

# Ombudsman Advanced Training Individual Augmentee (IA) Assignments

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### **I. INTRODUCTION AND PURPOSE**

In support of the Overseas Contingency Operation (OCO), the Navy has over 10,000 Sailors on the ground. That includes members of regular Navy units, Health Services Augmentees Program personnel (HSAPs) and Individual Augmentees (IAs). IAs include mobilized Reserve Component Sailors (RC MOB) and Active Component (AC) Sailors. Navy personnel serving in IA billets are split roughly equally between AC and RC. The majority of IAs receives orders to Central Command (CENTCOM) in Iraq and Afghanistan, but other duty locations are possible. The IA process is part of the nation's overall defense strategy, and the Navy is working on processes to increase IA assignment predictability for Sailors and their families.

Upon completion of this training, ombudsmen should be familiar with the IA process in order to be better prepared to support the unique needs of IA families from their commands.

### **II. LEARNING OBJECTIVES**

This advanced training topic can be delivered in a one to two hour time frame depending on the size of your audience and whether or not guest speakers and optional activities are utilized. At the completion of this training participants will be able to:

- Describe the basic steps of an IA assignment (selection, preparation, processing, training, transportation to ultimate assignment).
- Identify the unique challenges of IA families
- Identify at least three responsibilities of the Parent Command and Command Ombudsman
- Understand the role of the Command Individual Augmentee Coordinator (CIAC)
- Understand the Ombudsman's role and relationship with the CIAC
- List at least two referral resources for questions or concerns regarding a Sailor's IA assignment
- Understand deployment related stress and know the resources for further information

### **III. MATERIALS AND EQUIPMENT**

The following items are needed to provide this training:

- Power Point projector/slides.
- Sample copies of IA Family, Command and Sailor Handbooks with information for participants on where to download – [www.ffsp.navy.mil](http://www.ffsp.navy.mil).

- Chart paper/white board.
- Markers.

***Instructor Note:*** If using a guest speaker to present content on deployment related stress, provide copies of the Power Point slides to speaker in advance.

If using the optional panel, invite three experienced IA Sailors who have recently returned from an IA assignment, and their families. An ideal panel would consist of:

- An officer and his/her spouse.
- An enlisted Sailor and his/her spouse.
- A single Sailor and their parents or significant other.

Arrange tables, chairs and microphone(s) to allow brief presentations by each speaker. Allow approximately five minutes per speaker and at least ten minutes for questions at the end of the presentations. Provide the Guest Speaker Information Sheet to speakers in advance, if possible.

#### **IV. OUTLINE**

##### 1. What's an IA Anyway?

Exercise One: My Sailor's an IA

##### 2. Unique Aspects of an IA Deployment

##### 3. Process and Players

##### 4. Parent Command and Ombudsmen Roles and Responsibilities

##### 5. Combat Operational Stress Injuries (COSI)

[May be presented by medical, FFSC, Chaplain, or VA representative.]

##### 6. Guest Speaker, Returning IA Sailor/Family (Optional)

##### 7. Summarize and Conclude

##### 8. Resources

HOW TRAINING WILL BE DELIVERED: Ombudsman Advanced Training

WHO WILL CONDUCT THE TRAINING: FFSC staff and Certified Ombudsman Trainers (COTs)

DATE REVIEWED/REVISED: October 2009

## V. CONTENT

### 1. What's an IA Anyway?

**WELCOME** participants.

**INTRODUCE** yourself.

**INTRODUCE** training by saying, "The purpose of this training is to:

- Familiarize you with what happens when a Sailor deploys for an Individual Augmentation Assignment so you will be better prepared to assist IA families."
- Introduce you to resources established to assist IA families."
- Highlight the important role you and your command have in supporting IA Sailors and their families."

**PROVIDE** logistical information if training is not part of a regularly scheduled Ombudsman Assembly Meeting:

- Restroom locations.
- Smoking area.
- Refreshment/vending machines.
- Emergency telephone number.

**ASK** participants to:

- Raise your hand if you have individual augmentees from your command in Iraq, Afghanistan, Africa, Guantanamo Bay or elsewhere?
- Raise your hand if you are unsure whether or not you have individual augmentees from your command.
- Stand if your spouse is or has been an individual augmentee.

