems?

- Balance—can they maintain balance between work and family? Will being an ombudsman be appropriate for them and their family? Do they have other commitments to consider?
- Boundaries—can they set boundaries? Sometimes families expect ombudsmen to take care of them. Can they say no? Can they leave “it” behind when they hang up the phone?
- Conflict of interest—do they have a private business such as selling products from their home or at home-based parties? Ombudsmen can continue to work at whatever job they have, but they cannot use the command roster to solicit. If they have business cards, they cannot mention that they are an ombudsman, and on any ombudsman cards or information they may not list their business information.
- Confidentiality—can they keep personal information confidential? Can they keep a confidence? Are they comfortable with the mandatory reporting of domestic abuse?

The ombudsman coordinator may also assist ombudsmen in understanding their roles and responsibilities, and be available to answer questions and to support the ombudsman. The ombudsman coordinator should take time to listen to the ombudsman’s questions and concerns. If needed and possible, the ombudsman coordinator may offer to connect a new ombudsman with a more experienced one who could serve as a mentor or “buddy.”

Although much of this is learned through training and experience, it is helpful for an ombudsman to have a clear understanding of the commanding officer’s expectations as well as her/his role in relationship to the FFSC. By asking command leadership questions about role, responsibilities, communication, supplies, etc., an ombudsman gains a better understanding of the command’s expectations. Appendix A, Form 3, contains questions an ombudsman would want to ask of the command.

The ombudsman coordinator may also help ombudsmen understand their role with the FFSC. Chapter 3, Section 1.2 of the *Ombudsman Program Manual* discusses the FFSC—ombudsman relationship. The ombudsman coordinator should share information about the FFSC, local resources, the Ombudsman Assembly, advanced training, and how the ombudsman coordinator can be of assistance. This may be done individually or for a group of ombudsmen. The ombudsman’s Command Support Team may also be invited to this meeting.

Ombudsmen may ask the ombudsman coordinator for assistance or reassurance in their work with families, command, leadership spouses, or other ombudsmen. When an ombudsman seeks support the ombudsman coordinator may take the following steps:



- Identify the issue. Does the ombudsman need factual information to solve a problem, or support and reassurance?
- If the ombudsman is in need of information/resources, provide the needed information. Determine if the ombudsman needs general assistance with I&R such as finding and/or tracking appropriate resources. If so, recommend a class or training which could be helpful.
- An ombudsman may need reassurance or support, particularly if they have been working with a difficult family or situation. Often, this is just a matter of reassuring the ombudsman that they have done everything possible to assist a family. Sometimes, it is more involved and the ombudsman could have handled the situation differently. The ombudsman coordinator should use this as a teachable moment and review alternatives and options while still providing reassurance and support. It is appropriate to recommend applicable classes, workshops, or counseling.

Ombudsman coordinators may want to provide an opportunity for ombudsmen to share their experiences and concerns. An informal support group, a retreat, or even an online chat format may be used. A chaplain, a counselor, the ombudsman coordinator, or an experienced ombudsman could facilitate. The focus should be on the following:

- Sharing experiences, ideas, and resources.
- Validating feelings.
- Building a support network.
- Recognizing and managing stress and burnout.
- Celebrating their hard work and accomplishments.

At times, issues may arise between an ombudsman and command leadership, or between or among individual ombudsmen; particularly with ombudsmen who work as co-ombudsmen for a command. The ombudsman coordinator may be asked, by the ombudsmen or by the command, to mediate these issues. It is important that the ombudsman coordinator has basic knowledge of conflict resolution and mediation.

Working out an understanding or solution that is acceptable to all parties, involves the use of problem-solving and meditation skills. The Canada Volunteerism Initiative (www.volunteer.ca/volunteer/pdf/VOICE8.pdf) suggests a “how do we make peace?” approach. The four steps in this approach focus on conflict in a meeting situation, but can easily be applied to most conflict situations. The four steps are:

1. Observe what is happening. Listen to the messages from both sides. Encourage them to carefully listen to what the other party has to say.

2. Identify what each party might be feeling. Urge them to talk about the facts and their feelings.
3. Identify what each party needs. Have them clearly express what they need. Often the parties will find that they have similar needs.
4. Have each side make requests for desired outcomes. At this point, each party should understand what the other feels and needs. Using this information, helps create a win-win situation.

NOTE: *There are numerous resources that can help ombudsman coordinators improve their conflict resolution and mediation skills. See [Chapter 8 Resources](#) for additional information.*

3.3.1 Information and Referral

OPNAVINST 1750.1F states that the ombudsman coordinator must provide information and forms regarding Navy and community resources, including updates and changes. The ombudsman coordinator therefore functions as an information and referral specialist for ombudsmen.

Although ombudsmen are trained in information and referral, the ombudsman coordinator has the ability to distribute updated and accurate information to all local ombudsmen. The ombudsman coordinator should:

- Work with other FFSC staff, particularly the I&R professionals, to stay current on military and community resources.
- Have ombudsmen contact him/her with any new or updated resource information they obtain.
- Register for mailing lists from community organizations frequently used by ombudsmen.
- Check regularly with Military OneSource and other national organizations for updated information.
- Visit agencies or establish a personal relationship with agencies referred to frequently.

Ombudsmen need more than just the name, address, and phone number of a resource. When circulating information, the ombudsman coordinator should include the following:

- Name and contact information—address, phone, email, website.
- Summary of services offered.
- Cost of services and whether insurance is accepted.
- Professional qualifications of staff including licensure or certification.



REQUIRED

- Availability of appointments/waiting lists.
- Experience working with military personnel and their families.

In addition to I&R resources, the ombudsman coordinator should keep ombudsmen up-to-date on FFSC programs and services, ombudsmen events and military and community events of interest. This can be done via email, announcements at trainings and at the Assembly. It is recommended that the ombudsman coordinator maintain an ombudsman email list to distribute information on FFSC and military programs/services/events that would be of interest. Many ombudsman coordinators send out a weekly email “blast” with pertinent information for local ombudsmen.



3.3.2 Ombudsman Assembly

The local Ombudsman Assembly is an important component of the Ombudsman Program. The Assembly exists to support the local, appointed command ombudsmen; it is not a policy-making or supervisory entity. The Assembly is a forum for sharing and exchanging successful ombudsman practices and may serve as a venue for ongoing training. An Ombudsman Assembly usually meets monthly, bi-monthly, or quarterly. All command ombudsmen in a given region are members of the Assembly and should attend to represent their commands and their families’ interests. Command leadership (COs, XO’s, CMCs, chaplains, and their spouses) are also encouraged to attend the Ombudsman Assembly.

Established by the sponsoring command (base commander, commanding officer, regional commander, or area coordinator) in support of tenant commands, the Assembly functions only under the supervision and guidance of the sponsor. Each sponsoring command has a local instruction that governs its Assembly’s operation and delineates the functions of the Assembly. The base or regional commander appoints an ombudsman and may also appoint an advisory group to run the local Ombudsman Assembly.

Because of the structure and diversity of Navy communities and installations, there may be more than one Assembly within a geographic area. Assemblies are not hierarchical and one does not have authority over another regardless of the rank of the sponsor. Local commanders may decide that one area Assembly consisting of all ombudsmen within the geographic location is sufficient.

The Ombudsmen Assembly:

- Serves as a resource for professional development of local ombudsmen by arranging relevant training.

- Serves as a liaison for policy discussion and clarification by appropriate local authorities regarding issues of interest to ombudsmen and command family members.
- Assists commands in recognizing/showing appreciation to their ombudsmen. For example, it is appropriate to recognize new ombudsmen at their first Assembly meeting.

NOTE: *An example of a local Ombudsman Assembly instruction can be found in Appendix B of the Ombudsman Program Manual. A sample description of the duties of an Assembly Chairperson is also included in Appendix B of the Manual.*

3.3.2.1 Assembly Chairperson

Assembly leadership, including the chairperson, is selected and appointed in writing by the sponsoring command. The chairperson must be a current or former ombudsman whose spouse is an active duty or reserve member of a command that is a member of the Assembly. A Fleet and Family Support Center ombudsman coordinator cannot serve as the chairperson. The duties of the Assembly Chairperson include, but are not limited to, the following:

- Preside over all meetings of the Assembly including the preparation and distribution of an agenda for all meetings.
- Provide information and support to the area ombudsmen.
- Represent the sponsoring command as a member of committees, boards, or group meetings. The Assembly should be represented at meetings pertaining to quality of life issues that affect Navy families.
- Provide information and referral.
- Liaison with other military and community organizations.
- Provide input and feedback to the Regional Ombudsman Advisory Board.
- Coordinate with the FFSC to ensure that all newly-appointed ombudsmen receive an orientation.

3.3.2.2 Working with Assembly Chairpersons

OPNAVINST 1750.1F (encl 3) states that the ombudsman coordinator serves as an advisor to the Assembly and FFSC Accreditation/Certification Standards require documentation that the ombudsman coordinator serves as a consultant to the Assembly. The precise responsibilities are not delineated. It is critical, therefore, that the ombudsman coordinator and Assembly Chairperson work together to determine roles and responsibilities.



REQUIRED

It is recommended that the Assembly Chairperson and the ombudsman coordinator meet to establish guidelines describing their respective roles and how they will work together. The following suggestions offered by current ombudsman coordinators should be considered:

- Remember that both parties share a common goal—the support and training of ombudsmen.
- Follow current guidance—instructions, Assembly Chairperson position description, Accreditation/Certification Standards, etc.
- Obtain input from the sponsoring command regarding their expectations for the Assembly, for the chair, and for the ombudsman coordinator.
- Form a partnership. Develop a written, detailed list of expectations and duties. Include how each party can help and support the other.

3.3.2.3 Ombudsman Coordinator Assembly Duties

As an advisor, the ombudsman coordinator may be involved in the Assembly in a variety of ways. The following are ombudsman coordinator responsibilities in support of the Ombudsman Assembly:

- Provide logistical support to Assembly Chairperson. This may include providing office space, copying, and/or other administrative support as directed.
- Provide an up-to-date ombudsman roster to the Assembly Chairperson.
- Help train new Assembly Chairperson. Provide one-on-one training and consultation on program administration tasks such as how to write an agenda, conduct meetings, or deal with difficult people. Share how the ombudsman coordinator and Assembly Chairperson have worked together in the past; use this as a starting point in forging a new relationship.
- Offer program guidance and policy clarification.
- Provide information on local resources.
- Assist in marketing Assembly meetings using the ombudsman roster, FFSC website, newsletter, etc.
- Avoid becoming involved in Assembly Chairperson business or disagreements. If requested, refer to FFSC staff or others who can help.

3.3.2.4 Planning Assembly Meetings

Scheduling and planning Assembly meetings should be a team effort using the skills and knowledge of the ombudsman coordinator, the Assembly



Chairperson, and selected ombudsmen. The following tasks all need to be completed for a successful Assembly meeting; determine who will complete each responsibility:

- Schedule meetings. Meetings should be scheduled for the same day/time—for example, the first Thursday of the month at 0900. If possible, the location should also remain the same. Schedule in advance for at least six to nine months.
- Reserve and set up room. Who will obtain keys, arrange for audiovisual equipment, etc.?
- Arrange childcare. The provision of childcare is optional but will increase attendance. Check with the local Child and Youth Programs to see if childcare can be provided. They may provide free childcare for ombudsmen on a space available basis. Ombudsmen may register for childcare for a particular date/time by going to the CYP website at <https://qol.persnet.navy.mil/cypweb>. In addition, ensure that all ombudsmen know that childcare costs for appointed ombudsmen are reimbursable through the command upon submission of a request.

Manage the meeting. Presiding over the meeting is the responsibility of the Assembly Chairperson. However, individuals are needed to meet and greet, take notes, ensure ombudsmen sign in, etc. Appendix A, Form 4 contains a sample Meeting Attendance Sheet.



3.3.2.4.1 Assembly Meeting Agenda Topics

The monthly Assembly meeting should be utilized to meet the needs of the attendees. As described in OPNAVINST 1750.1F, the Assembly may:

- Serve as a resource for an Ombudsman's professional growth by arranging advanced training.
- Serve as a liaison for policy discussion and clarification by appropriate local authorities regarding issues of interest to Ombudsmen and command family members.
- Provide such functions as peer mentoring and sharing of common information of interest to all commands.

The ombudsman coordinator may work in conjunction with the Assembly Chairperson to determine topics for meetings. If the chair decides to use meetings for advanced training, the ombudsman coordinator is tasked with helping to arrange and provide speakers and trainers. *Chapter 4.3* provides details on providing advanced training. The ombudsman coordinator should consider the following additional items when advanced training is provided at an Assembly meeting:

- Suggest that the Assembly Chairperson call a meeting of selected ombudsmen to discuss topics.

- Training may need to be adjusted to accommodate pertinent and timely information. For example, if a natural disaster has occurred, the Assembly meeting may need to focus on how ombudsmen may assist in the recovery process.
- Ensure that speakers/trainers provide information pertinent to the ombudsman community. Provide information on the Ombudsman Program and/or offer to review content to ensure if it is applicable.

3.4 Support to Families

The ombudsman coordinator is a point of contact for Sailors and their families for ombudsman information and concerns. The following are ways in which the ombudsman coordinator supports Navy families:

- Provide information to new arrivals. A new arrival to the community/command may not know how to contact their ombudsman. The ombudsman coordinator should provide the family with the ombudsman's contact information as well as offering additional information on the FFSC.
- Individuals who have a complaint or concern about their ombudsman may contact the ombudsman coordinator. The ombudsman coordinator must remain non-judgmental and impartial while taking the following steps:
 - Listen and document. Clarify to ensure understanding of the problem.
 - Determine what the individual wants to occur. Are they asking for the command to be informed, the ombudsman to be dismissed, a meeting to resolve the issue, etc.?
 - Offer to be a resource if further resolution is needed.
 - Share the information with the command. The command should be made aware even if the problem has been resolved and no further action is needed.

3.5 Support to Command Leadership

The ombudsman coordinator provides support to command leadership on all aspects of the Ombudsman Program including program guidance and policy clarification. Often, support to commands occurs via training at formal classes, briefings, or informal meetings. Speaking at trainings, including those for potential commanding officers and executive officers (PCO/PXO), General Military Trainings (GMTs), and briefing individual commands are all ways to reach command leadership.

Ombudsman coordinators may be asked to provide command leadership training on the following topics:

- The benefits and requirements of the program including record keeping. Briefs should be provided throughout the year to meet the needs of incoming leadership.
- Interviewing and evaluating potential ombudsmen.
- Trends and issues at the local level so that leadership can proactively address issues.

NOTE: *The Ombudsman Program Manual contains extensive information for command leadership. Section I includes six chapters specifically for command leadership. The chapters cover selection, communication, training, administration, Command Support Team, and disasters. The ombudsman coordinator should ensure that command leadership has the Ombudsman Program Manual and is familiar with the contents. In addition, these chapters provide the ombudsman coordinator with the basic information needed to train command leadership.*

Commands may also ask the ombudsman coordinator for individualized consultations. These may be for information and suggestions on recruitment, recognition, and other routine ombudsman program requirements. Whenever possible, the ombudsman coordinator should offer to meet with individual commands as well as recommend any upcoming trainings or briefings on applicable topics.

When issues or challenges arise related to a specific ombudsman, the command may contact the ombudsman coordinator for assistance. The ombudsman coordinator should assist the command with the following:

- Clarify the Ombudsman Program instruction and if/how it applies to this particular situation. Did the ombudsman act outside of guidance?
- Discuss available options. Would the ombudsman benefit from further training?
- Offer to facilitate a meeting to discuss and resolve the situation. (See [Chapter 3.3](#) for further information on mediation.)

NOTE: *If a situation/issue becomes known to the ombudsman coordinator, the respective command should be notified. These include problems such as incomplete training, breach of confidentiality, unprofessional conduct, or issues with other ombudsmen. The ombudsman coordinator should give the command a factual account of the situation and, if appropriate, offer to assist in resolving the situation.*

3.5.1 Leadership Spouses

Senior leadership spouses are invited to be part of the Command Support Team and assist in providing support to command families. The spouse's

degree of involvement differs from individual to individual. Many leadership spouses have demanding careers and other obligations that limit their involvement with the command and the Ombudsman Program. Ombudsman coordinators can assist leadership spouses in the following ways:

- Encourage involvement. Most spouses are interested in being supportive even if their involvement will be limited.
- Encourage attendance at Ombudsman Basic Training. This 16-hour course will provide spouses with the overview needed to understand the program and their role.
- Provide opportunities through trainings, brown-bag lunches, etc. for leadership spouses to share information and concerns, and to discuss issues such as how to be involved without overstepping their boundaries.

3.6 VIP Visit

On occasion, a VIP may visit the local installation and request a meeting with ombudsmen. The ombudsman coordinator must work in conjunction with the Assembly Chairperson to plan and organize a VIP visit. To appropriately plan, it is critical to know who is visiting and the purpose of the visit. Once this is determined, the ombudsman coordinator and Assembly Chairperson should ask for guidance from base leadership as to what their role and the role of the ombudsmen should be. The following are responsibilities that the ombudsman coordinator and Assembly Chairperson may be asked to assume (or to assume in conjunction with others):

- Communicate with whoever is planning the trip. In many instances, this is a protocol officer. Ask the protocol officer to provide background and logistical information. Establish who is responsible for particulars such as transportation and who will be communicating directly to the VIP.
- Provide any information to help the guest prepare.
- Determine the format and requirements for the meeting. Is this a formal meeting with presentations, a focus group, roundtable, etc.?
- Determine the date/time, length, and location of the meeting with ombudsmen. Ensure that these details are conducive to an effective meeting. Provide nametags, agendas, etc. as requested.
- Invite specific ombudsmen to attend. Ensure that the ombudsmen understand the purpose of the visit and that it is not about them individually, but about the program. Specify dress requirements.
- Email/communicate early and often with all involved.

Ombudsman Training

If you have knowledge, let others light their candles with it.

~Winston Churchill

For ombudsmen to provide Navy families with high quality services, they must be well-trained. The ombudsman coordinator provides support and management to the required Command Ombudsman Program trainings. Available trainings include:

- Ombudsman Basic Training (OBT) Orientation.
- Ombudsman Basic Training (OBT). This is required for all ombudsmen.
- Advanced Trainings.
- Certified Ombudsman Training (COT).

There are common elements to coordinating training. For all ombudsman training events, the ombudsman coordinator should ensure that the following elements are addressed:

- **Scheduling.** Training schedules should be published well in advance. Descriptions and prerequisites should be included. Whenever possible, offer training at a variety of times including day, evening, and weekend classes.
- **Marketing.** The training should be targeted to the potential attendees. Marketing for ombudsman training should be done through the FFSC, commands, the Ombudsman Assembly, etc. The message should focus on how the ombudsmen will benefit from the training.
- **Registration.** The easier the registration process, the more likely it is that a participant will register. Registration should be easily available online and in hard copy. The registrar should track registrations and remind all participants of training dates, needed supplies, etc.
- **Trainers.** Securing qualified trainers will ensure the success of the training. Trainers should be asked well in advance of the training and a commitment secured. It is suggested that a back-up plan be in place in case of last minute cancellation by a trainer. (Per OPNAVINST 1750.1F, only certified ombudsman trainers are authorized to teach OBT.)



- Classroom logistics. A comfortable classroom with good acoustics is not necessary, but will greatly enhance training. Ensure that needed supplies are available and that all of the technology has been tested and is in working order.
- Evaluation. All trainings should be evaluated for both content and quality of the presentation. A presentation can always be improved or modified to better meet the needs of the participants.

NOTE: *More information on the preceding topics can be found in other sections of this chapter as well as in Chapter 7 Program Administration.*

4.1 OBT Orientation

The CNIC Ombudsman Training Coordinator maintains an online webinar orientation for newly appointed ombudsmen who are unable to attend Ombudsman Basic Training within the first six weeks of appointment. This 90-minute online training provides new ombudsmen with an overview of the program including review of the instruction, reporting requirements, and the code of ethics. However, upon completion of the online webinar training, ombudsmen are not certified, trained ombudsmen. Ombudsmen are not considered trained until they complete Ombudsman Basic Training.

The FFSC ombudsman coordinator's role in relationship to the OBT Orientation webinar is to ensure that commands and new ombudsmen are aware of the online webinar orientation and how to access it. The ombudsman coordinator should maintain a current listing of scheduled orientations. Current information should be kept in a document that can be sent or emailed to commands and new ombudsmen. Schedules and links to registration are available online at *Ombudsman Orientation Training Schedule* or go to www.ffsp.navy.mil and click on "Ombudsman Program" and then "ombudsman training."

At the completion of the OBT Orientation webinar, the participant receives a certificate of attendance. A copy of this certificate can be found in Appendix A, Form 5.

Occasionally, a new ombudsman may not be able take the online training within six weeks of appointment. In this case, the ombudsman coordinator may consider meeting with the ombudsman and providing some basic information.

4.2 Ombudsman Basic Training (OBT)

Ombudsman Basic Training is required of all newly appointed ombudsmen. It provides information for ombudsmen to properly execute their duties as



a command ombudsman. Training is also open to commanding officers, executive officers, command master chiefs, chaplains, and their spouses.

Ombudsman Basic Training includes the following training modules:

1. Ombudsman Program Overview.
2. Code of Ethics/Professionalism.
3. Command Relationships.
4. Communication.
5. Information and Referral.
6. Crisis Calls.
7. Disasters.
8. Mission Readiness (includes additional component, The Command Ombudsman's Role in Supporting Families of Individual Augmentees).
9. Running Your Program.

NOTE: *All ombudsman coordinators should be familiar with the contents of the Ombudsman Basic Training Instructor Guide. Thorough information on coordinating OBTT including logistics and equipment as well as detailed content of each module is included.*

The ombudsman coordinator has extensive responsibilities in coordinating OBTT. Coordination includes scheduling, marketing, securing classroom space, working with trainers, registering participants, setting up and managing the sessions, and evaluating/following-up.

4.2.1 Scheduling

There are many options available in scheduling OBTT. It is most important to gauge the needs of the participants and establish schedules that best meet their needs. The ombudsman coordinator should consider the following options:

- Number of participants. The number of potential participants will dictate the frequency of OBTT. It is recommended that class size be limited to 30 with no less than two instructors whenever possible.
- Flexible Training Schedule. Rotate times throughout the year and times of day—daytime, evening, and/or weekends. Keep in mind school schedules, local events, holidays, other base or ombudsman events, etc. Training is approximately 16 hours, not including breaks and meals. Sample training schedules include:

- Training Option A. Three days from 9 a.m.–3:30 p.m.
- Training Option B. Five evenings from 6–9:30 p.m. or 5:30–9:00 p.m.
- Training Option C. Weekend, Friday evening: 5:30–9 p.m., Saturday: 8 a.m.–5 p.m., and Sunday: 8 a.m.–1 p.m.

Ombudsman coordinators should be sure to schedule OBT well in advance and submit dates to CNIC to post on the FFSP website. Training may be offered monthly, annually, or on any schedule in-between depending on need. Ombudsmen may attend training at another site if there is not local training available within a reasonable time after their appointment.

NOTE: *Detailed information regarding training schedule agendas may be found in the “Introduction” of the Ombudsman Basic Training Instructor Guide. Please consider commute times, breaks, meals, and the graduation ceremony in scheduling OBT.*

4.2.2 Marketing

OBT should be advertised not only to new ombudsmen, but also to the entire Command Support Team including the CO, XO, CMC/COB, Chaplain, and their respective spouses. The FFSC newsletter and website, the CNIC FFSP website, emails, and flyers are all dependable ways to market OBT. The ombudsman coordinator should distribute flyers at all ombudsman trainings and events including the Ombudsman Assembly.

NOTE: *Further information on marketing can be found in Chapter 7.6 as well as in Section III Chapter 3 of the Ombudsman Program Manual.*

4.2.3 Securing Classroom Space

Some FFSCs have space available on-site to accommodate a training group of 15-30. Other sites use various locations on base such as training rooms at the chapel, clubs, etc. It is important that the space be easily accessible, comfortable, have chairs and tables that can be moved, chalkboard or whiteboard, accommodate the necessary electronic equipment, and have access to restrooms.

If space is available at the FFSC, schedule early as other programs will be competing for that space. If space is not available at the FFSC, check with staff who regularly conduct training to determine alternate locations. Staff who often conduct large trainings include financial educators, relocation specialists, and those who work with transition assistance or family member employment.

NOTE: The “Introduction” to the *Ombudsman Basic Training Instructor Guide* has further information on seating arrangements and other logistics.

4.2.4 Working with Trainers

OPNAVINST 1750.1F states that OBT will only be provided by Commander, Navy Installations Command qualified trainers using approved curriculum. All OBT instructors must have completed Certified Ombudsman Training (*See 4.5*).

NOTE: Each site should have enough qualified trainers to teach OBT. If necessary and with permission from local and regional directors, trainers may teach throughout their region.

Although instructors have been trained to teach all modules, most are more comfortable teaching certain ones. If possible, allow the instructors to request which modules they would like to teach. (Encourage each instructor to observe a module that they have not taught before volunteering to teach that module.) If there are modules that no one wishes to teach or ones with too many volunteers, it will be necessary to establish who can most effectively teach which module. Compromise may be necessary. Once it is determined who is facilitating which module(s), the ombudsman coordinator should do the following:

- Assign modules and have the instructors affirm their availability. This should be done several weeks in advance. See Appendix A, Form 6 for an instructor tracking form.
- Send instructors the training schedule at least two weeks in advance.
- Be available to review OBT modules with instructors prior to training. If this is the first time the instructor will teach that particular module, encourage a practice session.
- Ensure instructors are aware of any resources they need to teach OBT. All materials listed in the Instructor Guide will be provided by the FFSC, but an instructor may request additional materials.
- Email reminders to instructors.

NOTE: All new certified ombudsman trainers (COTs) must teach their first OBT with an experienced trainer. If this is not possible, the ombudsman coordinator should contact the CNIC Ombudsman Training Coordinator to determine a plan.

4.2.5 Registration

The ombudsman coordinator is responsible for registering ombudsmen and other interested participants for OBT. The registration form must contain





basic identifying and contact information. A sample form can be found in Appendix A, Form 7. The form can be emailed, faxed or mailed at the request of an ombudsman or command. If possible, a link to the form should be accessible from the local FFSC website.

The ombudsman coordinator should send a registration confirmation to the ombudsman with a copy to the sponsoring command. The confirmation should include:

- Training information—date, time, required materials, and appropriate dress.
- Map and parking information.
- Command-supplied materials (including Ombudsman Program Manual) and graduation information (for commands).

A sample OBT confirmation letter can be found in Appendix A, Form 8.



NOTE: *The ombudsman coordinator may choose to send an Ombudsman Information Form prior to class and request it be returned at or before OBT. Information collected can be used to update ombudsman contact information including the Ombudsman Roster.*

It is helpful for the ombudsman coordinator to send a reminder email or call the participants approximately one week before OBT. If sending an email reminder or if leaving a phone message, be sure to ask participants to confirm their attendance.

The ombudsman coordinator can track registrations by compiling the request forms and using an OBT class registration matrix. The matrix should include the following information:

- Name.
- Phone numbers.
- Email.
- Command.
- Command POC name and number.
- Role (Ombudsman, CO spouse, etc.).
- Date appointed.

See Appendix A, Form 9 for a sample Registration Matrix.



NOTE: *All attendees must be sponsored by the command. Before accepting the attendee, the ombudsman coordinator should verify with command leadership that the command is sponsoring the attendee. Most commands will encourage leadership spouses to attend, but they should be aware of and endorse who is attending from their command.*

4.2.6 OBT Training Materials and Equipment

Each chapter of the Ombudsman Basic Training Instructor Guide contains a list of needed materials and equipment. The ombudsman coordinator should review these lists with the trainers assigned to teach the modules and ensure that all required materials and equipment are available. It is recommended that the ombudsman coordinator test all audiovisual equipment and CDs/DVDs/tapes.

The following chart contains a list of the basics but does not include specific items needed for each module.

OBT Required Materials	
<ul style="list-style-type: none"> <input type="checkbox"/> Ombudsman Basic Training PowerPoint slides <input type="checkbox"/> LCD projector (for PowerPoint slides) and screen <input type="checkbox"/> TV & DVD player <input type="checkbox"/> Navy Family Ombudsman Program DVD <input type="checkbox"/> Navy Family Ombudsman Program Manual <input type="checkbox"/> Navy Family Ombudsman Training Instructor’s Guide <input type="checkbox"/> Flipcharts and easels <input type="checkbox"/> Masking tape <input type="checkbox"/> Writing utensils: markers, highlighters, and pencils 	<ul style="list-style-type: none"> <input type="checkbox"/> Name tents and nametags <input type="checkbox"/> Ombudsman Information Form and/or Registration Form <input type="checkbox"/> Ombudsman Basic Training Module Completion Sheet <input type="checkbox"/> Student sign-in sheet <input type="checkbox"/> Daily evaluations <input type="checkbox"/> OBT training evaluation (In Chapter 9 of OBT IG) <input type="checkbox"/> Ombudsman Basic Training Certificates of Completion <input type="checkbox"/> Handouts (FFSC Flyers and Announcements) <input type="checkbox"/> OBT Agenda

4.2.7 Managing OBT Sessions

The ombudsman coordinator has the responsibility to see that the training sessions go as smoothly as possible. To ensure relatively problem-free training, it is necessary that not only advanced planning occurred, but that the ombudsman coordinator does “what it takes” for things to run smoothly during the entire training. The following will help ensure a professional and well-run training:

- Set up the training room in advance—the day before if possible.
- Have enough materials for all registered participants, plus a few extras.
- Post “welcome” and directional signs.

- Provide comfort items such as coffee or water. Post an emergency telephone number, ensure rest rooms are adequately stocked, etc.
- Be in the training space at least 15 minutes before training is scheduled to begin.
- Smile, greet, and chat with participants as they arrive.
- Respect participants' time. Begin on time or ask permission from the participants who are on time to wait 5 or 10 minutes. Allow adequate time for breaks. End on time.
- Prepare opening remarks that include a welcome message and housekeeping details. See Appendix A, Form 10 for a sample of what to include in opening/housekeeping remarks.
- Begin the first day with a "kick-off" from base commanding officer or other high-ranking official, if possible.



It is recommended that the ombudsman coordinator use a checklist to track OBT tasks. A sample OBT Task List can be found in Appendix A, Form 11.

Ombudsmen must complete all the training modules. To track this information, use a daily sign-in sheet as well as a module completion form. Sample forms can be found in Appendix A, Forms 12 and 13.

At the conclusion of OBT, the ombudsman coordinator should maintain class rosters and participant evaluations.

4.2.8 Graduation

A short (approximately 30 minutes) graduation ceremony takes place at the conclusion of training. Command leadership and participants' families are encouraged to attend. The ombudsman coordinator should have the signed certificates prepared. Each participant, accompanied by any command representatives, should go forward and receive her/his certificate. Be sure to determine the exact name/spelling the ombudsman wishes to have printed on the certificate. A certificate of completion list can be circulated at OBT. A sample can be found in Appendix A, Form 14.

In addition to the certificate, the ombudsmen should receive their ombudsman pin from their command representative. A copy of the OBT certificate can be found in Appendix A, Form 15.

A graduation speaker may be invited for a brief (less than 10 minutes) speech on the benefits of the Ombudsman Program. Speakers may include admirals, commanding officers, executive officers, or command master chiefs.



An option for the graduation ceremony is to hold it at the next Ombudsman Assembly meeting with the other ombudsmen and commands in attendance. This gives everyone the opportunity to recognize the new ombudsmen.

4.2.9 Non-completion of OBT

On occasion, a participant may not complete OBT training or the ombudsman coordinator/instructors may have reason to believe that the ombudsman may not be an appropriate candidate for the position. Reasons for non-completion of OBT may include an ombudsman who:

- Exhibits unprofessional manner during OBT.
- Repeatedly schedules and cancels classes.
- Does not attend all of the training—i.e. arrives late, leaves class for long periods of time, or leaves early.

The ombudsman coordinator should confer with the supervisor as well as the CNIC Ombudsman Training Coordinator to determine an appropriate course of action. If the decision is to not certify the ombudsman, the ombudsman coordinator must document all actions and report to the ombudsman's sponsoring command.

4.2.10 OBT Quality Assurance

The FFSC Accreditation/Certification Standards state that OBT compliance will be determined by:

- Schedules of OBT using only COTs.
- Rosters of participants who attended training.
- Participant Comment sheets.

To ensure that the Accreditation/Certification Standard is met, the ombudsman coordinator should complete the following:

- Schedule OBT on a regular basis to ensure that new ombudsmen can obtain training. Maintain documentation that training occurred.
- Use only Certified Ombudsman Trainers and keep documentation identifying who taught each module.
- Maintain class rosters. Rosters should indicate whether or not a participant completed each module.
- Have participants complete a short daily program evaluation as well as the overall program evaluation. Keep all evaluations for accreditation/certification purposes.

Sample OBT evaluation forms can be found in Appendix A, Forms 16 and 17.



4.3 Advanced Training

Advanced training for ombudsmen can be defined as all training that occurs after the completion of OBT. The purpose of advanced training is to support ombudsmen’s ongoing educational and informational needs. The ombudsman coordinator is tasked with helping to arrange and provide speakers and trainers.

Advanced training may be held in conjunction with Assembly meetings or at separate times. One option is to offer 60-90 minute training bi-monthly or quarterly in conjunction with the Assembly meeting. Another option is to offer periodic one-half or full-day trainings that provide in-depth information on topics of interest. Guest speakers may be invited or a resource fair may be held. The ombudsman coordinator, in coordination with the Assembly Chairperson and other key ombudsmen personnel, should set a yearly schedule including number of trainings, locations, dates, and times.

NOTE: *Consistency in location and schedule (i.e. the second Wednesday) for advanced training is key to attendance. Childcare may also be an issue for some ombudsmen. Work with the local Child and Youth Programs to establish childcare for training events. Childcare may be provided at no charge for ombudsmen performing official duties.*

The FFSP website (*Ombudsman Advanced Training*) currently has materials for two advanced training programs available—“Caring for the Caregiver” and “IA Awareness Training.” These should be offered to all ombudsmen as part of advanced training. New advanced training curriculum materials will be added periodically to the website.

Additional advanced training topics are determined locally and should reflect area needs. The ombudsman coordinator should work cooperatively with the Assembly Chairperson and other ombudsmen to help determine training topics. When determining topics:

- Survey ombudsmen to see what types of training and topics they want/need. This can be done electronically, by email, or by surveying Assembly members.
- Review Ombudsman Monthly Worksheets to establish the “hot” or relevant issues.
- Highlight a topic that ties in with other military initiatives such as offering training on deployment issues/challenges with children during Month of the Military Child.
- Respond to command needs. For example, if there are a number of commands ready to deploy or with a large number of individual augmentees, offer training that addresses these topics.

- Ensure that the following topics, as recommended by experienced ombudsmen and staff, are included:
 - Military and civilian organizations/programs such as Military OneSource, Navy-Marine Corps Relief Society, TRICARE, Casualty Assistance Calls Program, Exceptional Family Member (EFM) Program, and American Red Cross.
 - FFSC programs and services such as Sexual Assault Prevention, Family Advocacy Program, Personal Financial Management, and Victim Advocacy.
 - Crisis management including suicide prevention.
 - Military lifestyle including deployment readiness and operational security.
 - Ombudsman responsibilities including newsletters and responding to the media.
 - Resources for remote families.

The ombudsman coordinator has knowledge of and access to organizations and guest speakers. When working with guest speakers or trainers, the ombudsman coordinator should:

- Schedule them well in advance.
- Prepare them by informing them of the ombudsman's roles and responsibilities as well as the ombudsmen's general familiarity with the subject matter.
- Request to preview the training materials the guest speaker plans to use.
- Follow-up and thank them. Share evaluation results, if applicable.

The ombudsman coordinator should also market/advertise advanced training. This can be done by:

- Flyers distributed at ombudsmen events.
- Sending emails to all ombudsmen.
- Postings on the FFSC website.
- Listings in the Base newspaper.

The ombudsman coordinator can also facilitate advanced training for ombudsmen by:

- Finding out if FFSC classes, such as Command Financial Specialist Training, have space available and if ombudsmen may attend. If this is not an option, see if the instructor will offer a similar training especially for ombudsmen.



- Obtaining information on military or community trainings and encouraging ombudsmen to attend. For example, an NMCRS budgeting class or communication classes offered through local community schools or recreation department programs may be beneficial to ombudsmen.
- Providing information on Certified Ombudsman Training requirements and other educational and/or career progression within the ombudsman community.

The provision of advanced training is required by OPNAV 1750.1F and ombudsmen are encouraged to attend. Accreditation/Certification Standards require that the FFSC documents ongoing support and coordination for advanced training. In support of these requirements, the ombudsman coordinator should:

- Maintain all advanced training materials including marketing materials, rosters, and evaluation forms.
- Issue certificates of attendance to participants and keep copies.

4.4 Alternative Training Tools

For ombudsman coordinators located OCONUS or in remote locations, providing training opportunities for ombudsmen may be more difficult or limited. With some research and ingenuity, training opportunities can be found. Consider the following options:

- Web-based or webinar training. The OBT Ombudsman Orientation webinar found on the FFSP website is one example of web-based training. Ombudsmen may also be able to take advantage of other FFSC web-based training or training provided online by educational institutions or community organizations.
- Video-teleconferencing (VTC) is an excellent way to include remotely-based ombudsmen in training. This takes advance planning as ombudsmen must have all training materials in advance, the facilitator must find ways to include remote participants in activities, and there are often technological challenges.
- Check other service branches for training opportunities. For example, much of the training for USMC Key Volunteers would apply to ombudsmen.
- In OCONUS locations, contact professionals who speak English. Information and access to their services can usually be facilitated through local professional societies and/or associations. Also, make contact with Americans living abroad. Many are employed or contracted by U.S.-based multinational corporations. Information may be obtained from the local American Chamber of Commerce or the

Commercial Attaché at the American Embassy or Consulate. These individuals can be an excellent source for networking and learning about training opportunities.

4.5 Certified Ombudsman Trainers (COT)

A certified ombudsman trainer is certified by Commander, Navy Installations Command to instruct Ombudsman Basic Training. To be certified, a trainer must complete the three-day Certified Ombudsman Trainer (COT) course. Applicants must be one of the following:

- Experienced ombudsman (Active Duty or Reserve).
- Ombudsman Assembly Chairperson.
- Professional FFSC staff.
- Command leadership spouse (officer or enlisted).
- Others on a case by case basis. Approval is determined by CNIC.

NOTE: *As required by OPNAVINST 1750.1E, COTs should include non-Fleet and Family Support Center staff to the maximum extent possible.*

Applicants must demonstrate commitment and have completed OBT. Ombudsmen must have two years ombudsman experience as a command ombudsman. FFSC Staff must demonstrate in-depth knowledge of the Ombudsman Program and have training/facilitating experience. Personal letters of recommendation are required including one from the commanding officer and one from the FFSC ombudsman coordinator or site manager/director, as appropriate.

Ombudsman coordinators should encourage and support ombudsmen who want to become certified trainers. This is an excellent opportunity to recognize talented ombudsmen and to allow ombudsmen who have a desire to give back to their ombudsman community the chance to do so. Ombudsman applicants must have a letter of recommendation from the ombudsman coordinator or FFSC director. Recommendation letters should demonstrate knowledge of the applicant's skills and involvement with the Ombudsman Program. The letters should provide personal knowledge of the applicant that endorses their willingness and capability to be a COT.

NOTE: *Preference is given to ombudsmen, Assembly Chairpersons, and ombudsman coordinators. Ombudsman coordinators are encouraged to become Certified Ombudsman Trainers as soon as they meet the criteria.*





Training is held at various locations throughout the world. If training is held at their site, ombudsman coordinators have multiple responsibilities related to Certified Ombudsman Trainer training. Responsibilities may include:

- Propose training dates to CNIC Ombudsman Training Coordinator for approval.
- Market the class in conjunction with the RTTs. (*See 4.6*). All ombudsman coordinators should help market COT taking place in their region.
- Provide applications or refer to FFSP website for download.
- Write letter of recommendation, if requested.
- Assist with classroom logistics and record keeping. Keep a class roster and provide evaluations to participants.
- Assist with berthing arrangements and local area information, if required.
- Issue completion certificates. (CNIC will issue if the trainer prefers. This may be an option in instances when a student is not recommended for certification.)
- Keep copies of class rosters and evaluation forms.
- Submit copy of course roster and evaluation forms, and update COT Master List with CNIC Ombudsman Training Coordinator.

A sample COT certificate can be found in Appendix A, Form 18.

If during COT training, it becomes apparent that the student is not yet ready to be a COT or doesn't support the program requirements, the trainer should discuss the situation with the ombudsman coordinator (if coordinator is not the trainer). They should speak with the student to discuss her/his concerns. If after this it still appears that the student should not be certified, the trainer should privately explain the reasons to the student. If the reason is inexperience, the student may be encouraged to try again at a later date.

NOTE: *The CNIC Ombudsman Training Coordinator may be contacted for consultation at any point in this process.*

4.5.1 Certified Ombudsman Trainer Transfer Policy

Certified Ombudsman Trainers (COTs) are a valuable resource to the Ombudsman Program. If the COT relocates and wishes to teach OBT at the new location, the ombudsman coordinator should take the following steps:

- Inform CNIC Ombudsman Training Coordinator and request assistance with the transfer.

- Contact the ombudsman coordinator at the gaining site and provide the following information about the transferring COT:
 - COT training dates.
 - Copy of COT certificate.
 - Last dates COT taught OBT.
 - Letter of recommendation from FFSC site manager or director and ombudsman coordinator. Ombudsmen should have a letter of recommendation from their commanding officer.

The receiving FFSC site manager or director should review the information and inform the CNIC Ombudsman Training Coordinator whether or not they approve the prospective COT to teach within their region.

4.5.2 Decertification of OBT Trainers

A trainer's certification should be based on their ability to teach. Whether the trainer is FFSC staff, an ombudsman, or leadership spouse, they must be able to effectively present the information and engage the participants. Toward that end, trainers should:

- Teach a minimum of once every 18 months.
- Attend any scheduled training meetings to discuss lessons learned, class scheduling, and evaluations.
- Avail themselves of opportunities to enhance their presentation and facilitation skills.

Decertification of an OBT trainer is a serious action and must be given careful consideration. Decertification of a certified ombudsman trainer may be necessary for instructors who:

- Have not taught OBT for 18 months. These trainers may take COT training again to renew their certification.
- Have let their skills deteriorate to the point they cannot instruct OBT effectively.
- Knowingly teach outside the parameters of the standardized course, or offer misinformation or poor guidance to the detriment of the participants.
- Do not support or comply with OPNAVINST 1750.1F.

If course evaluations and direct observation of the trainer indicate that he/she is not performing to standards and cannot adequately teach OBT, remedial measures should be taken. The ombudsman coordinator should contact

the CNIC Ombudsman Program Manager or Training Coordinator to discuss the situation. Remedial measures may include the following:

- Meet with the trainer to share evaluations and observations.
- Determine a specific plan targeted at areas in which the trainer needs to improve. This may include the trainer taking classes, observing presentations, or co-teaching OBT.

If despite remedial efforts the trainer fails to improve, or if the trainer refuses to comply with suggestions, the situation should be discussed with the Ombudsman Program Manager. If it is determined that the decertification is necessary, the sponsoring command should submit a decertification letter to the CNIC Ombudsman Program Manager.

4.6 Regional Train the Trainers (RTTs)

Regional Train the Trainers teach the certified ombudsmen trainers (COTs) who then teach ombudsmen at OBT. The CNIC Ombudsman Program Manager certifies the Regional Train the Trainers. Depending on the size and scope of the region, two to eight trainers should be available to teach COT training.

The nomination criteria for an RTT include the following:

- Be a current Certified Ombudsman Trainer (COT) with a minimum of two years experience and/or a minimum of having taught five classes.
- Submit OBT evaluations from the most recently taught classes.
- Have a proven track record of training as confirmed by a Regional Director or Site Manager.
- Have a letter of recommendation from the Regional Program Director (RPD).

CNIC reviews the nomination package and determines who best meets the specified criteria. Selected nominees are invited to attend training at the annual Ombudsman Training Symposium.

The ombudsman coordinator does not have a specific responsibility related to RTT training. They may be asked by a Regional Program Director if they would recommend a specific candidate. An ombudsman coordinator may also decide that they would like to apply to be an RTT.

Working with Non-traditional Deployers and Commands

We may have all come on different ships, but we're in the same boat now.

~Martin Luther King, Jr.

The events of 9-11 have significantly changed the world and the U.S. Navy. To meet the demands of the Global War on Terrorism (GWOT), the active duty force has been supplemented with non-traditional deployers including Reservists and National Guardsmen. In addition, Individual Augmentees (IAs), Sailors with needed skills that are sent temporarily from their current command to assist or augment another command—are more numerous and are often augmenting other branches of the service. To meet the needs of these non-traditional deployers and commands, it is imperative that ombudsman services are provided to all commands, as well as to Sailors and their families, wherever they are located.

To effectively help ombudsmen serve all commands and non-traditional deployers, the ombudsman coordinator must first identify all commands in the Area of Responsibility (AOR). An AOR is a pre-defined geographic region that is designed to allow a single commander to exercise command and control of all military forces in the AOR, regardless of their branch of service. To locate commands, the ombudsman coordinator can review the Standard Navy Distribution List (SNDL). The SNDL is a directory of all Navy commands and can be accessed online at <http://doni.daps.dla.mil/sndl.aspx>.

In addition to active duty Navy commands, Navy Reserve detachments and remote commands, such as recruiting commands, may be located in an AOR. The ombudsman coordinator is required to include ombudsmen from these commands on their roster. The ombudsman coordinator should also:

- Determine a POC at each command. This could be an ombudsman or the command master chief.
- Ensure that these commands receive all ombudsmen mailings and email information.
- Invite Reserve and remote commands to participate in all activities.





5.1 Working with Navy Reserve

To effectively work with Navy Reserve units and ombudsmen, the ombudsman coordinator must be knowledgeable about the Navy Reserve Ombudsman Program and ombudsman responsibilities related to Reserve Sailors and their families.

OPNAVINST 1750.1F requires that, “at a minimum, an ombudsman is to be appointed for each Navy Operational Support Center. Additional ombudsmen may be assigned to Navy Reserve units within the Navy Operational Support Center (NOSC). The NOSC ombudsman should serve as a central point of contact for general information; however, additional unit ombudsmen shall report only to their commanding officer/commander.”

The Navy Reserve has a presence in all 50 States and two territories, and ombudsman coordinators must be aware of all Navy Reserve commands within their AOR. It is critical to establish contact with the ombudsman assigned to each NOSC. The ombudsman coordinator should work cooperatively with that ombudsman to:

- Share information. Many are not located near an FFSC or other military support service. Help them identify information on national and local resources.
- Provide support and serve as a resource to the NOSC ombudsmen. Reserve ombudsmen are often working with families who are geographically separated from their Sailors and who have not bonded with the Navy community. This presents additional challenges to the ombudsmen.
- Obtain ombudsman contact information for email lists and roster.
- Ensure the Reserve ombudsmen receive pertinent ombudsman information.

The NOSC and unit ombudsmen should also be offered the opportunity to attend the Ombudsman Assembly and trainings. Reserve Ombudsmen may attend Ombudsman Basic Training at their nearest Fleet and Family Support Center or at an OBT scheduled with the Commander Navy Reserve Forces Command at select NOSCs.

For the families of Navy Reservists on active duty, the Reserve ombudsman should contact the gaining command’s ombudsman to coordinate services and ensure the family receives the services to which they are entitled. If family members do not accompany their Sailor to the area of the active duty assignment, ombudsmen from both the losing and gaining commands should coordinate or share responsibility for those family members. (This also applies to IAs and other deployers whose family members do not accompany them to the area of the assignment.)

NOTE: *The recommended current term for “gaining” command is “supported” command. “Gaining” is used in this document as it is the term used in Navy instructions.*

However, when Reserve members mobilize, the transition of ombudsman responsibilities between the Reserve ombudsman and the gaining active duty component (AC) ombudsman is not standardized. Although policy does not address this, it is important that Sailors and their families receive needed services. This process can be facilitated by helping ombudsmen from Reserve and active duty commands to establish good rapport and working relationships. Ombudsman coordinators can support these relationships by assisting with the following:

- Establishing contact. Ensure that all ombudsmen have (or know where to obtain) the ombudsman contact information for all commands—whether active duty or Reserve. Keep the ombudsman roster up-to-date and include information on Reserve and active duty command ombudsmen.
- Providing opportunities to share information and ideas. Reserve ombudsmen may be located throughout the United States, often far from an FFSC. Use technology such as webinars, websites, blogs, etc. to facilitate information sharing. Ombudsmen who have established a relationship via phone or internet, will be better able to work together to assist geographically dispersed families with information and referral.
- Assisting Reserve family members in identifying and contacting their ombudsmen. If family members remain in one community while the service member reports to another location for duty, the dependants are sometimes unaware of their command ombudsman. In these instances, the losing command retains responsibility for local support services to family members remaining in their area and for assisting family members in connecting with the gaining command ombudsman. The gaining command assumes responsibilities for official command communication with the Sailors and their family members.

NOTE: *Family members may find their Navy Reserve ombudsman at the Commander Navy Reserve website at <http://navyreserve.navy.mil/Public/Staff/WelcomeAboard/Ombudsman/> or at the FFSP website, www.ffsp.navy.mil and clicking on the ombudsman section. Additional resources are available at www.lifelines.navy.mil/Familyline/GetOurPublications which publishes the Guidelines for Navy Reserve Families or at the www.navyreserve.navy.mil website which has a link to the Navy Reserve Family Information Newsletter.*

5.2 Working with Individual Augmentees (IAs)

Individual Augmentees (IAs) are Sailors working in their skill sets to provide combat support and combat service support in the Global War on Terrorism. The Navy has now incorporated IA assignments into the detailing process through Global War on Terrorism Support Assignments (GSA). This process should lead to more predictability for Sailors, but Sailors may still be selected for missions that fall outside of the detailing process.

Ombudsman coordinators must be knowledgeable about individual augmentees and the services available for them and their families. The ombudsman coordinator should be aware of and involved in the FFSC services and resources provided to individual augmentees (IAs). These services include:

- Deployment readiness briefs. These briefs inform IAs and their family members about what happens once they receive orders. Challenges unique to an IA deployment are discussed, including how to create a plan to help the family prepare for and cope with deployment.
- Homecoming briefs. Homecoming briefs provide an opportunity to discuss changes, expectations, and helping Sailors readjust to family and friends after being deployed. As many IA Sailors serve with troops in Afghanistan and Iraq, the brief also addresses concerns and resources due to the affects of serving in a combat zone.
- In-person and virtual discussion groups. FFSCs provide both in-person and virtual discussion groups for IA family members. The discussion groups give family members the opportunity to meet, or virtually meet, other IA family members to share information, ask questions, and provide tips and resources. For families not located near an FFSC, the virtual groups require only a computer with broadband internet access and a telephone.
- *IA Handbooks.* *IA Handbooks* provide basic information about preparing for and managing an IA deployment. They are updated quarterly to ensure information is current. There are separate handbooks for the command, Sailors, and family members. IA Handbooks can be downloaded at www.ffsp.navy.mil. Naval Services FamilyLine also has Guidelines for Spouses of Individual Augmentees available in hard copy. They can be contacted at 1-877-673-7773 or by email at nsfamline@aol.com.
- *IA Family Connection newsletter.* This monthly newsletter for the families of IAs contains articles and resources of interest. Families can access it online at www.ffsp.navy.mil.

Ombudsman coordinators can support ombudsmen working with IAs in a variety of ways. These include:

- Keep the ombudsman informed and updated of IA and family member information.

- Clarify the ombudsman's role with IA spouses and family members. This should include continued contact with IA spouses as if the Sailor were still a member of the parent command; keep them on the newsletter distribution list, telephone trees, social rosters, etc.
- Ensure the ombudsmen are aware of and in contact with the command IA coordinator. The IA coordinator or designated command POC should be made aware of any concerns.
- Provide ombudsmen with information on the FFSC resources available for IA families including the newsletter, discussion groups, and handbooks. Have them encourage their IA families to participate in the discussion groups and obtain the resources.
- Ensure that all ombudsmen have been trained on working with IAs. This topic has been added to OBT. Ombudsman coordinators should be familiar with the information contained in that module of the Ombudsman Basic Training Instructor Guide.

5.3 Working with Sister Services

As discussed above, non-traditional commands and deployers present additional challenges to the Navy Ombudsman Program. One way to more effectively meet these challenges is to develop working relationships with the Navy's sister services. Joining resources and sharing ideas will lead to more accessible and better quality services for all military families. In addition to Marine Corps Community Services, Army Community Services, and Air Force Family Support Centers, ombudsman coordinators should be aware of the following organizations that specifically address non-traditional deployers and commands.

5.3.1 National Guard

The National Guard offers several programs that provide education and support. The State Family Program Office should be contacted to learn about services that are available in a particular geographic area. The National Guard also establishes Family Assistance Centers (FACs) in times of contingency call-up, mobilization, or large-scale deployment. They provide support and assistance to service members and their families—both within and outside of the National Guard.

Partnering with National Guard programs and services is extremely helpful to Navy families not located in close proximity to an FFSC. Ombudsman coordinators should review the National Guard website www.guardfamily.org for further information.

5.3.2 Inter-Service Family Assistance Committee (ISFAC)

An Inter-Service Family Assistance Committee (ISFAC) facilitates ongoing communication, involvement, support, and family readiness among all branches of the service. ISFAC members are drawn from surrounding military installations and communities within each state or region. These committees provide family readiness guidance and assistance during mobilization, deployment, and disaster relief efforts with the goal of strengthening existing family assistance delivery systems.

Active and Reserve component family program coordinators and directors network to identify service providers in all areas. By working together, efforts are enhanced rather than duplicated. Work groups meet quarterly or as determined by the needs of the participating organizations. They share ideas, write Memorandums of Understanding (MOUs) to share resources, document their shared responsibilities and vision of family readiness, and implement procedures and policies. ISFACs can help provide a quick response as systems to share information, personnel, and resources have already been put in place.

Usually, ISFAC is Army sponsored but all service branches are invited to participate. For more information on ISFACs, contact the Joint Family Assistance Center in your state. Contact information is available at www.guardfamily.org.

5.3.3 Joint Family Support Assistance Program (JFSAP)

The Joint Family Support Assistance Program (JFSAP) is a pilot community-based initiative to support geographically-dispersed active-duty, reserve, and guard families. Required by the FY-07 Defense Authorization Act, Sec. 675, the JFSAPs mission is to provide mobile, high quality, effective, and efficient family assistance and services to augment current family programs. The primary focus of support is for family members who are geographically dispersed from a military installation, including spouses, children, and parents of military members.

JFSAP is located in 15 states (and more are being added) with most JFSAP teams located at the state's National Guard Headquarters. JFSAP partners with military, state, and local resources to:

- Assess needs.
- Identify resources.
- Address gaps.
- Enhance/build community capacity.

JFSAPs are a resource partner for the FFSCs. They will be able to assist FFSC personnel in providing resources to families who are geographically dispersed. The ombudsman coordinator should ensure that all ombudsmen are aware of JFSAP and the services it provides.

Disaster and Crisis Response

The Ombudsman's critical role in educating members of the Navy Family on being prepared prior to an emergency and reminding them to register their needs following a disaster cannot be overstated.

~Meg Falk, FFSP Emergency Response Program Manager.

The importance and value of a strong Ombudsman Program has been demonstrated by the helpful and supportive response of ombudsmen to a number of disasters and crisis situations in recent years. The Navy has recognized the value of ombudsmen in these situations; OPNAVINST 1750.1F requires ombudsman participation at all levels for disaster assistance.

The ombudsman coordinator should be knowledgeable about disaster plans and the ombudsman's role in them. OPNAVINST 1750.1F describes the ombudsman's role in CNIC, regional, and command disaster plans.

- **CNIC.** In the event of a nationwide national disaster or emergency, CNIC may stand up a centralized Ombudsman Resource Center to augment official Navy response efforts. The Center will be staffed by volunteers for the purpose of communicating with local ombudsmen and family members to assist in locating and providing services to families.
- **Region.** Appropriate roles for ombudsmen will be included in regional and installation plans for disaster preparedness (especially in the establishment of emergency Community Support Centers and/or Family Assistance Centers) and ombudsmen are to be included in disaster preparedness exercises.
- **Command.** Appropriate roles for the operational unit ombudsman is required to be included in the operational unit disaster preparedness plan as well as in the in installation plans for disaster preparedness. This includes roles for ombudsmen in the establishment of emergency Family Assistance Centers or or Family Information Centers. All ombudsmen should be included in disaster preparedness exercises.

In addition, each FFSC has a crisis response plan. An FFSC Crisis Response Plan is intended for use as a guide for FFSC staff in responding to a crisis. It should include the types of crisis for which FFSCs may be called to action



and explain the types of response and support that may be required. The FFSC plan should support the regional plan. Each FFSC staff member is assigned one or more roles in the plan. Roles are typically assigned by the FFSC and the installation commanding officer based on local need.

6.1 Ombudsman Role in Crisis or Disaster

Ombudsmen are required to play an active role in their command's crisis or disaster plan. It is important that they understand the plan the command has put into place and are part of the command's preparations and training exercises.

The ombudsmen's role in disaster or crisis response situations will differ depending on the nature of the crisis, the involvement of their command, and their assigned role in the command's crisis response plan. To determine their duties, ombudsmen should make contact with their command POC in the event of a command crisis or natural disaster.

Generally, the responsibilities given to ombudsmen directly relate to the knowledge and skills they have developed as a part of the Ombudsman Program. These responsibilities, before, during and after a crisis, may include the following:

- Educating Sailors and families on being prepared for potential disasters.
- Identifying affected families during a crisis. With a current command roster, the ombudsman should be able to search for affected families by zip code. (The Red Cross knows which zip codes have been affected.)
- Serving as POC for affected family members. The ombudsman is often the first person families turn to following an emergency.
- Providing accurate information and updates between the command and the command families.
- Ensuring that Navy families have reliable sources of information and referral.
- Answering information or crisis phone lines.
- Staffing Family Assistance or Family Information Center (FIC).
- Supporting Sailors and families during the recovery phase including coordinating food and clothing drives.

6.1.1 Training Ombudsmen for Crisis Response

One of the primary responsibilities of the ombudsman coordinator is providing training that will prepare ombudsmen to participate in crisis response

plans and to fulfill their role in a disaster or crisis situation. Training should ensure that ombudsmen have a clear understanding of what they are to do in an emergency.

Training may be provided via OBT (See Module 7 of *Ombudsman IG.*), guest speakers at Assembly meetings, and advanced training opportunities. The following are suggested topics/speakers to prepare ombudsmen to effectively respond in a disaster or crisis situation:

- Family communication plans and emergency kits.
- Navy Family Accountability and Assessment System (*See 6.3.*).
- Resources including American Red Cross, Navy Marine Corps Relief Society, etc.
- Local/regional natural disasters—i.e. hurricane preparedness.
- CNIC Operation Prepare.
- Helping children cope with disasters.
- Navy procedures such as mustering, evacuation routes, notification system, etc.
- FFSC response to disasters including 1-800 numbers and the Navy Emergency Coordination Center (1-877-414-5358).

6.2 Ombudsman Coordinator Responsibilities

The ombudsman coordinator's overall responsibility to ombudsmen includes ensuring that they are prepared to respond in case of a crisis or disaster. In addition to training, the ombudsman coordinator should provide information and support before, during, and after a crisis event. The ombudsman coordinator's responsibilities include the following:

- Ensure ombudsmen are trained via OBT and advanced training. Work with the Assembly Chairperson to include annual training related to disaster preparedness.
- Ensure commands understand role of ombudsmen and the ombudsman coordinator/FFSC in a disaster or crisis. Invite the Command Support Team to attend ombudsmen training on crisis response. Include the topic in all Ombudsman Program briefings for commands.
- Keep both commands and ombudsmen updated on information and resources.
- Provide timely and accurate information to all ombudsmen. Send out informational emails and situational updates to all ombudsmen listed on the roster.

- Assist ombudsmen of affected commands. Make contact with ombudsmen who may need extra help. Recruit additional ombudsmen to help as needed.
- Ensure CNIC Ombudsman Program Manager is kept apprised of the disaster situation so information can be distributed to all Navy ombudsmen. Family members and friends in unaffected locations may have family in the affected area; they may need to contact their local ombudsman for information. This can easily be done by adding CNIC staff to email lists.

In addition to the responsibilities listed above, the ombudsman coordinator should offer support and guidance to ombudsmen in a crisis situation or post-disaster atmosphere. Ombudsmen will look to the ombudsman coordinator for direction in a time of crisis. The ombudsman coordinator must be ready to provide not only direction as to what to do, but emotional support as well.

During a crisis, it is important that ombudsmen can carry out their responsibilities without becoming overwhelmed or experiencing burnout. Ombudsman coordinators can support ombudsmen by:

- Assuring them that ambiguity and unpredictability are normal in these situations. Flexibility is required.
- Normalizing the chaos that often occurs. Help focus on what is being accomplished, not on what yet needs to be done.
- Allowing them to vent and express their feelings/emotions. It is important to have a place where they can express concerns and reactions.
- Ensuring that they take care of themselves including taking the time to eat, taking breaks, etc.
- Providing recognition and appreciation. A simple “thank you” goes a long way.
- Offering “debriefings” on what the ombudsmen may think/feel once the crisis is over and they return to their everyday lives.

6.3 Navy Family Accountability and Assessment System (NFAAS)

In any emergency situation, including natural disasters, it is vital that ombudsmen are familiar with the Navy Family Accountability and Assessment System (NFAAS). The NFAAS was developed by Task Force Navy Family (TFNF) following the major hurricane season of 2005. TFNF identified the need for a single reporting system for Navy family members to inform the Navy regarding their status after a declared emergency.

The NFAAS system is currently used for multiple purposes:

- **Module One:** Disaster impact and recovery. Follow-on case management to address and assist the needs of Navy Family Members. This module supports data collection and reporting/reference material.
- **Module Two:** IA Point of contact. Database for Fleet and Family Support Center to contact designated family members throughout the service member's IA or Global War on Terror Support Assignment (GSA) deployment and reintegration.
- **Module Three:** Personnel Accountability. Activated during Navy exercises and following a catastrophic event, service members and families muster and report their status to NFAAS.

If a military or civilian member of the Navy family or their family has been affected by a declared emergency, the NFAAS allows them to report their situational status by taking an assessment survey. The assessment survey covers the following 19 categories of need:

- | | |
|---|--|
| 1. Medical | 11. Family Employment |
| 2. Missing Family Locator | 12. Childcare |
| 3. Transportation to Onward Destination | 13. School |
| 4. Local Transportation | 14. Legal Services |
| 5. Temporary Housing | 15. Chaplain |
| 6. Permanent Housing | 16. Counseling |
| 7. Personal Property | 17. Mortuary Assistance |
| 8. Financial Assistance | 18. Funeral Arrangements |
| 9. Pay and Benefits | 19. Casualty/Death Benefits Assistance |
| 10. DoN Civilian Employees | |

If the assessment survey indicates that they need assistance, a case manager will contact them.

The information provided by the affected member or their family will be used by Navy professionals and subject matter experts working on their behalf in recovery efforts. Details of their survey are confidential and will NOT be shared with anyone without their permission.

Service members or family members in a military or federally declared disaster area may log on to www.navyfamily.navy.mil or call the Emergency Call Center at 1-877-414-5358 (TDD number: 1-866-297-1971) to report their current status.

Further information and resources can be found at:

- Fleet and Family Support Program website: www.ffsp.navy.mil
- Navy Family website: www.navyfamily.navy.mil

6.3.1 Goals and Benefits

The goal of NFAAS is to ensure that help is available for Navy families after a declared emergency. The ombudsman coordinator can support the NFAAS by informing ombudsmen about it and promoting the following key messages.

The NFAAS:

- Maintains a line of communication with families in need.
- Supports service members and families when they need it most.
- Trains for emergencies at all times.

The NFAAS has many benefits for the Navy family member. These include:

- Single site for reporting.
- Multiple contact/location information for self and/or family can be entered.
- Ability to complete a needs assessment.
- Summary and reference page information for available resources from Military, Federal, State, and non-profit entities.
- Ability to provide comments or feedback to support personnel.
- Assignment of single point of contact case manager.

Program Administration

You are doing your best only when you are trying to improve what you are doing.
~Unknown source

For the ombudsman coordinator, program administration includes planning, implementing, and evaluating their functions and responsibilities. To do this efficiently and effectively, the ombudsman coordinator must have knowledge and skills in the following areas:

- Effective meetings.
- Oral and written communication including presentation.
- Time management.
- Quality assurance including accreditation, standard operating procedures, and program evaluation.
- Reports and metrics.
- Marketing.
- Event planning.

7.1 Effective Meetings

More than 25 million meetings take place every day in the United States. To have productive meetings it is necessary to use tools and techniques to keep the meeting on track, ensure everyone has a chance to speak, and clarify how decisions will be made. It is often through meetings that decisions and actions are determined. The following suggestions and tips on designing and facilitating meetings should help ombudsman coordinators to hold successful meetings.

Meetings should be held judiciously. Before holding a meeting, consider the following factors:

- Is a meeting necessary? What is the purpose?
- What are the desired outcomes?
- Who should attend the meeting?
- What is the meeting agenda and timeframe?

- What preparatory work is needed both by the facilitator and the participants?
- Are there alternatives to meeting? For example, could circulating a memo and asking for input suffice?

If after reviewing these factors holding a meeting seems necessary, the following suggestions and guidelines should enable the ombudsman coordinator to run a more effective meeting:

- Start and stop the meeting on time.
- Have an agenda and stick to it. (See the following section.)
- Encourage everyone to participate.
- Begin with something positive. For example, ask participants to share something new they learned or something they have accomplished since the last meeting.
- Challenge ideas, not individuals. Separate the idea from the person.
- Define the issues, encourage brainstorming, synthesize the discussion, narrow the options, then call for a decision or make one.

Knowing how to solicit information that guides the group towards results will increase meeting productivity. The following are suggested phrases the ombudsman coordinator may want to try:

- Proposing—ask, “How about?”
- Information seeking—say, “Please describe” or “What’s your reaction?”
- Providing information—say, “We found that ...”
- Opinion giving—say, “In my opinion ...”
- Disagreeing—say, “This may be a problem because ...”
- Consensus testing—ask, “How many agree?”
- Standard setting—say, “We need to decide by ...”
- Tension relieving—ask, “Why did the chicken cross the road?” or some other attempt at humor.

It is important to minimize any negative participant activities at a meeting. For a meeting to be productive, the ombudsman coordinator should deal with these issues quickly and effectively. Try the following suggestions:

- Late arrivers—don’t update.
- Side conversations—must relay discussion to group.
- Non-participating members—directly solicit input.

- Rambling—focus on agenda and document other items for later discussion.
- Negativity—ask participants if they agree/disagree.

The ending of a meeting is as critical as the beginning. The ombudsman coordinator should review the following and send minutes with this information to all participants (*See 7.1.2.*):

- Decisions that were made.
- Actions needed and who will be responsible for each task.
- Issues that still need to be resolved.
- Date for the next meeting and agenda topics.

(The above information was adapted from Human Resources at MIT at http://web.mit.edu/hr/oed/learn/meetings/art_basics.html.)

7.1.1 Agenda Preparation

When organizing agenda items, the ombudsman coordinator should take the following into consideration:

- Priority. Identify the most important issues that must be discussed and order them.
- Desired Outcome. A desired outcome is the preferred result for the item. Clarifying the desired outcome helps determine priority, time, person responsible, and process. Some examples of desired outcomes include “an agreement about X,” or “a list of Y.”
- Time. Estimate how much time is needed to achieve a desired outcome. Participants will likely be more satisfied by participating in a lengthy, meaningful discussion than by taking part in a short conversation that doesn’t allow for meaningful input.
- Person responsible. The meeting organizer does not necessarily need to introduce or guide the discussion of all agenda items. For example, it may be appropriate for one participant to guide the discussion so another may listen carefully and take additional notes.
- Process. What techniques will be used, i.e. brainstorming, presentation, or feedback on specific questions. Will decisions be made by a majority vote, unanimous consensus, or by the leader?

(The above information was adapted from Human Resources at MIT at http://web.mit.edu/hr/oed/learn/meetings/art_basics.html.)

A sample Agenda Form can be found in Appendix A, Form 19.



7.1.2 Meeting Minutes

The ombudsman coordinator may be responsible for ensuring that meetings are documented by recording minutes. Minutes are the official record of what happened at a meeting. The ombudsman coordinator may be the individual taking the minutes or may assign the role to another participant. In either case, the ombudsman coordinator should ensure that the minutes include:

- Meeting location.
- Date.
- Time meeting started and concluded.
- Chairperson and attendees (name, title, and organization).
- Absentees.
- Agenda items.

For each agenda item, the topic should be listed with a summary of the discussion. If relevant, comments should be attributed to the individual participant. All required actions should be identified. Each required action should have the party responsible for its completion as well as a due date.

The following, adapted from Ohio National Guard materials at www.ohionationalguard.com/family/website-toolkit/chairpersonbinderhandoutsfinal.pdf contains useful suggestions to assure accurate and complete meeting minutes.

Meeting Minutes Checklist

- Note all of the essential elements including type of meeting, name of the organization, date and time, name of the chair or facilitator, and main topics. If appropriate, include approval of previous minutes and any relevant resolutions.
- Prepare an outline based on the meeting agenda. Leave space for your notes. Writing the topics in advance helps to keep notes organized.
- Prepare a list of expected attendees and check off the names as people enter the room. Or, pass around an attendance sheet for everyone to sign as the meeting starts.
- Ask for introductions of new participants and note where they are sitting. This helps ensure accuracy as to who said what.
- Do not attempt to record every single comment, but concentrate on the general meaning of the discussion. Take enough notes to summarize.

- Minutes can be recorded either by hand or electronically – on a computer or a tape recorder. For important meetings, making an audio recording as a backup to written notes is suggested.
- Do not wait too long to compile the minutes. Timeliness is the key to producing an accurate record of the events.
- Have the meeting chair or facilitator review and/or approve the minutes before distributing them to the meeting attendees.

7.2 Communication Skills

Communication is defined as the process by which information is exchanged between individuals through a common system of symbols, signs, or behavior (*Merriam Webster*). Effective communication skills enables a person to convey information so that it is received and understood. It is critical that ombudsman coordinators have both excellent written and oral communication skills.

7.2.1 Written Communication Skills

For ombudsman coordinators, successful written communication skills include being able to write clearly and concisely, and being cognizant of style and requirements when writing for a Navy audience.

Formal Navy communication is in the format of a Navy Mailed Message (NAVGRAM), a message, or a routine memorandum. A naval message is an official communication that qualifies for electronic transmission. A message is used for urgent communication where speed is of primary importance. Messages are not used when the necessary information can reach its destination in time for proper action by letter. Releasers of naval messages will determine whether a message will be released as a message (electronic transmission) or as a NAVGRAM (letter).

When preparing correspondence, the ombudsman coordinator should keep in mind that the usual purpose of Navy mail is to provide the reader with concisely stated information. The content should be short and to-the-point without any rambling or ambiguity. Know exactly what the communication should accomplish and consider factors such as format, references, enclosures, and the type of communication required.

Ombudsman coordinators should be able to read and interpret a Navy message including understanding format, how a message is formatted, and the terms and abbreviations used. They could be called upon to supply pertinent information for the text of a naval message or to write (draft) a message with all of its necessary components. For assistance with reading/writing Navy messages the ombudsman coordinator should work with their base administrative personnel.

7.2.2 Oral Communication — Presentation Skills

Ombudsman coordinators fulfill many roles that require professional presentation and public speaking skills. They should be able to command the attention of a small group or a full auditorium, as well as be able to deal with difficult presentation situations and challenging participants.

NOTE: *The Introduction to the Ombudsman Basic Training Instructor Guide has materials on teaching adults, learning styles, trainer styles, tools and techniques, and difficult participants. It is suggested that all ombudsman coordinators review this material.*

A successful presentation requires not only interesting content and professional “delivery” but a connection with the audience. Public speaking is a two-way interaction, much like a conversation. It requires gaining audience attention, meeting their needs, and giving a presentation that is understandable and memorable.

To connect with an audience, ombudsman coordinators can apply the following techniques:

- Research the audience beforehand. Learn their demographics, level of knowledge, and familiarity with the concepts being presented.
- Arrive early and mingle with the participants.
- Ensure your body language communicates “I am glad to be here.”
- Greet and acknowledge the audience. Make sure the audience can hear and see.
- Clearly communicate the objectives and presentation length.

To maintain the connection during the presentation:

- Begin on a positive note without apologies.
- Make sure your voice reflects enthusiasm.
- Smile.
- Ask a question.
- Introduce humor.
- Make eye contact.
- Praise the audience.
- Encourage audience participation.

7.2.2.1 Presentation Checklist

Ombudsman coordinators may use the following Presentation Checklist to ensure they are adequately prepared.

Presentation Checklist	
<p>Presentation:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Does your introduction grab participants' attention and explain your objectives? <input type="checkbox"/> Do you follow this by clearly defining the points of the presentation? <input type="checkbox"/> Are these main points in logical sequence? <input type="checkbox"/> Do they flow well? <input type="checkbox"/> Do the main points need support from visual aids? <input type="checkbox"/> Does your closing summarize the presentation clearly and concisely? <input type="checkbox"/> Is the conclusion strong? 	<p>Appearance:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Are you dressed and groomed appropriately and in keeping with the audience's expectations? <input type="checkbox"/> Have you practiced your speech standing (or sitting, if applicable), paying close attention to your body language and posture—both of which will be assessed by the audience?
<p>Delivery:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Are you knowledgeable about the topic covered in your presentation? <input type="checkbox"/> Do you have your notes in order? <input type="checkbox"/> Where and how will you present (indoors, outdoors, standing, sitting, etc.)? <input type="checkbox"/> Have you visited the presentation site? 	<p>Visual Aids:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Are the visual aids easy to read and easy to understand? <input type="checkbox"/> Are they tied into the points you are trying to communicate? <input type="checkbox"/> Can they be easily seen from all areas of the room?

(Adapted in part from Business Communications: A Cultural and Strategic Approach by Michael J. Rouse and Sandra Rouse.)

7.3 Time Management

Given all the various aspects and responsibilities of their position, ombudsman coordinators can become overwhelmed. Time management is a necessity. Time management tips and skills help to optimize efforts and to concentrate as much time and energy as possible on the high payoff tasks.

There are many factors that affect how one manages her/his time. These simple and practical techniques can help ombudsman coordinators improve their time management:

- Assess when you function best. Are you aware of when in the day you check e-mail, write important papers, or do long-term planning? Most people find they function at different levels of effectiveness at different times of day as their energy levels fluctuate. Schedule the most challenging tasks for the times of day when your energy is highest. Your work will be better and it should take you less time.
- Stay on task. Try to minimize the number of times a day you switch between types of tasks. For example, read and reply to e-mails in blocks once in the morning and once in the afternoon only.
- Identify why you procrastinate. If you find a task unpleasant or put something off because you just don't want to do it, find ways of motivating yourself. Give yourself rewards or list the consequences of not completing the task. If you procrastinate because the task is overwhelming, break the task into a set of smaller, more manageable tasks. Start with quick, small tasks if you can, even if these aren't the logical first actions. Once some tasks are completed, the whole project won't seem so overwhelming.
- Determine how you waste time. How long do you spend each day on unimportant things that don't contribute to success at work? How much time do you spend reading junk mail, talking to colleagues, making coffee, and eating lunch? Find ways to reduce the amount of time spent on these activities.
- Avoid distractions from co-workers. It is easy to get caught up in conversations that impinge on work time. It may be helpful to post a "do not disturb" sign, close the door, or use headphones.

7.3.1 Activity Log

An activity log may help ombudsman coordinators analyze how they actually spend time. An activity log is simply a schedule of:

- Time started.
- Description of the activity.

- Duration.
- Importance/value (i.e., high, medium, low, or 1-5).

Keeping an activity log for several days helps one to understand how time is spent and when performance is optimal. Without modifying behavior any further than they have to, ombudsman coordinators should note the things they do as they do them. Every time there is a change in activities, whether opening mail, working, making coffee, talking to colleagues, etc., write down the time of the change. After several days, analyze the log to see the way that time was spent. The log can also be used to track changes in energy, alertness and effectiveness throughout the day. Analyze the activity log to identify and eliminate time-wasting or low-yield jobs, as well as determining the times of day at which you are most effective.

(Above adapted from www.mindtools.com.)

7.4 Quality Assurance

Quality assurance (QA) is a program for the systematic monitoring and evaluation of the various aspects of a project, service, or organization to ensure that standards of excellence are being met. For the FFSC to achieve and maintain quality programs and services that support the Navy Ombudsman Program, the ombudsman coordinator must incorporate quality and excellence in all aspects of their work. On a regular basis, the ombudsman coordinator should consider:

- How well are we supporting the Ombudsman Program overall, as well as individual ombudsmen and commands?
- How do we know we are doing it well?
- Where could we improve? Are we willing to learn, to change and to take risks in order to provide better services?
- What additional training is needed to provide better services?
- What additional resources are needed to be successful?
- Are we emphasizing outcomes, i.e. better-trained ombudsmen, increased attendance at events, etc?
- How satisfied are our stakeholders—ombudsmen, families, and commands?



7.4.1 Accreditation/Certification

Accreditation/certification drives the QA process and programs for the FFSC. Emphasis on accreditation/certification is a visible indicator that an organization has a vested interest in ensuring employee competence and organizational excellence. In 1993, FFSC Accreditation Quality Standards were developed and implemented to reflect achievement of excellence through continuous process improvement.

Required by both DoD and Navy instructions, accreditation/certification provides an external and objective process to demonstrate that the FFSC meets accepted standards for organizational strength and quality of service. The FFSC Accreditation/Certification Standards were developed based on the best practices in accreditation/certification for family service agencies and include a triennial assessment of each site. Accreditation/certification of the Navy's Fleet and Family Support Programs serves to:

- Define quality in programs, thus ensuring consistency of services and consumer confidence.
- Establish goals for quality service including meeting benchmarks and standards for operation and performance.
- Provide a training and self-assessment tool.
- Enable management and staff to measure their practice against the criteria and to make needed changes and/or improvements.

The FFSP Accreditation Handbook: Standards and Requirements for Achieving Navy Accreditation defines the standards and the evaluation criteria that are used by the accreditation/certification team to determine compliance with each standard. The standards are designed to be general enough to cover different types of settings yet specific enough to be objectively observable.

Accreditation/certification should be an integral part of the everyday work of the FFSC. Ombudsman coordinators should familiarize themselves with accreditation/certification requirements, the method of review, and compliance standards. Standard 1.4 of Capability 1: Deployment/Readiness is the accreditation/certification standard for ombudsmen support.



STANDARD 1.4 Ombudsmen Support

FFSP supports the Ombudsman Program by assigning a trained staff member to the function as the ombudsman coordinator, maintaining a roster of local ombudsmen, including Navy Reserve ombudsmen, coordinating standardized ombudsman Basic and Advanced training, informing commands on the effective use and recognition of ombudsmen, and by providing logistical/administrative support and consultation for ombudsmen.

METHOD OF REVIEW

Written Documentation
Interviews
Focus Groups

REFERENCES

SECNAVINST 1754.1B
OPNAVINST 1754.1B
OPNAVINST 1750.1F

COMPLIANCE WILL BE DETERMINED BY

- A. Trained staff member assigned as ombudsman coordinator, who serves as advisor/consultant to local ombudsmen.
- B. A review of written documents to validate support provided. These may include schedules of Ombudsman Basic Training conducted by Certified Ombudsman Trainers (COTs), rosters of participants who attended training, participant comment sheets following completion of Ombudsman Basic Training (OBT), letters and e-mail correspondence with commands and ombudsmen, or copies of FFSP provided training to commands regarding ombudsmen support.
 - 1. Documentation of coordination of regularly scheduled training, utilizing only COTs. Documentation of ongoing support and coordination for advanced training and Ombudsman Assembly consultation.
 - 2. FFSP maintains an updated list of ombudsmen, including Navy Reserve ombudsmen.
 - 3. Collateral duty assignment designation of COT members locally or at the Region. Designated staff that attended OBT and designated staff that attended COT.
- D. Interviews with staff indicate familiarity with the Ombudsman Program and ability to provide referrals and consultation to Ombudsmen as requested.
- E. Focus groups indicate that the FFSP provides support to the customer.

7.4.2 Documentation

To determine if the FFSC's Ombudsman Program meets the criteria set forth in the Accreditation/Certification Standard, documentation must be kept. The standard describes the documentation (see B through D above). The following further delineates the documentation that should be kept:

- Ombudsman Basic Training (OBT). Marketing materials, attendance roster and sign-in sheets, agenda, list of trainers, program evaluations, record of completion, copies of certificates of completion.
- Assembly Meetings. Marketing materials, sign-in sheets, agenda, minutes of planning meetings, minutes of Assembly meetings.
- Advanced Training. Marketing materials, agenda, sign-in sheets, program handouts, and program evaluations.
- COT Training: Marketing materials, agenda, sign-in sheets, rosters, and program evaluations.
- General Support of Ombudsmen. Ombudsman rosters, appointment letters, ROAB minutes, documentation of training/consultation provided to commands, staff, and ombudsmen. Emails and a phone log can be used to further document general support of ombudsmen.

7.4.3 Standard Operating Procedures (SOPs)

Standard Operating Procedures (SOPs) clarify program compliance. They are internal working documents that state how a program or service will be implemented and delivered. The SOP defines how tasks will be completed including the purpose, background, objectives, format, and quality assurance measures. Since procedures are described, and the format and content is available to all staff, SOPs ensure a minimum quality standard. SOPs should be updated annually.

It is recommended that the ombudsman coordinator develop a local SOP for ombudsman support functions. It should include enough detailed information that a new ombudsman coordinator would understand how the program is carried out on the local level.

The SOP should contain the following elements:

- Title.
- Date.
- Background and Purpose.
- Target Population.
- Program Objectives.

- Data Collection System.
- Procedures.
- Quality Assurance.
- Required Materials.
- References (instructions and guidance).

7.4.4 Program Evaluation

Ombudsman training, ombudsman appreciation events, and other programs should be evaluated to ensure that they are of the highest caliber and to determine ways to improve them. It is important to evaluate both new and routine trainings and programs. At a minimum, the ombudsman coordinator should observe the training or program, and review written evaluations. If possible, the ombudsman coordinator, COTs, the Assembly Chairperson and/or others who helped plan and organize a program or event should meet to evaluate the training or event. Criteria to consider when evaluating a program or event include the following:

- Did the event fulfill its goals and objectives? Why or why not?
- Was the event well attended? Why or why not? Was the program well marketed?
- Was informal and formal feedback about the event positive? Review written program evaluations and share comments and/or concerns expressed by participants.
- Did the presenter do a competent job? Was the content relevant? Was it presented well?
- What worked and what needs fine-tuning? Would you use the same presenter, trainer, vendor, etc. again?
- Was there a good return on investment? Was the time and energy invested worth the outcome?

Using the information obtained through the evaluation process, the ombudsman coordinator should determine whether it is practical and possible to implement the suggested improvements. If a change is made, it should then be evaluated to determine if it made a positive impact. Continual evaluation of programs and services is needed to ensure quality.

7.4.4.1 FFSC Customer Satisfaction Surveys

For purposes of quality assurance, CNIC has developed standardized customer surveys that are used by all FFSC programs and services. These surveys are designed to evaluate participant perceptions. Essential questions have been designed to gather information that will need to be tabulated for CNIC data calls. The questions on the sample surveys disseminated by CNIC should be used as written. To meet the needs of an individual site, region, and/or program, additional questions may be added to any of the surveys. The surveys that apply directly to ombudsman support are the FFSP Customer Satisfaction Survey, the FFSP Workshop and Brief Satisfaction Survey, and the FFSP Workshop and Brief Multiple Presenter Satisfaction Survey.



- FFSP Customer Satisfaction Survey. This survey is conducted semi-annually for two week periods. Normally available at the front desk or reception area, it is distributed to all customers. During the two week periods, all of an ombudsman coordinator's customers (ombudsmen, command personnel, etc.) should complete the survey.
- FFSP Workshop and Brief Satisfaction Survey. These surveys should be distributed at all programs, classes and briefs, given both on and offsite. During the semi-annual periods when the Customer Satisfaction surveys are distributed, use that survey instead for all on-site programs.
- FFSP Workshop and Brief Multiple Presenter Satisfaction Survey. These surveys should be distributed at all multiple presenter programs, classes and briefs, given both on and off-site. During the semi-annual periods when the Customer Satisfaction surveys are distributed, use that survey instead for all on-site programs.

Sample surveys can be found in Appendix A, Forms 20-22.

NOTE: *Ombudsman Basic Training has its own program evaluation. See Chapter 4.2.10.*

7.5 Ombudsman Registry, Reports, and Metrics

In addition to the documentation needed to comply with accreditation/certification standards (*See 7.4.2*), there are reports and metrics that must be completed. Each Fleet and Family Support Center may have its own individual reports and/or metrics required. Ombudsman coordinators should check with their FFSC director/site manager to determine reporting requirements for their region and/or center.

7.5.1 Monthly Mobilization Report

The Monthly Mobilization Report is a CNIC-required report that is completed by all FFSCs. This deployment-related report contains several categories that incorporate various FFSC programs and services. The data needed for this report should already be part of the ombudsmen coordinator's documentation as required by accreditation/certification. Ombudsman coordinators may be asked to provide metrics for the following:

- Ombudsman Support Group—the number of ombudsmen who attended the Ombudsman Assembly.
- Ombudsman Training—the number of ombudsmen who attended Ombudsman Basic Training and advanced trainings.
- Other Ombudsman Presentations—any presentations that the ombudsman coordinator made to other departments and/or organizations.
- Other Ombudsman Contacts.
- Other Volunteer Contacts.
- Information and Referral—information and referral provided by the ombudsman coordinator in support of the Ombudsman Program. This includes information and referral given to commands, ombudsmen, Navy families, etc.

7.5.2 Ombudsman Registry

It is the responsibility of Commander, Navy Installations Command (CNIC) to establish and maintain the ombudsman website including an Ombudsman Registry. The Ombudsman Registry is a centralized system designed to enhance reporting between the command and ombudsman and to provide additional information on the Ombudsman Program. OPNAVINST 1750.1F states that all commanding officers will ensure their command ombudsman information is added to the Ombudsman Registry (as soon as official appointment is made) at www.ffsp.navy.mil. The registry must also be updated as changes occur.

The Ombudsman Registry can assist the ombudsman coordinator with maintaining an up-to-date Ombudsman Roster (*See Chapter 3.1*). The reports section of the Registry allows one to build a report of all installation commands, ombudsmen, and their contact information for their Area of Responsibility (AOR).



7.5.3 Ombudsman Monthly Worksheet

CNIC has established and maintains an automated ombudsman data collection system to gather program statistics and ombudsman workload data. The data collection system is referred to as the Ombudsman Monthly Worksheet for Active Duty Commands. It is the commanding officer's decision as to who completes the worksheet; it may be the ombudsman or a designee assigned by the CO.

NOTE: *Navy Reserve Units are only required to submit their worksheets on a quarterly basis per COMNAVRESFOR.*

The Ombudsman Monthly Worksheet collects data that enables Commander, Navy Installations Command to continually update the Ombudsman Program to ensure that commands and ombudsmen have the tools and resources necessary to assist Navy families, especially in time of need or crisis. This data is used for justification when requesting funding for the Navy Family Ombudsman Program and to update other Family Readiness Programs based on the needs of our Navy families.

The ombudsman coordinator does not have a role in the completion of the Monthly Worksheet but should be familiar with it as commands and/or ombudsmen may have questions. The ombudsman coordinator may also find the data useful when educating and/or briefing ombudsmen and commands.

A copy of the Ombudsman Monthly Worksheet can be found in Appendix A, Form 23.



7.6 Marketing

The success of the Navy's Ombudsman Program is dependent on the ability to adequately market the program and its benefits to the stakeholders—the Navy, the commands, and the Sailors and families it is designed to serve. The FFSC's role in marketing the Ombudsman Program is twofold:

1. Marketing services and support to ombudsmen.
2. Training and supporting ombudsmen in their direct marketing efforts.

Marketing requires promoting and delivering the goods and services that customers and stakeholders want and need. A solid marketing plan is needed to achieve this goal. A marketing plan is a guide to FFSC marketing efforts. Although marketing is a day-to-day, continuous effort to promote FFSC programs and services, it is important to have a plan with identified goals. For example, what will marketing success look like for the FFSC and specifically for the Ombudsman Program? Will it be an increased number

of commands with ombudsmen, better-trained ombudsmen, or increased awareness? Goals may vary from site to site depending on the current status/success of the program.

7.6.1 Target Audiences

Remember—there is no such thing as the general public. Every prospective customer wants to know how a program or service will improve or enhance his or her life. Potential participants want to know benefits, not facts. Marketing should emphasize ways the Ombudsman Program can assist service members and their families, as well as how the FFSC can support the command and its ombudsmen.

The key to targeting specific audiences is to be aware of the potential customer (family member, command, etc.), clarify their needs, and then tailor the message to effectively demonstrate the value of the Ombudsman Program. Focus on the following when developing a strategy for a specific, target audience:

- Needs. What does this specific audience need from the Ombudsman Program?
- Clear messages. What will motivate or help the audience understand?
- Effective presentation. How should the message be delivered to a specific audience?
- Realistic benefits. What are the benefits of having and using ombudsmen?

The Ombudsman Program has many stakeholders who must be “sold” on the program. These include command leadership, Sailors and their families, as well as potential and new ombudsmen.

7.6.1.1 Command Leadership

The primary focus for command leadership is a consistently mission-focused and mission-ready Sailor. Their interest and support of the Ombudsman Program is dependent on how it can help their command members contribute to the mission. Appealing to the command’s need for efficiency and mission excellence is the best way to engage these leaders in promoting program awareness and supporting their ombudsmen.

Leadership is interested in hard data. The marketing approach should cite statistics and facts that show how having a visible and active command Ombudsman Program helps to support family members and minimize individual distractions on the job.

NOTE: *FFSC Command Representatives should include FFSC support to ombudsmen when marketing to commands.*

7.6.1.2 Sailors and Families

Although Sailors and families may seem the most obvious target audience, they may not be aware of the Ombudsman Program and how it can be of help. Marketing will need to include testimony from other families to illustrate that this program is beneficial to all Sailors and family members. It is important to realize that within this audience are many smaller target audiences including, for example, young families, the enlisted community, officers, and parents.

7.6.1.3 Potential and New Ombudsmen

The ombudsman coordinator must be sure to market to potential and new ombudsmen. The training and support that the FFSC provides makes a critical difference in an ombudsman's ability to carry out her/his responsibilities. Marketing may take place one-on-one (See Chapter 3.3) or by promoting FFSC ombudsmen support at Assembly meetings, trainings, etc.

7.6.2 Marketing Strategies & Tools

Once the target audiences have been identified, marketing efforts will need to address the most effective communication and publication strategies. The tools and techniques to get the message across, as well as the public relations components, must be determined.

Marketing tools fall into three broad categories — audiovisual, print media, and the internet. Regardless of which tools are selected, there are some basic principles to consider:

- Develop and use a consistent “look.” Colors, fonts, logos and taglines should work together to easily identify the Ombudsman Program. If each brochure, letter, and flyer has a unifying look, it is easier for target audiences to recognize programs and services supporting the Ombudsman Program.
- Use a consistent and positive message. Marketing should be consistent with Ombudsman Program goals, whether promoting the program as a support to command readiness or as a resource to keep families informed.
- Include a call to action. Target audiences should have a way to respond or contact the ombudsmen or ombudsman coordinator. Use terminology such as “call us” or “register now.”

7.6.2.1 Audiovisual Tools

Audiovisual tools include radio, TV, videos, and CDs. Some are expensive, but can be very effective. The ombudsman coordinator should consider the following audiovisual options:

- Public Service Announcements (PSAs). Both television and radio stations are required to air PSAs.
- Local TV or radio coverage. The Base Public Affairs Office (PAO) covers newsworthy stories and can obtain coverage.
- PowerPoint or other computer video/slide programs. These are fairly easy to produce and inexpensive. A presentation can be looped to play over and over in the FFSC waiting room or distributed to commands.
- Base or FFSC marquees may be used to promote the Ombudsman Program. The content must be very brief and to the point.

7.6.2.2 Print Media

Print media includes flyers, brochures, posters and program materials. Any printed material with Ombudsman Program identifying information can be considered a marketing tool. This includes everything from a flyer to an article in the FFSC or base newsletter. A fundamental premise of marketing is that readers will decide in a second or two, or perhaps even a split second, whether or not an ad or article is worth their time. There are several key elements in the production of quality materials:

- The information must be accurate and current.
- High-quality graphic design should be used to integrate words and images.
- The product must grab the reader's attention. It should be attractive, professional, and easy to read.

7.6.2.3 Digital Marketing

The digital "world" is a critical element in today's marketing. People watch less live TV, buy fewer and fewer magazines and newspapers, and spend increasing amounts of time online. Increasingly, Sailors and their families will be reached by digital marketing including the internet, emails, and cell phones. Consider the following suggestions when navigating the world of digital marketing:

- Most FFSCs have a website. If so, be sure that the Ombudsman Program is on the website and easy to access. Information should be current and include contact information for the ombudsman

coordinator. Consider providing links to articles or other websites of interest.

- Customized email is an excellent way to market and to keep in contact with commands, resources, and ombudsmen. Create distribution lists and send relevant information on a regular basis. It is essential that all email communication be kept professional. Graphics and color can enhance an email but be aware that the security settings on many computers may not accept these.

7.6.3 Public Relations

Public Relations (PR) include ongoing activities to ensure a strong public image. PR is rooted in the delivery of a consistent pattern of information to target audiences through direct contact. These include personal networking, briefings, personal correspondence, and attendance at installation or community functions. PR does not just happen, but occurs when there is planning and effort invested in having customers and stakeholders understand the Ombudsman Program. Public relations strategies include the following:

- Identify and meet with the “key” communicators. These are others who can “sell” the Ombudsman Program and include command leadership, other FFSC staff, the ombudsmen, etc. These individuals have the trust, respect, and ability to directly reach those who would benefit from the Ombudsman Program.
- Personally network. Set up meetings with community providers, and others who can support ombudsmen. Personally networking helps others perceive the Ombudsman Program as a caring program that can make a significant difference to Navy families.
- Attend briefings and meetings. Determine who can be reached as a group and set up a brief meeting to explain the Ombudsman Program and FFSC support to the program.
- Attend installation and community events. These are a good way to gain visibility and support.

Regardless of which tools and strategies are implemented to market the Ombudsman Program, the most effective marketing stems from the program’s success and reputation. Ombudsman coordinators, FFSC staff, ombudsmen, and commands should be among the stakeholders that positively promote the program.

NOTE: *Section II Chapter 11 of the Ombudsman Program Manual covers outreach. The chapter describes how ombudsmen can reach out to those served by the Ombudsman Program. It lists various target audiences and discusses strategies and tools to reach these audiences.*

7.7 Event Planning

Event planning includes determining the purpose of the event, establishing dates, budgeting, and selecting and reserving the event site. It also includes some or all of the following, depending on the event:

- Developing a theme or motif.
- Determining the guest list.
- Arranging for speakers.
- Coordinating location support (such as audiovisual equipment).
- Arranging décor including set-up of tables and chairs.
- Coordinating event support such as security, signage, and cleanup.

The initial planning for an event should start as far in advance as possible. For annual events such as ombudsman recognition, the date and location should be set as soon as the last recognition event has been evaluated.

Ombudsmen events are usually held on base and include the various clubs, meeting facilities, the chapel, etc. or outdoors depending on the event. Once the location is set, the “planner” needs to address the smaller details such as food, guest list, decorations, budget, and marketing. All of this preparation is needed for an event to run smoothly.

Using a checklist will ensure that details are not overlooked. A sample Event Planning Checklist can be found in Appendix A, Form 2.



Resources

*As a general rule the most successful man in life
is the man who has the best information.*

~Benjamin Disraeli

Ombudsman coordinators should keep current on military issues and resources. Information is available through the government, the military, commercial, and nonprofit organizations and publications. These resources can be used to obtain information, solve problems, recommend referrals, and enhance one's learning and knowledge.

The starting point for researching almost all of these resources is the internet. Internet addresses are listed for all resources in this chapter. Websites that are commercial or "dot com" (.com) require a "buyer beware" approach. Websites with the address of government (.gov), education (.edu) and organization (.org) are generally more reliable but may have outdated or incorrect information. It is prudent to verify the information, if possible. The resources and links listed below do not reflect an endorsement by the DoD, or Department of the Navy, of the organizations, their products, or services.

NOTE: *Each ombudsman coordinator should add local resources to this chapter.*

Resources are grouped (alphabetically within each section) as follows:

- 8.1 DoD/Navy
- 8.2 Other Military Branches
- 8.3 General and Professional
- 8.4 OCONUS

8.1 Military — Navy

Affected Family Navy Assistance

https://www.cnic.navy.mil/cnic_hq_site/ANFA/index.htm

Information for Sailors and their families affected by disasters/crisis situations.

Chaplain Care

www.chaplaincare.navy.mil/index.htm

Distance support for chaplain and spiritual support.

Commander, Navy Installations Command (CNIC)

www.cnic.navy.mil

Supporting command to the warfighters and their families.

DoD issuances and Directives

www.dtic.mil/whs/directives/index.html

Links to all DoD directives and instructions.

Military Homefront

www.militaryhomefront.dod.mil

DoD site for reliable Quality of Life information for troops and families, leaders, and service providers.

Military OneSource

<http://www.militaryonesource.com>

Comprehensive source to help service members and their families with life's challenges.

Naval Criminal Investigative Services (NCIS)

www.ncis.navy.mil

Primary law enforcement and counterintelligence arm of the United States Department of the Navy.

Navy Family Accountability and Assessment System (NFAAS)

<https://www.navyfamily.navy.mil>

Manage and monitor the recovery process for personnel and their families affected and/or scattered by a wide-spread catastrophic event.

Navy Family Ombudsman Program Manual

www.ffsp.navy.mil

Click on the "commanders" or "ombudsman program > ombudsman training" sections for links to the Manual.

Navy Housing

www.housing.navy.mil

Information on Navy housing including bachelor housing.

Naval Legal Service Offices (NLSO)

www.jag.navy.mil/FieldOffices/NLSO3.htm

NLSO provides legal services to active duty Navy, Marine Corps and Coast Guard service members and their dependents, Reservists on active duty for 30 days or more, and to retirees as resources permit.

Navy LIFELines

www.lifelines.navy.mil/lifelines/index.htm

Quality of life information for Navy and Marine Corps.

Navy Marine Corps Relief Society

www.nmcrs.org

Private, non-profit organization that provides educational and financial assistance, including emergency loans and grants, to Navy and Marine Corps families.

National Military Family Association

www.nmfa.org

Information and resources including articles and links for military families concerning their rights, benefits, and services available to them.

Naval Services FamilyLine

www.lifelines.navy.mil/Familyline/index.htm

Provides information and resources for Navy families. Publications in the Guideline Series include booklets for command leadership spouses, IA spouses, and Reserve families. Information on emergency preparedness including a Family Emergency Plan.

Navy Privacy Act Online

www.privacy.navy.mil/

Detailed information on the Privacy Act.

Navy Reserve

www.navyreserve.navy.mil

Information for Reserves including how to contact their ombudsman.

Operation Prepare

https://cnic.navy.mil/cnic_hq_site/OpPrepare/index.htm

CNIC emergency preparedness information.

Reserve Affairs

www.dod.mil/ra/html/aboutra.html

Office of the Assistant Secretary of Defense – information on all matters which involve the Reserve. Includes family support/preparedness issues.

8.2 Military — Other Service Branches

Air Force Family Support Center (FSC)

www.affsc.org

Air Force Family Support Center (FSC) helps Airmen and their families enhance their quality of life by addressing family issues and concerns. The FSC is the focal point for personal and family preparedness services.

Air Force Crossroads

www.afcrossroads.com

The official Air Force website for military family members and the helping agencies that provide support.

Air Force Reserve

www.afreserve.com

Information on all aspects of the Air Force Reserve.

Air National Guard

www.ang.af.mil

Information on all aspects of the Air National Guard.

Army Reserve Family Programs

www.arfp.org

Information for Army Reserve families.

Army National Guard

www.arng.army.mil

Information on all aspects of the Army National Guard.

Army Reserve

www.armyreserve.army.mil

Information on all aspects of the Army Reserve.

Marine Corps Reserve

www.marforres.usmc.mil

Information on all aspects of the Marine Corps Reserve.

Marine Corps Community Services (MCCS)

www.usmc-mccs.org

MCCS provides a wide range of services to help Marines and their family members enhance their quality of life including counseling, information and referral, and programs/services related to deployment and the military lifestyle.

My Army Life Too

www.myarmylifetoo.com

Main link to the majority of programs and resources to enable one to make the most of Army life.

National Guard Online Community

www.guardfamily.org

National Guard Bureau-Family Program website. Information on programs, benefits, and resources.

National Guard Bureau

www.ngb.army.mil

Information about the National Guard.

8.3 General and Professional

American Red Cross

www.redcross.org/services

Services provided to Military members and their families.

American Society for Training & Development

www.astd.org

Materials and resources for workplace learning.

Bob Pike Group

www.bobpikegroup.com/articles.asp

Articles on training and presentation.

Canada Volunteerism Initiative (CVI)

www.volunteer.ca/volcan/eng/content/vol-management/hints.php#recog

Canadian program that encourages Canadians to volunteer with organizations and to improve the capacity of organizations to involve volunteers.

Conflict Resolution—University of Wisconsin

www.ohrd.wisc.edu/onlinetraining/resolution/index.asp

Resources to enhance skills in managing conflicts.

Human Resources at MIT

http://web.mit.edu/hr/oed/learn/meetings/art_basics.html

Articles and resources on designing and facilitating meetings.

International Alliance for Learning

www.ialearn.org

Information and resources related to accelerated learning.

International Association of Facilitators (IAF)

<http://www.iaf-world.org/i4a/pages/index.cfm?pageid=1>

Resources for facilitators.

Mind Tools

www.mindtools.com

Information on essential management and leadership skills.

National Center for Cultural Competence (NCCC)

<http://www11.georgetown.edu/research/gucchd/nccc/>

Resources to design, implement, and evaluate culturally and linguistically competent service delivery systems.

Ohio National Guard

www.ohionationalguard.com/family/website-toolkit/chairpersonbinderhandoutsfinal.pdf

Information for FRG chairperson including a meeting minutes checklist.

National Speakers Association

www.nsaspeaker.org

Research and education for professional speakers.

OPM Emergency Preparedness Guide

www.opm.gov/emergency/index.asp

Employee and family readiness guides.

Ready America

www.ready.gov/america/index.html

Information and publications for disaster preparedness sponsored by Department of Homeland Security.

Trainer's Warehouse

www.trainerswarehouse.com

Materials, supplies, and toys to enhance training.

U.S. Navy Style Guide

www.navy.mil/tools/view_styleguide_all.asp

Addresses common writing requirements.

VA Alternative Dispute Resolution

www1.va.gov/adr

Information on mediation and resolution of workplace disputes.

8.4 OCONUS Resources

OCONUS or isolated locations may lack a support infrastructure. Services may not be available or accessible, and resources in the needed language may also not be available. Even if local resources are available, the language barrier can prevent individuals from seeking services in the community. As an ombudsman coordinator working OCONUS, it will be necessary to identify and foster resources that will enhance the ombudsmen's ability to assist families.

8.4.1 Developing Resources OCONUS

Limited community resources are a given at most OCONUS sites. To more effectively develop resources, ombudsman coordinators OCONUS may try the following:

- Join local national/American committees. This is an excellent way of becoming part of the local community.
- Work with the FFSC staff providing relocation assistance programs. Often they have volunteer host nationals interested in helping Americans better understand the culture and traditions of the area. Providing practical information on local shopping, restaurants, or cultural events can help Sailors and families become more comfortable.
- Contact professionals who speak English. Information about them and access to their services can usually be facilitated through local professional societies and/or associations.
- Contact DoDDS school personnel. Usually there is a staff member who teaches the host nation's language. He/she may be able to provide translation services or know where to obtain quality local resources.
- Make contact with Americans living abroad. Many are employed or contracted by U.S.-based multinational corporations. Information may be obtained from the local American Chamber of Commerce office or the Commercial Attaché at the American Embassy or Consulate. These individuals can be an excellent source for networking and obtaining resources or resource information.

Ombudsman Coordinator Forms

Ombudsman Information Form

The information on this form will be used to contact the ombudsman. The information submitted in Section A will go on the ombudsman roster and be given to family members upon referral. The information in Section B is for the ombudsman coordinator to use when attempting to contact an ombudsman. This information is kept confidential and will only be used by the ombudsman coordinator.

A. Ombudsman Contact Information

Name:	
Your Command:	
Careline/"Releasable" Number: The number(s) you give to families who need to contact you. This is crucial to the FFSC ombudsman roster.	
Emergency "Releasable" Number: Please indicate if this is a CELL or PAGER	
Ombudsman Email Address: This email will be used for ombudsman coordinator emails, and will be the only email to appear on the ombudsman roster.	

B. Personal Contact Information:

This information will only be used by the ombudsman coordinator in the event of an emergency.

Home Phone Number:	
Cell Phone & Pager Number(s):	
Home/Mailing Address:	
Email Address(es): Personal email addresses:	

C. Training Record Information

Have you submitted a Letter of Appointment to the Ombudsman Coordinator?	
Have you and your command registered at the Ombudsman Registry? (www.nffsp.org)	
Have you attended Ombudsman Basic Training within the past three years? When? Where?	

D. Command Contact Information

Point of Contact Name:	
Email:	
Phone Number:	
Command UIC: (for registry use)	

Event Planning Checklist

Basic Information

Event Format:	
Event Date/Time:	
Event Location:	
Speakers or Special Guests:	
Expected Attendance:	
Expected Budget/Costs:	

Needs

Will you need tables, chairs, etc.?	
If so, what do you need?	
How many do you need?	
How would you like to have them arranged?	
Will you be serving food or beverages?	
Do you expect any guests with special dietary needs?	
Who will be the vendor/caterer?	
Will you need any audio/visual equipment?	
If so, what equipment will you need?	
Will you need internet or phone service in the room?	
Will you need someone to help you run the equipment?	
Will you need to obtain a photographer or press coverage?	

Preparing the Room

How complicated is your set-up? Will it require extra time?

Will you need to have someone unlock the room?

What decorations will you have and who will decorate?

Guests

What parking accommodations will your guests need?

Will you have seating assignments?

Will you be giving gifts to your speakers and/or attendees?

Will you need to print up nametags for your guests?

Are you expecting guests with disabilities?

If so, what special accommodations need to be arranged?

Marketing

Will you need to print invitations?

Will you need to print flyers or advertising posters?

Will you need to add the event to calendars/websites?

Will you need to advertise in local newspapers, via PSAs, etc.?

Staffing:

Who will be doing registration, greeting, acting as master of ceremonies, etc.?

Extra Notes

Comments:

Potential Issues:

Ombudsman Guideline Questions

(What a New Ombudsman Would Want to Ask the CO)

It is the ombudsman's responsibility to make sure that she or he understands the commanding officer's expectations. When meeting with the Commanding Officer, the ombudsman may want to clarify the following significant items.

- Are there certain issues, programs, or activities that are of more interest to the commanding officer than others?
- How often will the ombudsman meet with the commanding officer/executive officer/command master chief?
- What issues does the commanding officer want to know about? (Often, these include, but are not limited to: birth, death or life-threatening situations, uncontrolled rumors, and cases of abuse reported to the Family Advocacy Program.)
- Who will be the ombudsman's point of contact at the command?
- What procedures should you follow to be reimbursed for approved and budgeted expenses?
- Does the chain of command want the ombudsman to keep written records of contacts?
- What information should be given to the commanding officers'/executive officers'/command master chief's spouse? How will everyone work together?
- How will the ombudsman get updated rosters and mailing labels?
- How will the ombudsman get office supplies for newsletters?
- What is the command policy regarding the content of the newsletter? Will spouse clubs and support groups be allowed to submit articles and notices for meetings?
- Who must approve the newsletter before it is sent out?
- How and where will the newsletter be printed and copied? How will it be distributed?
- Will there be a dedicated line in the ombudsman's home?
- Will the ombudsman have an answering machine? Calling card?
- Will the ombudsman be a part of the emergency calling tree?
- How shall the ombudsman deal with the media?
- How shall the ombudsman work with the Navy Fleet & Family Support Programs?
- How shall the ombudsman work with co-ombudsmen?

The following items are specific to a deployed command.

- How should the ombudsman communicate with the command during deployment?
- Will a list of telephone numbers be provided to reach the command through deployment?
- During deployment, do any problems warrant a direct call to the commanding officer?
- Will there be a local Point of Contact (POC) while the command is deployed?
- Who determines whether a call is an emergency? The ombudsman, the command's local POC, or another POC?
- How do the ombudsman and the command's local POC coordinate? How should they keep each other informed?
- What will be the command's local POC's office hours?

Ombudsman Assembly Meeting Attendance

Dates: _____

	Name	Command	Email	Phone #
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				

OMBUDSMAN ORIENTATION WEBINAR



Certificate of Attendance

Presented to

Date

Instructors for OBT Modules

Date _____

Module	Title	Approx Time	Instructor Name/Phone/Email
1	Omb Program Overview	1.5	
2	Professionalism	2.0	
3	Command Relationships	1.5	
4	Communication Skills	2.5	
5	Information and Referral	2.0	
6	Crisis Calls	2.5	
7	Disasters	1.0	
8	Mission Readiness	1.0	
9	Running Your Program	1.0	

Ombudsman Basic Training Registration

Name:		Date of Request:
Address:		
Phone: (home)	(work)	Email:
Command:		Command Phone:
Command Address:		
Name/Rank CO:		Current Ombudsman:
WHICH BEST IDENTIFIES YOU?		
<input type="checkbox"/> Ombudsman <input type="checkbox"/> CO's Spouse <input type="checkbox"/> XO's Spouse <input type="checkbox"/> CMC's Spouse <input type="checkbox"/> Chaplain's Spouse <input type="checkbox"/>		
Other _____		

OMBUDSMAN COORDINATOR USE ONLY

Class Assigned:	
<input type="checkbox"/> Appointment letter on file	<input type="checkbox"/> Confirmation letter/email sent
Confirmation:	<input type="checkbox"/> Graduation letter to command

Fax or email the information requested on the form to the FFSC Ombudsman Coordinator at

_____.

OBT Sample Confirmation Letter

(Insert date)

Dear Participant,

This letter confirms your registration for Ombudsman Basic Training on (insert dates of training). The training will be held (insert location). To make this sixteen-hour training go as smoothly as possible for you and the other participants, we have a few reminders and tips we would like to share.

Ombudsman Basic Training is a nine-module training course written and mandated by Commander, Navy Installations Command. You must attend the entire training to receive a certificate of completion. Please plan on being present during the entire training unless you have made prior arrangements with the staff.

We will begin promptly at (insert beginning and ending times). The schedule will vary each day depending upon individual speakers, exercises, and questions from the participants. Meal times and breaks will vary. There is a refrigerator and a microwave on the premises for your convenience. Coffee and tea will be provided, and vending machines are available.

You will need to bring the following materials with you:

- A 2-inch (or larger) three-ring binder for the course materials.
- If you have your Ombudsman Program Manual and a copy of OPNAVINST 1750.1F you should bring these to the class. Access to these materials is also available at the Fleet & Family Support Program website: <https://www.nffsp.org>. Click on “ombudsman program” and then on “ombudsman training.” The OPNAV is included in the *Manual*. Your command is to print these out for you.
- You will also need highlighters, pens, pencils, and note paper.

Your attire is expected to be professional. Jeans, t-shirts, shorts, sweats, and other casual attire is not acceptable. You may want to dress in layers since the classrooms are not always comfortable for everyone. We request that any cell phones and paging devices be set on the “vibrate” setting so as not to disturb the class. We also request that telephone calls be made only on breaks unless it is an emergency.

Please acknowledge receipt of this letter. If you find you are unable to attend, please phone (insert number) or email (insert email address) as soon as possible so someone on the waiting list can be notified.

On behalf of all of the certified ombudsman trainers on our team, I thank you for your involvement in the Ombudsman program.

We look forward to seeing you on (insert date) for a productive and interesting training!

Sincerely,
Ombudsman Program Coordinator

Ombudsman Basic Training Registration Matrix

Training Dates: _____

Date	Name	Phone #s	Email	Command	Command Role	Command POC Name/Phone	Appt. Date
1							
Note:							
2							
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Date	Name	Phone #s	Email	Command	Command Role	Command POC Name/Phone	Appt. Date
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Note:							
25							
Note:							

OBT Opening Remarks

Opening Remarks:

- Welcome.
- Introduction of ombudsman coordinator and trainers.
- Introduction of “kick-off” speaker (if applicable).
- Very brief overview of what to expect from the training.

Housekeeping Remarks:

- Rest Rooms—locations, break times, try not to be disruptive if you need to leave the room.
- Smoking—location of the smoking area.
- Cell Phones/Pagers—turn off or put on silent.
- Emergency Number—give out the emergency number.
- Snacks and drinks—whether coffee and tea are provided or coffee mess. Location of vending machines. (Some sites ask volunteers to bring in snacks after providing them the first day.)
- Lunch—lunch times and whether you will work through lunch. Whether participants should bring lunch or if there are places nearby to purchase lunch .
- Refrigerator & Microwave—are they available?
- Table Tents—please make sure that they are turned towards the front so that the instructors can see your name.
- Appointment Letters—turn in copies.
- Comfort of Room—address heating/cooling, etc.
- OBT Material—address that it is a standardized curriculum and trainers may not deviate. Written for the average person so parts may be boring or challenging to some. Certain amount of repetition built into it and some of the modules overlap material.
- Retention—you may want to share this information: “The normal, untrained listener is likely to understand and retain only about 50% of a conversation, and this relatively poor percentage drops to an even less impressive 25% retention rate 48 hours later. This means that recall of a particular conversation that took place more than a couple of days ago will always be incomplete and usually inaccurate. No wonder people can seldom agree about was discussed!”
- Evaluations—Daily evaluation and overall evaluation should be completed by all participants.
- Certificate—complete the sheet and list name exactly as it should appear on your certificate. Only those people completing all nine modules will get a certificate. It is possible to complete missed modules the next time OBT is offered.

OBT Task Checklist

Action to be Taken	Target Date	Completion Date	Remarks
Select dates and reserve classroom			
Prepare message & submit for distribution			
Market OBT			
Move appropriate names from previous class to new class registration form			
Assign Modules to instructors			
Ensure adequate materials and handouts. If not, order or send for printing			
Invite base leadership to kick off OBT			
Meet with trainers to plan			
Prepare opening remarks and housekeeping guidelines			
Email confirmation letters to participants 2 weeks prior to training. Ask for read receipt and confirmation of attendance			
Email command copy of confirmation and information on providing manual and attendance at OBT graduation			
Prepare name tags and table tents			
Prepare tracking forms for attendance and certificates			
Send reminder to base leadership to present kick-off message			
Prepare packets of information for each participant			
Coordinate coffee/snacks			
Set up classroom (afternoon before if available)			
Ensure all materials are available and audiovisual equipment is working			
Prepare Certificates and include training location. Type name of FFSP Ombudsman Program Coordinator for signature block			
Report non-completion of OBT to sponsoring command			
Review feedback and evaluations			
Meet with trainers to review "lessons learned"			

OBT Module Completion

DATE	MODULE									
	PARTICIPANT	1	2	3	4	5	6	7	8	9
1.										
2.										
3.										
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30.										

Ombudsman Basic Training Certificate of Completion List

Please print your name below EXACTLY as you wish it to appear.

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**NAVY FAMILY
OMBUDSMAN PROGRAM**

OMBUDSMAN BASIC TRAINING

Certificate of Completion

Name

**has completed Ombudsman Basic Training with the
Navy Family Ombudsman Training Program**

Training Dates

**The Navy is proud to welcome this Ombudsman
to the Navy Family Ombudsman Program**

Certified Ombudsman Trainer

Date

Basic Ombudsman Training Daily Evaluation

Date: _____

In today's training:

- These three things were most helpful to me.
 - 1.
 - 2.
 - 3.
- These three things could be improved (in order of priority).
 - 1.
 - 2.
 - 3.
- I would like these things to be included.

- Additional comments.

Name (optional) _____

Basic Ombudsman Training Daily Evaluation

Date: _____

We would like to ask your help in improving this class and appreciate your feedback. (Please remember that we have no control over room temperature and the design of the curriculum.)

Please circle the answer that applies. Today I learned:



Nothing



Something



Lots of interesting things



Tons of Stuff!!!

This learning will help me in my job as an ombudsman or command support team member.



Nope, not a thing



A few helpful bits of information



Lots of helpful information



I am so amazed at the amount of good information!!!

My Favorite part was:

Things that would have helped me to learn more (feel free to use the other side):

Name (optional) _____



**NAVY FAMILY
OMBUDSMAN PROGRAM**

CERTIFIED OMBUDSMAN TRAINER

***Commander, Navy Installations Command
Appointment Certificate***

Name

**has completed the training program for
Certified Ombudsman Trainers on**

Training Dates

**and is now certified by CNIC to teach
Ombudsman Basic Training
in the Navy Family Ombudsman Program**

CNIC Ombudsman Program Manager

Sample Agenda Form

Item	Desired Outcome	Priority	Time	Who	How

FFSC Customer Satisfaction Survey

Site Location: _____ Date of Service _____

In order to improve our programs and services, please answer the following questions with respect to the workshop you attended.

Check the program area you received service from:

- | | | |
|--|--|--|
| <input type="checkbox"/> Deployment Support (including Return & Reunion) | <input type="checkbox"/> Clinical Counseling | <input type="checkbox"/> New Parent Support Home Visitation Program (NPSHVP) |
| <input type="checkbox"/> Relocation Assistance Program (RAP) | <input type="checkbox"/> Family Advocacy Program (FAP) | <input type="checkbox"/> Transition Assistance Management Program (TAMP) |
| <input type="checkbox"/> Ombudsman Support | <input type="checkbox"/> Sexual Assault Victim Intervention Program (SAVI) | <input type="checkbox"/> Personal Financial Management (PFM) |
| <input type="checkbox"/> Life Skills Program (e.g., Stress Management, Suicide Prevention) | <input type="checkbox"/> Victim Advocacy | <input type="checkbox"/> Spouse/Family Employment Assistance |

Please answer the following questions with respect to the service you received.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't Know/ Can't Judge
1. I received prompt customer service.						
2. The location of the service was convenient.						
3. The time the service was provided was convenient.						
4. The provider(s) had the required knowledge to assist me.						
5. The provider(s) was friendly and professional.						
6. The information provided was useful to me.						
7. How did you hear about the FFSC program/service you are using?						
8. What is your preferred way of receiving FFSC program/service information?						
8. What is your preferred way of receiving FFSC program/service information?						
9. The FFSC advertises programs effectively.						
10. I would recommend this class to some one else.						

Comments or recommendations for improvement:

May we call you for additional information? _____ Yes _____ No

If yes, please provide name and phone number: _____

Mark one only:

- | | | | |
|---------|------------------|---------------|---------|
| E1 – E6 | E7- E9 | W1-W5 | O1 - O4 |
| O5 - O9 | Retired Military | Family Member | Other |

Please drop in the customer survey drop box. Thank you for your participation!

FFSC Workshop and Brief Satisfaction Survey

Site Location: _____ Date _____

Name Of Workshop Or Brief: _____

In order to improve our programs and services, please answer the following questions with respect to the workshop you attended.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't Know/ Can't Judge
1. Signing up for the workshop/ brief was easy.						
2. The location of the workshop/ brief was convenient.						
3. The time of the workshop/brief was convenient.						
4. The presenter was knowledgeable.						
5. The presenter was friendly and professional.						
6. Information provided was useful to me.						
6A. Audio/visual, handouts, and/ or other material supported my learning.						
7. How did you hear about the FFSC program/service you are using?						
8. What is your preferred way of receiving FFSC program/service information?						
9. The FFSC advertises programs effectively.						
10. I would recommend this class to some one else.						

Comments or recommendations for improvement:

May we call you for additional information? _____ Yes _____ No

If yes, please provide name and phone number: _____

Mark one only:

E1 – E6

E7- E9

W1-W5

O1 - O4

O5 - O9

Retired Military

Family Member

Other

FFSC Workshop and Brief Multiple Presenter Satisfaction Survey

Site Location: _____ Date _____

Name Of Workshop Or Brief: _____

In order to improve our programs and services, please answer the following questions with respect to the workshop you attended.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't Know/ Can't Judge
1. Signing up for the workshop/ brief was easy.						
2. The location of the workshop/ brief was convenient.						
3. The time of the workshop/brief was convenient.						
Please rate each presenter on the following:						
Presenter Name						
4. The presenter was knowledgeable.						
5. The presenter was friendly and professional.						
6. Information provided was useful to me.						
6A. Audio/visual, handouts, and/ or other material supported my learning.						
7-9. Optional, Site-specific Questions						

Comments or recommendations for improvement:

May we call you for additional information? ____ Yes ____ No

If yes, please provide name and phone number: _____

Mark one only:

E1 – E6

E7- E9

W1-W5

O1 - O4

O5 - O9

Retired Military

Family Member

Other

Appendices

The following appendices contain information to assist the ombudsman coordinator in implementing and managing responsibilities. This material has been referenced by appendix letter and form name/number throughout the Desk Guide. The forms can be copied and used as printed, or customized/modified where appropriate to meet site-specific needs. All forms are not required. Consult with supervisory staff and refer to local SOPs to determine locally required documentation.

The following appendices are included:

Appendix A: Forms

Appendix B: Glossary of Terms

Appendix C: Ombudsman Coordinator Position Description

Appendix D: OPNAVINST 1750.1F (on CD only)

Glossary of Terms

Accreditation: The process of assuring quality by meeting a set of standards

AOR: Area of Responsibility

CMC or CMDCM: Command Master Chief

CNIC: Commander, Navy Installations Command - responsible for Navy-wide shore installation management

CNO: Chief of Naval Operations

CO: Commanding Officer

COB: Chief of the Boat

Confidentiality: Keeping information given by or about an individual in the course of a professional relationship, secure and secret from others

CONUS: Continental United States

COT: Certified Ombudsman Trainer

CST: Command Support Team

DoD: Department of Defense

ECRC: Expeditionary Combat Readiness Center

FAP: Family Advocacy Program

FFSC: Fleet and Family Support Center

FFSP: Fleet and Family Support Program

FLTCM: Fleet Master Chief

FORCM: Force Master Chief

FOUO: For Official Use Only

FRP: Fleet Response Plan

GSA: Global War on Terrorism Support Assignment

GWOT: Global War on Terrorism

IA: Individual Augmentee

IAW: In accordance with

IDS: Individual Deployment Specialist (formerly FFSC IA POC)

I&R: Information and Referral

INDOC: Indoctrination/orientation

ISFAC: Inter Service Family Assistance Committee

JFSAP: Joint Family Support Assistance Program

MCPON: Master Chief Petty Officer of the Navy

MOU: Memoranda of Understanding

MTF: Medical Treatment Facility

NECC: Navy Expeditionary Combat Command

NFAAS: Navy Family Accountability and Assessment System

NMPS: Navy Mobilization Processing Sites

NOSC: Navy Operational Support Centers

OAL: Ombudsman-at-Large. The CNO may appoint in writing one or more Navy-wide OALs

OBT: Ombudsman Basic Training

OCONUS: Outside the Continental United States

OPAG: Ombudsman Program Advisory Group

OPNAV: Office of the Chief of Naval Operations

POC: Point of Contact

Privacy Act: Guidelines for the disclosure of information about military clients

QA: Quality Assurance - the process assuring the quality of one organization's outcomes

QOL: Quality of Life

RCC: Reserve Component Command

RTT: Regional Train the Trainer

ROAB: Regional Ombudsman Advisory Board

SNDL: Standard Navy Distribution list

SECNAV: Secretary of the Navy

SOP: Standard Operating Procedures

UIC: Unit Identification Code

WTP: Warrior Transition Program

Ombudsman Coordinator Position Description

Ombudsman Coordinator

GS-0101/0343 9/11

YA-02

I. INTRODUCTION

This position is located on the staff of Fleet and Family Support Center. The purpose of this position is to provide a variety of services to support and enhance the effectiveness of the Command Navy Family Ombudsman Program.

II MAJOR DUTIES AND RESPONSIBILITIES

- (1) Plan, coordinate, organize and implement the Navy Family Ombudsman Program. Coordinates and offers the standardized Ombudsman Basic Training course per assessment of local requirements. This includes advertising the schedule, providing classroom space, arranging for certified Ombudsman Basic Training trainers, and furnishing students with a copy of all current training materials, as needed. Reports non-completion of Ombudsman Basic Training to the sponsoring command and explains the circumstances. Assists in coordinating speakers and trainers for advanced training and Ombudsman Assembly meetings that support Ombudsmen educational and informational needs. Provide logistical information to personnel attending Certified Ombudsman Training (COT) training. Upon completion of COT training, send copies of evaluation forms and class rosters to CNIC Headquarters. Update COT trainers with CNIC every six months, or as requested. Provide information and forms regarding Navy and community resources, including updates and changes. 40%
- (2) Serves as an advisor/consultant to local Ombudsmen, the Ombudsman Assembly, and to commands. Provides program guidance, policy clarification, and recommendations for Ombudsman recognition to commands if requested. 30%
- (3) Maintains current roster of local Ombudsmen, including Navy Reserve Ombudsmen and recruiting command ombudsmen. 10%

- (4) Refers command families to their Ombudsman, provides information to new arrivals about the Ombudsman Program, and assists geographically challenged Ombudsman en in connecting with the gaining Command Ombudsman for mobilizing and geographically separated members. 10%
- (5) Via the appropriate chain of command, keeps Navy Leadership advised of trends at the local installation in order to proactively address issues. Fosters good working relationship with military and community resources. 5%
- (6) Provides trainings and briefs as requested on the Navy Family Ombudsman Program to Regional and Commanding officer, Senior Leadership Spouses, GMTs and actively participates in meetings and conferences involving the Navy Family Ombudsman Program. 5%

III. FACTOR LEVELS

Factor 1 - Knowledge Required for the Position

Knowledge of Federal and agency regulations; knowledge of the Navy Family Ombudsman Program and the mission. Knowledge of regulations and policies related to the program. Ability to communicate verbally and in writing. Skilled in applying analytical, evaluative methods and techniques in developing new approaches that identify and resolve significant issues and problems. Knowledge and skill to teach and facilitate workshops, classes and briefings. Knowledge of military organizations, missions, lifestyles, and associated stressors that can impact Navy family members.

Factor 2 – Supervisory Controls

The supervisor provides limited direction, setting the overall project objectives. The supervisor, in consultation with the incumbent, develops deadlines and project plans. The incumbent is responsible for independently performing assignments and keeping the supervisor apprised of potentially controversial issues. Completed work is reviewed for effectiveness and overall feasibility in meeting organizational goals.

Factor 3 – Guidelines

Guidelines consist of standard Federal regulations and organizational directives. Incumbent is guided by own knowledge of program priorities and commitment, installation and service member needs, related to DOD Navy directives and instructions, and internal organizational procedures including guidelines for professional and ethical practice as set by professional agencies. Guides are generally applicable to situations encountered, although some problems or situations are not covered. Incumbent exercises judgment in interpretation and adaptation of existing guidelines to arrive at a finding or conclusion, or to decide appropriate course of action.

Factor 4 - Complexity

The work involves many different and unrelated work processes and methods including researching rules and regulations affecting the program, analyzing data gathered, and preparing reports and briefings. The incumbent utilizes existing policy and established methods to determine what needs to be done and develops method(s) for collecting and assessing the information gathered.

Factor 5 – Scope and Effect

The duties of this position are integral to the well being of the Navy family unit, the individual members, and the mission of the service member's command and the general success of the Navy's Family Ombudsman Program objectives. The incumbent's performance in this position is proportional to the well-being and positive enhancement of command ombudsmen and families of the command.

Factor 6 – Personal Contacts

Contacts are with Navy Family Ombudsmen, Commanding Officers, Navy family members, various levels of military commands, FFSP Regional staff and CNIC Headquarters' staff.

Factor 7 – Purpose of Contacts

Contacts are for the purpose of gathering information to facilitate trainings, briefings and communicating information and discussing issues and options available.

Factor 8 – Physical Demands

Physical demands include bending sitting, standing and walking, however work is primarily sedentary in nature. Must be able to manage multiple priorities, work and concentrate under stress and meet deadlines.

Factor 9 – Work Environment

The work is performed in an office setting; however, the incumbent may be required to teach in alternate settings and attend meetings in the commuting area. Travel may be required for conferences and trainings.

Factor 10 – Security Clearance

Incumbent must have or be able to obtain a SECRET security clearance.



DEPARTMENT OF THE NAVY
 CHIEF OF NAVAL OPERATIONS
 2000 NAVY PENTAGON
 WASHINGTON DC 20350-2000

IN REPLY REFER TO

OPNAVINST 1750.1F
 CNO
 30 Mar 07

OPNAV INSTRUCTION 1750.1F

From: Chief of Naval Operations

Subj: NAVY FAMILY OMBUDSMAN PROGRAM

Ref: (a) U.S. Navy Regulations, 1990
 (b) OPNAVINST 3120.32C
 (c) 5 U.S.C., Chapter 81, Subsection 552a
 (d) SECNAVINST 5211.5E
 (e) 18 U.S.C., Chapter 11
 (f) DOD 5500.7-R of Aug 93
 (g) SECNAVINST 1752.3B
 (h) 10 U.S.C., Chapter 81 and Section 1588
 (i) OPNAVINST 5380.1
 (j) 28 U.S.C.
 (k) OPNAVINST 5218.7B
 (l) BUPERSINST 1710.11C
 (m) Joint Federal Travel Regulations, Appendix E
 (n) NAVSO P-1000, Department of the Navy Financial Management Policy Manual, Vol 9, Ch 5
 (o) COMNAVCUITCOMINST 1754.1
 (p) SECNAVINST 1754.1B
 (q) SECNAVINST 1752.4A

Encl: (1) Policy Waiver Request Procedures
 (2) Chief of Naval Operations Ombudsmen-at-Large Duties
 (3) Fleet and Family Support Center Duties in Support of Ombudsmen
 (4) Ombudsman Program Advisory Group and Regional Ombudsman Advisory Boards
 (5) Ombudsman Assembly
 (6) Program Support
 (7) Reporting Requirements for Child Abuse, Domestic Abuse, and Sexual Assault

1. Purpose. To provide policy and assign responsibility for the Navy Family Ombudsman Program. References (a) through (q) apply. This instruction is a complete revision and should be reviewed in its entirety.

2. Cancellation. OPNAVINST 1750.1E.

3. Applicability. The provisions of this instruction apply to all Navy commands/units.

4. Discussion

a. The Navy Family Ombudsman Program is a Navy-wide program established to improve mission readiness through improved family readiness. A strong command Ombudsman Program, both ashore and afloat, will help ensure that families have the information necessary to meet the challenges of a military lifestyle. Per references (a) and (b), commanding officers/commanders are charged with the responsibility for the morale, health, and welfare of command personnel and inherently their families. The Ombudsman Program helps commanding officers/commanders have a better understanding of the welfare of the command's families. It also assists commands and their families to be better prepared to meet emergency situations. Every Command, afloat and ashore, is required to appoint an Ombudsman. Fleet, Force, and Regional Commanders, as well as their staffs, should appoint Ombudsmen for their staffs only. There is no such position as a Fleet, Force, or Regional Ombudsman. There is no hierarchy within the Ombudsman Program and there are no prescribed supervisory roles over other Ombudsmen within the Recruiting Command or throughout the Navy.

b. The Ombudsman Program was introduced to the U.S. Navy by Z-gram 24 on 14 September 1970 by the Chief of Naval Operations, Admiral Elmo Zumwalt. Admiral Zumwalt adapted this program from a 19th century Scandinavian custom originally established by the King to give ordinary private citizens an avenue to express their grievances to high government officials. To improve family readiness, the primary focus of the Navy Family Ombudsman Program is command communications, information, and referral, while still providing an avenue for hearing about the welfare of command families.

c. Ombudsman Appreciation Day is 14 September (or the Friday preceding the 14th, if it falls on a weekend). While the 14th is of significance to the history of the program, commands are authorized to celebrate the event at any time deemed appropriate during the month of September or as soon as possible thereafter.

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30 Mar 07

d. The Command Ombudsman is a volunteer who is the spouse of an active duty or selected reserve command member. If the commanding officer/commander is unable to select the spouse of an active duty or selected reserve command member, refer to enclosure (1) for waiver procedures. The Ombudsman supports the command mission by providing communications, outreach, resource referral, information, and advocacy to and for command families.

e. For the purpose of this instruction, the term command master chief also includes a chief of the boat or a command senior enlisted advisor.

5. Action

a. The Chief of Naval Operations may appoint in writing one or more Navy-wide Family Ombudsmen-at-Large. The spouse of the Master Chief Petty Officer of the Navy and the Chairman of Naval Services FamilyLine have been appointed to fill these positions. Support for Ombudsmen-at-Large will be specified in their appointing letters and at enclosure (2).

b. Commander, Navy Installations Command will:

(1) Maintain policy, establish procedures, and implement the Navy Family Ombudsman Program.

(2) Publish and maintain the Navy Family Ombudsman Program Manual and post additional guidance and procedures for operation to the Ombudsman website at <http://www.ffsp.navy.mil>.

(3) Ensure the program effectively addresses family readiness issues.

(4) Adequately resource the program at management, regional, and local levels to provide sufficient training supported through Fleet and Family Support Centers, materials, website maintenance, and marketing. For a complete list of Fleet and Family Support Center support requirements, see enclosure (3).

(5) Establish training requirements and ensure sufficient training is held to support requirements. Training

will only be provided by Commander, Navy Installations Command qualified trainers using approved curriculum.

(6) Coordinate Ombudsman Basic Training with regional commanders, recruit commands, and the Navy Reserve Forces Command to ensure that Command Ombudsmen are normally able to receive this training prior to (or within six weeks of) appointment.

(7) Provide guidance on Ombudsman Advanced Training topics, curriculum, and delivery.

(8) Train, certify, and decertify Certified Ombudsman Trainiers. All training must be approved by Commander, Navy Installations Command. Conduct an annual conference with program trainers to obtain recommendations for changes to program curriculum or delivery.

(9) Establish an Ombudsman Program Advisory Group. The Group will serve as a working group and will include augmentation by representatives of other activities as needed to advise on policy, special projects, and curriculum development.

(10) Provide guidance in the establishment of Regional Ombudsman Advisory Boards. The chairperson will forward recommendations and/or issues to the Commander, Navy Installations Command Ombudsman Program manager for the Ombudsman Program Advisory Group's review.

(11) Establish and maintain an Ombudsman website and registry at <http://www.ffsp.navy.mil>. The purpose is to provide additional information on the program and to provide an Ombudsman locator. Also, establish and maintain an automated Ombudsman data collection system located at this website to collect program statistics and workload data.

(12) Develop a comprehensive outreach and marketing plan to educate servicemembers and their families about the Ombudsman Program, to include the family readiness alliance network. This network bundles key support services, e.g., Fleet and Family Support Programs, Child Development Centers, chaplains, School Liaison Officers, and Family Readiness Groups, as well as Ombudsmen at the local installation level to provide coordinated services in support of servicemembers and their families. This

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network optimizes marketing efforts with an end-state that maximizes family readiness.

(13) In the event of a nationwide national disaster or emergency, stand up a centralized Ombudsman Resource Center to augment official Navy response efforts. The Center will be staffed by volunteers for the purpose of communicating with local Ombudsmen and family members to assist in locating and providing services to families.

c. Regional Commanders shall:

(1) Establish a Regional Ombudsman Advisory Board to support and provide advice on issues relating to the Navy Family Ombudsman Program. The Board will provide feedback to Commander, Navy Installations Command on trends and issues in their region concerning the ombudsman program. Board composition and duties are described in enclosure (4) and the Navy Family Ombudsman Program Manual.

(2) Coordinate with type and local commanders to ensure that sufficient Ombudsmen Assemblies exist in their region to support the area Ombudsmen. Procedures for establishing Ombudsmen Assemblies can be found in enclosure (5) and the Navy Family Ombudsman Program Manual.

(3) In coordination with the Fleet and Family Support Centers, be responsible for conducting Ombudsman Basic Training and Advanced Training. Navy Reserve Forces Command shall offer Ombudsman Basic Training at remote sites within the Continental United States.

(4) Ensure that appropriate roles for Ombudsmen are included in regional and installation plans for disaster preparedness (especially in the establishment of emergency Community Support Centers and/or Family Assistance Centers) and Ombudsmen are included in disaster preparedness exercises.

(5) Ensure outreach and marketing plan includes the family readiness alliance network at each installation.

d. Commanding officers and commanders shall:

(1) Establish and execute the Navy Family Ombudsman Program per this instruction and the Navy Family Ombudsman Program Manual.

(2) Ensure that command family members have access to the services of an Ombudsman. Commanding officers and commanders (ashore and afloat) will vector crew/staff and families to appropriate providers within the family readiness alliance network.

(a) Appoint sufficient command Ombudsmen to provide required services to command families.

1. Guidance for selecting, appointing, and supervising Ombudsmen is included in the Navy Family Ombudsman Program Manual. All Ombudsmen must be appointed per references (h) and (i).

2. Small commands having few family members, or tenant commands, may arrange with one or more other commands, or the installation command, to share the Ombudsman services of the other or host command. Such agreements must be at the concurrence of all commands involved and should be specified in writing, including any agreed-upon provisions for support of the combined Ombudsman program as stipulated in enclosure (6).

(b) Ensure their Command Ombudsman information is added to the Ombudsman Registry (as soon as official appointment is made) at www.ffsp.navy.mil. The registry shall be updated as changes occur.

(3) Accept volunteer services from the Ombudsman per reference (i) by completing DD 2793 (Rev. 2-02), Volunteer Agreement for Appropriated Fund Activities and Non-appropriated Fund Instrumentalities with the Ombudsman.

(4) Ensure that the Command Ombudsman receives required training and provide him/her with a copy of this instruction, the Navy Family Ombudsman Program Manual, and a letter of appointment containing other specific instructions.

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(a) Ombudsman Basic Training is required for all Ombudsmen and must be documented per reference (i). This training provides the information and skills training necessary for an Ombudsman to properly execute the duties required by this instruction and the commanding officer/commander.

(b) The Ombudsman should attend Ombudsman Basic Training before assuming Ombudsman duties, but not later than six weeks after appointment. If the Ombudsman is unable to attend training prior to assuming Ombudsman duties, the command will ensure that the Ombudsman completes the on-line orientation of must-know information/orientation at www.ffsp.navy.mil.

(5) Ensure that the command Ombudsman receives a regularly updated command roster to include inbound personnel and families. References (c) and (d) provide for the release of roster information to the Ombudsman without the consent of the individuals listed when the Ombudsman is acting in an official capacity.

(6) Communicate regularly with the Command Ombudsman.

(a) Commanding officers and commanders should assign a point of contact for the Ombudsman; this is often the command master chief. Decide what issues and events are to be handled through the point of contact and which should come directly to the commanding officer/commander.

(b) Introduce the Ombudsman to other chain of support members (e.g., the command chain of support, also known as the Command Support Team, is generally comprised of the commanding officer, executive officer, command master chief and their spouse, chaplain (if one is assigned), and the Ombudsman), and to any other advocates assigned to work with the program. Although not in a supervisory role, other members of the command chain of support can help the Ombudsman by virtue of their Navy experience. It is recommended that leadership spouses and others in advocacy roles attend Ombudsman Basic Training with the Command Ombudsman if space is available and at no extra cost to the government. This training will provide important guidelines and direction in assisting the Ombudsman, and cover the requirements of confidentiality. Also, in the event an Ombudsman leaves suddenly, for any reason, a trained member of

the Command Support Team can then fill the position until another Ombudsman is selected and trained.

(7) Ensure the Command Ombudsman receives adequate equipment, material, and funding support per enclosure (6).

(8) Establish specific funding resources for support of the Command's Family Ombudsman Program. References (h) and (i) authorize use of Appropriated Funds or Non-Appropriated Funds in support of the Ombudsman Program. Pursuant to reference (m), reimbursable items may include childcare, mileage, parking, tolls, and communication equipment when used in an official capacity. Travel and training expenses may also be paid by the command or reimbursed per enclosure (6). Commanding officers/commanders must ensure their Ombudsman is reimbursed for authorized expenses in a timely manner.

(9) Ensure that current and reporting command personnel (including single personnel) and their family members are aware of who the Command Ombudsman is, what services they can provide, and how to contact them. Include the Ombudsman in the command indoctrination program. Provide a generic command e-mail address for the Ombudsman or Ombudsmen.

(10) Ensure the Navy Family Ombudsman Program is included in appropriate command inspections and reviews.

(11) Ensure that appropriate role(s) for the operational unit Ombudsman is/are included in the operational unit disaster preparedness plan as well as including roles for operational unit Ombudsmen in installation plans for disaster preparedness. This includes roles for Ombudsmen in the establishment of emergency Family Assistance Centers or Community Support Centers. All Ombudsmen should be included in disaster preparedness exercises.

(12) Ensure that data from the Ombudsman monthly worksheets is entered in the automated Ombudsman data collection system at www.ffsp.navy.mil by the Ombudsman or command designated personnel. Reserve unit commanding officers shall ensure Reserve Unit Ombudsmen send quarterly reports to the Family Support Program Manager at the Navy Reserve Forces Command. Commanding officers and Type Commanders should monitor

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workload data to ensure sufficient Ombudsmen have been appointed to provide required services.

(13) Be aware of the following provisions for appointing ombudsmen:

(a) Probation Periods. A probationary term may be established when appointing an Ombudsman. The recommended probation periods are six months for a first time Ombudsman and three months for an experienced Ombudsman.

(b) Term of the Ombudsman Appointment. The Ombudsman's term of service automatically expires when the Ombudsman's spouse transfers from the command, is discharged, transfers to the Fleet Reserve, or retires. A letter of resignation is also required whenever there is a change of command; however, the new commanding officer/commander may request the current Ombudsman remain until a new Ombudsman is trained and in place, or may offer to reappoint the incumbent.

(c) Ombudsman Resignation. A letter of resignation from the Ombudsman to the command is required as stated above, or at any time the Ombudsman can no longer fulfill the duties of the position.

(d) Termination of Service for Cause. The commanding officer/commander should terminate the appointment when the Ombudsman violates the Code of Ethics, knowingly fails to execute their responsibility regarding the issues required to be reported, knowingly submits an unauthorized claim for Ombudsman funds outside the boundaries established by regulation and the commanding officer/commander, or if the commanding officer/commander considers the Ombudsman's behavior to be detrimental to the command.

(14) Be aware of additional considerations for appointing command Ombudsmen serving outside of the Continental United States, and those serving at recruiting and reserve commands/units.

(a) Outside of the Continental United States. Living overseas presents different challenges and rewards for an Ombudsman. Major challenges involve language, isolation, communication, transportation, and cultural differences. These

factors should be taken into consideration when appointing an Ombudsman.

(b) Recruiting Commands. At a minimum, an Ombudsman is to be appointed for each Navy Recruiting District headquarters. An Ombudsman will be appointed for Commander, Navy Recruiting Command; Navy Recruiting Orientation Unit; and each Navy Recruiting Region headquarters. Due to the varying geographic characteristics of each Navy Recruiting District, more than one command Ombudsman may be required to adequately serve the needs of command families. Where additional Ombudsmen are deemed necessary, one Ombudsman should be designated to coordinate the family newsletter and serve as a central point of contact for general information; however, additional command Ombudsmen shall report to their commanding officer/commander, not the designated Ombudsman. Reference (o) provides supplemental guidance for the Recruiting Command Family Ombudsman Program.

(c) Navy Reserve Ombudsmen. At a minimum, an Ombudsman is to be appointed for each Navy Operational Support Center. Additional Ombudsmen may be assigned to Navy Reserve units within the Navy Operational Support Center. The Navy Operational Support Center Ombudsman should serve as a central point of contact for general information; however, additional unit Ombudsmen shall report only to their commanding officer/commander.

(15) Be knowledgeable about personal protections afforded to Ombudsmen. An Ombudsman, while providing services under this instruction, shall be considered to be an employee of the government only for the purposes designated in references (c) and (i) concerning compensation for disability or death of employees resulting from personal injury sustained while in the performance of their duty, and claims for damages or losses for property loss, personal injury, or death per reference (j) (see the Navy Family Ombudsman Program Manual for additional guidance).

(16) Be familiar with the Navy Family Ombudsman Program Manual which includes sample forms, appointment and termination letters, and additional guidance for management of the Ombudsman program.

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(17) Ensure the Regional Ombudsman Advisory Board has support as needed, including materials and clerical assistance, to perform their designated duties as described in enclosure (4).

e. Ombudsmen shall:

(1) Attend Ombudsman Basic Training prior to beginning duties (required) and advanced training to expand knowledge and improve skills. If a former Ombudsman is reappointed, the Ombudsman Basic Training course must be completed as a refresher if more than 18 months have passed since the last assignment or if more than three years have elapsed since attending the Ombudsman Basic Training course.

(2) Serve as the liaison between command families and the command, keeping the commanding officer/commander informed regarding the general morale, health, and welfare of the command's families.

(3) Communicate regularly with command and command family members. Contact families upon arrival as soon as possible to introduce themselves and explain how they can be of help to the family. Ombudsmen can greatly facilitate the relocation of new families by working with the Command Sponsor Program Coordinator to receive advance information on arriving families.

(4) Develop and distribute a command-approved monthly or quarterly newsletter, or if not possible, contribute to a command-approved column in appropriate publications. Additional guidance for newsletter preparation is in the Navy Family Ombudsman Program Manual.

(5) Obtain command approval on all official correspondence before printing, distributing, or mailing.

(6) Establish and maintain an up-to-date and timely telephone tree or use the Careline to rapidly distribute and gather information.

(7) Become knowledgeable about all programs offered from the local Fleet and Family Support Center, chaplains, and other support agencies to be able to keep family members informed of

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available resources and confidently recommend the services. Reference (p) gives Ombudsmen the authority to request and receive support from Fleet and Family Support Centers.

(8) Represent the command at local Ombudsman Assembly meetings.

(9) Maintain well-organized, active, and up-to-date communication records on the performance of Ombudsman duties. The Ombudsman will comply with the provisions of reference (d).

(10) Serve as a source of emergency and crisis information. Perform other official roles, functions, or duties assigned by the commanding officer/commander.

(11) If directed by the commanding officer/commander, assist with the formation and facilitation of the command Family Readiness Group, and may serve as liaison between the command and the group. Ombudsmen are not responsible for coordinating and conducting command-sanctioned homecoming activities.

(12) Provide immediate action when reportable issues or life endangering situations come to their attention by reporting to the appropriate official/organization and the commanding officer/commander. Additional guidance for required reporting can be found at enclosure (7), in the Navy Family Ombudsman Program Manual, and during Ombudsman Basic Training. Mandatory reporting is required for:

- (a) All suspected child abuse/neglect,
- (b) Alleged domestic abuse,
- (c) Suspected/potential homicides, violence, or life endangering situations,
- (d) All suspected/potential suicidal risks, and
- (e) Other issues identified by the commanding officer/commander as reportable.

(13) Adhere to the strictest code of confidentiality to protect the privacy of individuals and maintain the credibility of the Navy Family Ombudsman Program. For issues requiring

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immediate attention, the safety and well-being of every individual takes precedence over their right to confidentiality. The Ombudsman must be trained on the provisions of the Privacy Act and reference (d), in proper referrals, and maintaining a current resource list.

(14) Avoid conflicts of interest in their dealings with the command and family members. Criminal laws and regulations relating to conflicts of interest are described in references (e) and (f).

(15) Collect data on services provided and time expended, and provide this data monthly to the commanding officer/commander. A copy of the Ombudsman telephone log is to be provided to the command as directed. Data from the Ombudsman monthly worksheets will be entered into the automated data reporting system by the Ombudsman or command designated point of contact.

(16) Coordinate services for families during mobilization or geographic separation. In any situation in which family members remain in one community while the service member reports to another location for duty, such as mobilization of a unit, executing individual augmentation orders, or executing permanent change of station orders, the losing command retains responsibility for local support services to family members remaining in their area and for assisting family members in connecting with the gaining Command Ombudsman, Family Readiness Group, or other family support activity. The gaining command assumes responsibilities for official command communication with the Sailors and their family members.

(a) The Navy Reserve or losing Command Ombudsman shall contact the gaining command's Ombudsman to coordinate services to ensure the family receives services to which they are entitled. Contact information can be obtained from the Ombudsman Registry or from the Fleet and Family Support Center Ombudsman Coordinator at the gaining command. The Fleet and Family Support Center Ombudsman Coordinator's contact information may be found on the Ombudsman Program website at www.ffsp.navy.mil.

(b) Ombudsmen from both the losing and gaining commands will coordinate or share responsibility for those

family members who do not accompany the Sailor to the area of the active duty assignment.

(17) Perform other assigned duties. In addition to responding to the needs of the command's families, the commanding officer/commander may direct the Ombudsman to:

(a) Assist in the organization and implementation of the command welcome program (Command Sponsor Program), and participate in the indoctrination and orientation programs for new command members.

(b) Represent the command on committees, boards, and working groups in the military or serve as a military family liaison to civilian community organizations that are providing service and support to command families.

(c) Work closely with the other members of the Command Support Team.

(d) Establish, maintain, or contribute an up-to-date and timely command telephone "Careline" to provide information to families.

(18) Submit a letter of resignation to the commanding officer/commander when the Ombudsman's spouse transfers from the command, is discharged, transfers to the Fleet Reserve, or retires. A letter of resignation is also required whenever there is a change of command.

(a) The Ombudsman may be reappointed by the new commanding officer/commander or requested to remain until a new ombudsman can be appointed.

(b) The Ombudsman will confer with the commanding officer/commander or point of contact about turnover of any personal notes or records on unresolved issues to the incoming Ombudsman. All other correspondence, personal notes, and records will be destroyed per command procedures for handling personal-confidential, Privacy Act-protected information.

(19) Be familiar with the Navy Family Ombudsman Program Manual, which includes sample forms, letters, and additional guidance for performing Ombudsman duties.

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f. CNO (N13) will provide a representative to serve as a member of the Ombudsman Program Advisory Group to stay abreast of family readiness issues that have application to other family-related programs.

g. Commander, Naval Education and Training Command will:

(1) Work with the Commander, Navy Installation Command Ombudsman Program Manager and other commands to develop, maintain, and distribute Navy Family Ombudsman Program standardized training to include:

(a) Ombudsman Basic Training curriculum and training workbook.

(b) Ombudsman Advanced Training syllabus and curriculum guides.

(c) Command Leadership Training for all members of the Command Leadership and Command Support Teams.

(2) Incorporate Ombudsman program training in applicable curricula as necessary to ensure Navy leadership is aware of the importance of the program and able to carry out their responsibilities to achieve a successful command Ombudsman program.

(3) Incorporate Ombudsman program awareness into other Navy training to ensure Sailor awareness and understanding of the Ombudsman program.

(4) Provide a representative to serve as a member of the Ombudsman Program Advisory Group to review and update training procedures and curriculum as required.

6. Forms and Reports

a. DD 2793 (Rev. 2-02), Volunteer Agreement for Appropriated Fund Activities and Non-Appropriated Fund Instrumentalities, is available at www.dtic.mil/whs/directives/infomgt/forms/ddforms2500-2999.htm

b. SF 1164 (Rev. 11-77), Claim for Reimbursement for Expenditures on Official Business, is available at

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www.dtic.mil/whs/directives/infomgt/forms/formsprogram.htm.
This form is also available at
www.gsa.gov/Portal/gsa/ep/formslibrary.do?formType=SF.

c. DD 1351-2 (Jul 04), travel voucher or sub-voucher will be used for reimbursement of travel expenses is available at www.dtic.mil/whs/directives/infomgt/forms/ddforms1000-1499.htm or automated travel programs used by a command may be substituted.

d. Ombudsman monthly data worksheets are available in the Navy Family Ombudsman Program Manual or online at www.ffsp.navy.mil. Data collection requirements described in the program manual are exempt from reports control per SECNAV M-5210.1.



M. G. MULLEN
Admiral, U.S. Navy

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POLICY WAIVER REQUEST PROCEDURES

1. It is Navy personnel policy to hold firmly to the requirement that persons appointed as Navy Family Ombudsmen be the spouses of active duty members of the command or selected reserves. However, it is recognized that there are circumstances in which it may be in the best interest of the command to name another individual. To request a waiver from the eligibility requirements for Ombudsman appointment and other issues within the Ombudsman Program, the following applies:

a. The requesting command will forward a letter to the Ombudsman Program Manager at Commander, Navy Installations Command requesting a waiver. The request should contain the reasons for the request and any extenuating circumstances that necessitate a waiver to the policy (per guidance below). The letter, including a point of contact with phone number and e-mail address, should be forwarded via the appropriate chain of command.

Family Readiness Programs
Commander
Navy Installations Command (N9121)
2713 Mitscher Road SW, Suite 300
Anacostia Annex, DC 20373-5802

b. The Ombudsman Program Manager will approve or deny the waiver request. For Reserve Commands, it is also requested that an endorsement to the waiver request be obtained from the Commander, Navy Reserve Forces Command Ombudsman Program point of contact.

Family Support Program Manager
Commander
Navy Reserve Forces Command
4400 Dauphine Street
New Orleans, LA 70146

2. Requests for waivers of the requirement that only spouses of active duty members of the command or selected reserves be appointed as Ombudsman will be considered, if criteria for Ombudsman eligibility appointment waiver are met. Waivers will be issued for the remainder of the commanding officer's/commander's assignment, unless otherwise specified and

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will not exceed three years. Waivers may be requested for the following persons and the command should address the candidate's ability to meet the requirements (requirements noted with an "*" are not negotiable):

a. Parent/family member of single members:

(1) Lives in vicinity of the command, or has a close connection with the command.

(2) Has experience as a recent (within five years) military member or family member.

(3) Has demonstrated an interest in the command and the ability to attend training and perform duties of the role. *

(4) Application to command demonstrates appropriate attributes, skills, and volunteer experience.

(5) Is nominated by the command, not self-nominated. *

(6) Command demonstrates that other efforts to recruit spouse volunteers have not been successful.

b. Active duty, former active duty, civilian, or spouses of civilian members of the command:

(1) Currently an active member or recently retired (within two years) from the command.

(2) Has demonstrated unique abilities to perform the role of liaison between families and the command. *

(3) Has demonstrated an interest in the command and the ability to attend training and perform duties of the role. *

(4) Is nominated by the command, not self-nominated. *

(5) Command demonstrates that other efforts to recruit spouse volunteers have not been successful.

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c. Family member of retired members of the command:

(1) Was formerly an Ombudsman or an Ombudsman at the time of retirement.

(2) Has demonstrated an interest in the command and the ability to attend training and perform duties of the role. *

(3) Is nominated by the command, not self-nominated. *

(4) Command demonstrates that other efforts to recruit spouse volunteers have not been successful.

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CHIEF OF NAVAL OPERATIONS OMBUDSMEN-AT-LARGE DUTIES

1. The Chief of Naval Operations may appoint, in writing, one or more Ombudsmen-at-Large. They are the spouse of the Master Chief Petty Officer of the Navy and the Chairman of the Naval Services FamilyLine. The Ombudsman-at-Large is responsible for advising the Chief of Naval Operations and/or Master Chief Petty Officer of the Navy on matters affecting Sailors and their families. The Ombudsman-at-Large will report directly to Chief of Naval Operations. Specific duties will be addressed in the letter of appointment. Additional duties that may be performed by the Ombudsman-at-Large are:

- a. Act as a focal point for the important flow of information to Navy Ombudsmen, Sailors, and their families.
- b. Be an advocate of the Navy and the Navy Family Ombudsman Program.
- c. Understand available Navy family programs and provide vital, timely, and responsive information to the Navy community.
- d. Serve as a member of the Ombudsman Program Advisory Group.

2. Per reference (i), the Commander, Navy Installations Command Ombudsman Program Manager shall be the accepting official for any additional volunteers assisting the Ombudsman-at-Large in the performance of official duties. The Ombudsman-at-Large shall supervise the volunteers as part of their official duties.

3. The Ombudsman-at-Large may travel to Navy sites with the Navy Inspector General and Master Chief Petty Officer of the Navy. They may also visit commands, meet with command Ombudsmen and family members, and attend meetings and conferences. During these visits, information important to the successful operation and improvement of the Ombudsman Program may be learned and Ombudsmen-at-Large are encouraged to share this information with the Commander, Navy Installations Command Ombudsman Program Manager per guidance from the Chief of Naval Operations.

4. The Ombudsman-at-Large will be provided training and support per the provisions of reference (i).

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a. An Ombudsman-at-Large not currently familiar with the Ombudsman Program is encouraged to attend Ombudsman Basic Training prior to or as soon as possible after appointment, and other training to ensure continued familiarization with the Ombudsman Program.

b. Commander, Navy Installation Command's and the Master Chief Petty Officer of the Navy's offices have been designated by the Chief of Naval Operations to provide support to the Ombudsmen-at-Large per the provisions for command support of Ombudsmen in this instruction.

5. The term of service for the Ombudsman-at-Large automatically expires and a letter of resignation is required when their spouse retires from active duty or transfers to the Fleet Reserve. A letter of resignation is also required when a new Chief of Naval Operations is appointed. The new Chief of Naval Operations may request the current Ombudsman-at-Large remain until a replacement can be found or reappoint the incumbent.

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**FLEET AND FAMILY SUPPORT CENTER DUTIES
IN SUPPORT OF OMBUDSMEN**

1. The Fleet and Family Support Center shall provide a variety of services to support and enhance the effectiveness of local command Family Ombudsman Programs as required by reference (p). Specific services to be provided are as follows:

a. Coordinate and offer the standardized Ombudsman Basic Training course per assessment of local requirements. This includes advertising the schedule, providing classroom space, arranging for certified Ombudsman Basic Training trainers, and furnishing students with a copy of all current training materials, as needed. The student will be required to have a copy of this instruction. The student's sponsoring command is responsible for printing and issuing it prior to the first day of class. Only those trainers certified by Commander, Navy Installations Command to instruct Ombudsman Basic Training should do so. To the maximum extent possible, these trainers should include non-Fleet and Family Support Center staff. The use of outside guest speakers is not authorized during Ombudsman Basic Training.

b. Report non-completion of Ombudsman Basic Training to the sponsoring command and explain the circumstances.

c. Help arrange and provide speakers and trainers for advanced training. Advanced training is defined as that which takes place after successful completion of Ombudsman Basic Training. Outside guest speakers are permitted during advanced training.

d. Coordinate topical speakers for Ombudsman Assembly meetings.

2. A member of the Fleet and Family Support Center staff is to be assigned the function of Ombudsman Program Coordinator. In addition to the training requirements, the coordinator serves as an advisor/consultant to local Ombudsmen, the Ombudsman Assembly, and to commands. The coordinator will not serve as the chairperson for the Assembly. Additionally, other Fleet and Family Support Center staff members should provide advice to Ombudsmen regarding interventions and approaches to be used with families.

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3. The Fleet and Family Support Center will:

a. Maintain a current roster of local Ombudsmen, including Navy Reserve Ombudsmen.

b. Provide space for Ombudsman Assembly meetings, if available.

c. Provide personal support and counseling for Ombudsmen.

d. Provide office space, supplies, and assistance with newsletter preparation for Ombudsmen and Assembly Chairs/ Coordinators, if required.

e. Coordinate training for Ombudsmen Assemblies that support Ombudsmen educational and informational needs.

f. Consistent with other Fleet and Family Support Center priorities, provide assistance to local Ombudsmen.

g. Provide program guidance, policy clarification, and recommendations for Ombudsman recognition to commands if requested.

h. If issues arise that appear to be negatively affecting the local program/family members, the Fleet and Family Support Center Site Manager or Ombudsman Coordinator shall notify the respective command. By providing accurate and timely information, the respective commanding officer/commander may then take appropriate action.

i. Provide information and forms regarding Navy and community resources, including updates and changes.

j. Be a source of many services for Navy families, thereby serving as a major referral resource for Ombudsmen.

k. Refer command families to their Ombudsman, provide information to new arrivals about the Ombudsman Program, and assist the out-of-area Ombudsman in connecting with the gaining Command Ombudsman for mobilizing and geographically separated members.

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4. Additional information can be found in the Navy Family Ombudsman Program Manual and at the Ombudsman Program website, www.ffsp.navy.mil.

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**OMBUDSMAN PROGRAM ADVISORY GROUP AND
REGIONAL OMBUDSMAN ADVISORY BOARD**

1. The Ombudsman Program Advisory Group will be a working group of individuals, convened at the discretion of Commander, Navy Installations Command (N91), to include the Ombudsmen-at-Large; a CNO (N13) representative; Commander, Navy Installations Command Force Master Chief; Fleet and Family Support Program Director; Ombudsman Program Manager; and Navy Reserve Force Family Support Program manager. The Ombudsman Program Advisory Group will include augmentation by representatives of other activities as needed to advise on policy, special projects, and curriculum development, based on input received from the Regional Ombudsman Advisory Board.

2. Regional Ombudsman Advisory Boards shall:

a. Be appointed and convened by the Regional Commander, or designee, for the purpose of reviewing Ombudsman program implementation within the region, and providing feedback from local Ombudsman Assemblies on policy, implementation, or other programmatic issues to the Commander, Navy Installations Command Ombudsman Program Manager.

b. Membership will be identified by the Regional Commander and may include both active and reserve personnel that are members of the family alliance network, a spouse of a senior military member(s) (officer/enlisted), a chaplain, command master chiefs and Ombudsmen representing commands within the area of responsibility, assembly chairpersons, Fleet and Family Support Program Ombudsman Coordinator(s), an action officer from the sponsor's staff, staff legal officer, and any other interested and appropriately positioned person(s).

c. Responsibilities of the Regional Ombudsman Advisory Board will be to support and advise area assemblies. They are not policy making or supervisory bodies and will not interfere with the operation of individual Command Family Ombudsman programs.

d. The Regional Ombudsman Advisory Board shall meet as needed, but at least semi-annually. The chairperson will forward all recommended changes and observations requiring higher level review or action to the Commander, Navy Installations Command

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Ombudsman Program Manager for action by the Program Manager and/or the Ombudsman Program Advisory Group as applicable. Recommendations and observations from the Board should be forwarded to the Commander, Navy Installations Command Ombudsman Program Manager.

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OMBUDSMAN ASSEMBLY

1. The local Ombudsman Assembly is an important component of the Ombudsman Program. The Assembly is an excellent forum for sharing and exchanging successful practices. As with all informational exchanges, confidentiality must be maintained. Established by the sponsoring command (base commander, commanding officer, regional commander, or area coordinator) in support of tenant commands, the Assembly functions only under the supervision and guidance of the sponsor. Ombudsman Assemblies should be included in the installation(s) family readiness alliance network. The Assembly may:
 - a. Serve as a resource for an Ombudsman's professional growth by arranging advanced training.
 - b. Serve as a liaison for policy discussion and clarification by appropriate local authorities regarding issues of interest to Ombudsmen and command family members.
 - c. Provide such functions as peer mentoring and sharing of common information of interest to all commands.
 - d. Provide assistance to commands to recognize/show appreciation to their Ombudsmen.
 - e. In the absence of a local Fleet and Family Support Center, maintain a current roster of all area Ombudsmen.
 - f. Perform other functions as directed by the sponsoring command (e.g., provide resource handbooks and materials, publish newsletters, distribute assembly meetings minutes, and maintain a calendar of events).
2. Assemblies are not policy making or supervisory bodies and will not interfere with the operation of individual command Family Ombudsman Programs; however, they may make recommendations about community matters affecting the well being of command family members in the area.
3. Because of the structure and diversity of Navy communities and installations, there may be more than one assembly within a geographic area. Assemblies are not hierarchical and do not have authority over another assembly regardless of the rank of

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the sponsor. Local commanders may decide that one area assembly consisting of all Ombudsmen within the geographic location is sufficient.

4. Each sponsoring command shall have a local Ombudsman Assembly instruction. An example is provided in the Navy Family Ombudsman Program Manual.

5. Assemblies are information-sharing groups and do not function as social clubs. Assemblies shall not establish or maintain treasuries or collect dues for the purpose of sponsoring Assembly activities.

6. All appointed Ombudsmen of local commands will participate in the Assembly. Others, such as senior leadership and senior leadership spouses, command master chiefs, and command chaplains, are encouraged to attend. Representatives of other military or civilian organizations may be invited to attend meetings to share information about their activities and respond to concerns of the membership.

7. Assembly leadership should be selected and appointed in writing by the sponsoring command for a specified term. A sample description of the duties of the Assembly Chairperson is provided in the Navy Family Ombudsman Program Manual.

8. The Chairperson must be a current or former Ombudsman whose spouse is an active duty or reserve member of a command that is a member of the Assembly. A Fleet and Family Support Center Ombudsman Coordinator cannot serve as the Chairperson, but can serve as an advisor to the assembly. Duties can include:

a. Representing the sponsoring command as a member of committees, boards, or group meetings (those organizations desiring this representation should submit a request through the Assembly's sponsoring command).

b. Providing information and referral liaison with other military and community organizations.

c. Providing input and feedback to the Regional Ombudsman Advisory Board via the Assembly Chairperson regarding the operation and policies of the Navy Family Ombudsman Program and

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offer recommendations to improve support and standardization of the program worldwide.

9. The sponsoring command shall ensure the Assembly has any support needed, including materials and clerical assistance, to perform their designated duties.

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PROGRAM SUPPORT

1. Funding. Every command will establish specific funding resources for support of the Command's Family Ombudsman Program. References (h) and (i) authorize use of the command's Appropriated Funds or Non-Appropriated Funds in support of the Ombudsman Program. This includes reimbursement of personal expenses incurred during performance of Ombudsman duties, when appropriate. It is important for the commanding officer/commander and the Ombudsman to discuss the budget and determine what support can be provided and what will be reimbursed. The Ombudsman, based on the authorized budget, must document their expenses and submit SF 1164, Claim for Reimbursement for Expenditures on Official Business, to the command for reimbursement. This form can be found at www.dtic.mil/whs/directives/infomgt/forms/formsprogram.htm. When applicable, receipts must also be submitted.

2. Reimbursable Items. The Ombudsman must be acting in an official capacity as directed by the commanding officer/commander to receive reimbursement for:

a. Childcare, by any provider, but not to exceed the local rate that would be charged by the Child Development Center. Currently established Child Development Center usage priorities apply to the Ombudsman.

b. Mileage, parking, and tolls paid at the current Government privately-owned vehicle rate. Mileage must be documented and parking and tolls require receipts.

c. Communication equipment such as a computer, cell phone, pager, or other electronic devices, long distance calling cards or plans, or internet service are authorized. Command pre-authorization/approval of equipment expenditures is required for reimbursement. Command-owned equipment may be issued to the Ombudsman at the discretion of the commanding officer/commander if they decide the command program will function more effectively. This equipment must be accounted for and returned when the Ombudsman resigns the position. The Ombudsman must limit use of these items to execution of official duties only.

d. Telephone lines and any necessary telecommunication equipment may be installed in the private residences of persons

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who provide voluntary services per reference (h). In the case of equipment installed under this authority, the commanding officer/commander may pay the charges incurred for the use of the equipment, for authorized purposes, using Appropriated Funds or Non-Appropriated Funds. Installation of such equipment must not be done routinely, but only after careful consideration and subsequent decision that to do so is necessary for the command Family Ombudsman Program to function effectively.

e. Travel expenses incurred during command-directed/authorized participation in training, conferences, etc., will be paid.

(1) Local commands may reimburse the Ombudsman for costs of childcare and mileage incurred during Ombudsman Basic and Advanced Training. To be eligible for reimbursement, the Ombudsman must have a letter of appointment and have signed the volunteer agreement. In locations where training is not available, a command may issue Invitational Travel Orders, per reference (f), to enable the Ombudsman to complete the course at another installation. To obtain a list of approved training sites, contact Commander, Navy Installations Command at (202) 433-4620/DSN 288. Additionally, all Fleet and Family Support Center Ombudsman Training Schedules, including the Reserve Ombudsman Mobile Training Team, can be found at www.ffsp.navy.mil. When Ombudsman Basic Training is not available in your area, use reasonable effort to find the closest training in order to minimize travel expenses.

(2) Travel expenses incurred during command-directed/authorized participation in other training, conferences, or meetings, will be paid by the command. The command is authorized, budget permitting, to issue Invitational Travel Orders and fund the associated travel, berthing, meals, and incidental expenses for Ombudsmen to attend non-local training that will improve their effectiveness, per reference (f). Expenses may be reimbursed or travel advances may be authorized per reference (n). DD 1351-2, Travel Voucher, Subvoucher, or other command approved travel claim process must be used to claim travel reimbursement. Local travel expenses are to be reported on SF 1164, Claim for Reimbursement for Expenses on Official Business. Receipts must be submitted as required by the command.

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3. Other Incidental Expenses. Other incidental expenses may be paid from Appropriated Funds, per reference (i). The expense can only be incurred and paid directly by the command at the discretion of the commanding officer/commander. These expenses are not reimbursable to the Ombudsman.

4. Other Support. Administrative support such as paper, envelopes, pens, copier service, clerical assistance, command telephone cards, use of government mail, and government vehicle transportation should be budgeted and may be provided from Appropriated Funds or Non-Appropriated Funds, as command resources permit.

5. Newsletter Expenses. The command will assume all costs for production and delivery of the Ombudsman newsletter. The newsletter content must be approved by the command prior to printing or electronic distribution. If produced solely within the command, it is responsible for providing technical/administrative support, paper, printer access, and delivery costs (stamps/bulk mail, etc.) If it is printed/delivered by the Document Automation and Production Service, the command must approve and provide the funding. The local printing officer can provide guidance. Use of government mailing privileges is authorized for official information such as mailing of newsletters, per reference (k). For definitions and additional guidance on use of official mail privileges, see the Navy Family Ombudsman Program Manual.

6. Responsibility for Supervision of the Ombudsmen. Navy has the responsibility for the primary supervision of Ombudsmen when they are providing services to Navy. This responsibility may be delegated to authorized supervisors per reference (i).

a. The commanding officer/commander and the Ombudsman, at the time of appointment, must complete a DD 2793, Volunteer Agreement for Appropriated Fund Activities and Non-Appropriated Fund Instrumentalities. A copy of the signed agreement should be given to the volunteer prior to commencing volunteer services. Part II of the form will be completed at the end of the Ombudsman's term of service in order to document the dates of the volunteer service. A copy of the completed volunteer agreement shall be given to the Ombudsman upon termination of service. A sample of this form can be found in the Navy Family

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Ombudsman Program Manual, or online at www.dtic.mil/whs/directives/infomgt/forms/ddforms2500-2999.htm. Volunteer records shall be retained for three years following the termination of volunteer service by the command receiving the service.

b. Commanding officers/commanders shall ensure that neither they nor their paid or volunteer staff violate the provisions of reference (c). By law, no Department of Defense official shall directly or indirectly impede or otherwise interfere with the right of a spouse of a military member to pursue and hold a job, attend school, or perform volunteer services on or off a military installation. Moreover, no official shall use the preferences or requirements of the command to influence or attempt to influence the employment, education, or volunteer decisions of a spouse.

7. Ombudsmen Appreciation/Recognition. Each command will establish a program to recognize the volunteer contributions of their Navy Family Command Ombudsman. Some general guidelines include:

- a. Personally support the program, especially with their time.
- b. Value the Ombudsman's opinion and advice.
- c. Let the Ombudsman know they have done a good job, in writing or in person, and look for opportunities to provide official recognition at command functions and in publications.
- d. Celebrate Ombudsman Appreciation Day in an appropriate and timely way.
- e. Present a personally written letter of commendation or certificate of appreciation at the end of service.
- f. Issue an official nametag with command emblem attached, inscribed with the Ombudsman's title and name.
- g. Purchase an Ombudsman pin through the Navy Uniform Service of the Navy Exchange and present to the Ombudsman.

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While it is usually worn separately from the nametag, it can also be attached to it.

h. Include the Ombudsman's name and e-mail address in the plan of the day/week.

i. The commanding officer/commander may use Non-Appropriated Funds, if available, for individual Ombudsman appreciation dinners and Ombudsman plaques and awards. Per reference (1), the Non-Appropriated Funds limitation is \$50 per Ombudsman per year, not to exceed a total of \$500 (multiple Ombudsmen) per Morale, Welfare, and Recreation fund per year. Cash awards are not authorized.

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**REPORTING REQUIREMENTS FOR
CHILD ABUSE, DOMESTIC ABUSE, AND SEXUAL ASSAULT**

1. Child and Spouse Abuse. Incidents of child and domestic abuse must be reported per reference (g). When allegations of child or domestic abuse come to the attention of a command, the Family Advocacy Program shall be notified. The Family Advocacy Program staff shall inform the member's command and law enforcement officials, as indicated by case circumstances.

a. Child abuse is defined as the physical or mental injury, sexual abuse or exploitation, or negligent treatment of a child. It does not include discipline administered by a parent or legal guardian to their child, provided it is reasonable in manner and moderate in degree and otherwise does not constitute cruelty.

b. A child's safety and well-being is protected by Federal and State law. All States and U.S. territories have mandatory child abuse reporting laws. All Department of the Navy personnel, including Ombudsmen (with the exception of chaplains and attorneys having privileged communication), must report to the Family Advocacy Program any incident or suspected incident of child abuse occurring on a military installation or involving persons eligible for Family Advocacy Program services. The threshold for reporting is very low in that even the suspicion of child abuse/neglect must be reported. The Family Advocacy Program will report suspected child abuse incidents to the responsible state child protective services agency.

c. Abuse occurring between spouses or adult intimate partners merits the same concern as similar incidents between unrelated persons. Domestic abuse is defined as:

(1) domestic violence, or

(2) a pattern of behavior resulting in emotional/psychological abuse, economic control, and/or interference with personal liberty when such violence or abuse is directed toward a person of the opposite sex who is:

(a) a current or former spouse,

(b) a person with whom the abuser shares a child in common, or

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(c) a current or former intimate partner with whom the abuser shares or has shared a common domicile. Domestic violence is an offense under United States Code, the Uniform Code of Military Justice, and State law that involves the use, attempted use, or threatened use of force or violence or the violation of a lawful order of protection directed toward one of the persons identified above.

d. Ombudsmen should be aware that victims of domestic abuse now have two avenues for reporting abuse to the Navy. Victims who want to pursue an official investigation should disclose that they are a victim of domestic abuse to appropriate command, base security, Naval Criminal Investigative Service, or Family Advocacy Program personnel. This process is referred to as unrestricted reporting and results in command, Family Advocacy Program, and law enforcement notification. Victims who would like to receive support, advocacy, and care while deciding whether they would like to pursue an official investigation may now disclose domestic abuse to a Family Advocacy Program victim advocate, Fleet and Family Support Program clinical counselor, or military medical/dental healthcare provider. This restricted report may not be disclosed to a command, law enforcement personnel, or to the Family Advocacy Program (for clinical assessment, case management, and Case Review Committee review) unless the victim authorizes disclosure in writing or another exception applies.

e. All allegations of domestic abuse shall be reported by the Ombudsman to the Family Advocacy Program. As a guide, the Ombudsman should consider domestic abuse to have been alleged if the spouse discloses to the Ombudsman an incident of abuse, a third party (e.g., a child) discloses to the Ombudsman that they witnessed domestic abuse, or the Ombudsman has first-hand knowledge of an incident of domestic abuse. Trained professionals will determine the validity of allegations, not the Ombudsman or the command.

f. An Ombudsman who suspects that domestic abuse might be occurring should advise the individual of the restricted reporting option and provide information on contacting a Family Advocacy Program victim advocate or Fleet and Family Support Program clinical counselor. It is the responsibility of the Fleet and Family Support Program clinical counselor or Family

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Advocacy Program victim advocate to meet with the individual, fully inform them of the benefits and limitations of each reporting option, and provide a safety assessment, safety planning, and other support.

g. If at any time the Ombudsman believes that the life, health, or safety of an individual is in imminent danger of domestic abuse, the Ombudsman is required to report the situation immediately to the Family Advocacy Program and appropriate command officials. Safety is the ultimate concern for anyone involved in an abusive situation.

2. Sexual Assault. When an adult discloses sexual assault outside the marital or intimate partner relationship, the Ombudsman should be aware of the victim's rights and provide information on available assistance through the Sexual Assault Victim Intervention program or through community sexual assault resources. Sensitivity to the victim's privacy is paramount. If the assault occurred on Navy property or was perpetrated by an active duty member, the incident must be reported to the installation Sexual Assault Response Coordinator, who will take further action per current Navy sexual assault requirements in reference (q).

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