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**LECTURE** the following content:

Individual Augmentees are Sailors with needed skills that are sent temporarily from their current command to assist, or *augment*, another command or, as a SELRES, are recalled to active duty from their civilian occupation. The Navy tries to use volunteers, but when there

are no volunteers with the required skills, non-volunteers are sent. IA assignments are not new to the Navy, as the Navy has always used service members to support other commands as needed. For example, if a destroyer was getting ready to deploy and the Independent Duty Corpsman (IDC) could not get underway for some reason, then an IDC from another command would be assigned to deploy with the destroyer — generally until the assigned corpsman could meet the ship or until another corpsman was permanently assigned. Since 9/11, over 73,000 Sailors have served on IA tours in support of “enduring conflicts.”

One of the twists to the concept of Sailors augmenting other commands is, as an IA, they are augmenting other branches of Service, primarily the Army and Marine Corps. Another difference is that Sailors are supporting Soldiers and Marines on the ground — outside the traditional Navy role — in Iraq or Afghanistan. Additionally, Sailors are supporting ground efforts in Africa and in Guantanamo Bay, Cuba, but IA Sailors are sent anywhere they are needed in support of OCO.

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Originally, IA Sailors were sent on their assignments from traditional sea or shore duty tours via Temporary Additional Duty (TAD). In recognition of the difficulties that these assignments (called Individual Augmentee Manpower Management — IAMM) sometimes caused for commands, Sailors, and their families, the Navy instituted the Global Support Assignment (GSA) program, which assigns Sailors to IA assignments via the detailing process at the normal rotation point at the end of a standard tour of duty. GSA Sailors get an administrative Permanent Change of Station (PCS) to Expeditionary Combat Readiness Center (ECRC) for the duration of their IA assignment, while the command from which they just detached retains accountability for family support for the duration of the IA assignment. Currently both types of IA assignments, in addition to RC MOB IAs, are used to fill the Navy's IA requirements or Global Support Assignments. As the Navy's role in OCO evolves, determinations will be made as to how best to meet the nation's IA manpower requirements. As an IA, Sailors perform joint critical jobs throughout the world, and also serve as ambassadors for our Navy, and gain invaluable Joint Coalition and interagency experience which will enrich their career.

### EXERCISE ONE: MY SAILOR'S AN IA

**Purpose:**

To assist ombudsmen in understanding the needs of IA families.

**Materials:**

- Scrap paper
- Pens/pencils

**Time:**

5 Minutes

**Process:**

1. INSTRUCT participants to find a piece of scrap paper and something to write with.
2. TELL participants to imagine their Sailor returns home from work tomorrow and tells you he is considering volunteering for a one year temporary assignment (plus required training) as an IA in Iraq with an Army command.
3. ASK participants to jot down the first few thoughts and feelings that come to their mind.
4. ALLOW less than a minute for this task.
5. ASK participants to share some of their initial thoughts while you, or a co-facilitator, jots responses on a white board or chart paper. Initial thoughts may include:
  - Why are you considering this?
  - Did someone encourage you to volunteer?
  - If you don't volunteer, will they make you go?
  - How much time do we have to prepare?
  - How are our children going to react?
  - Where are you going, and what are you going to do?
  - Will my Sailor be safe?
  - What does this mean for our holidays, vacation, finances, etc?
6. ASK participants to share their initial feelings which may include:
  - Confusion
  - Anger
  - Fear
  - Frustration
  - Pride
  - Worry
  - Sadness
  - Overwhelmed

7. CONCLUDE this exercise by telling participants that as ombudsmen, they and their families are probably more ready than most for worldwide availability for deployment. However, even experienced Sailors and their families are often surprised by the rigors of an IA assignment. The fear of the unknown can be viewed as a crisis by some Sailors and their families who may call on their ombudsman for assistance.

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**2. Unique Aspects of an IA Deployment**

TELL participants that although IA deployments are becoming more common and accepted, there are some unique aspects to an IA deployment when compared to a traditional Navy deployment. These include:

- The Sailor does not deploy with their regular Navy unit.
- Training for the deployment is different from a traditional deployment.
- IA deployments are typically longer than a traditional deployment.
- There are some additional family support systems.
- There is an element of danger.
- There is little fanfare at homecoming.
- IA families may feel isolated and alone
- The joys and possible pitfalls of mid-tour Rest & Recuperation (R&R) leave

DISCUSS how the Command Ombudsman may be able to assist with these challenges such as:

- Staying in contact with IA families
- Providing a listening ear
- Being a source for information and suggestions about what to expect during R&R leave, homecoming,

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LECTURE the following information:

Most of these personnel are deploying and supporting ground forces in their traditional military specialties, or core competencies ashore, such as base and port operations support, medical services, explosive ordnance disposal teams, construction and engineer battalions (Seabees), electronic warfare, mobile security forces, civil affairs, detainee operations, infrastructure protection, and traditional joint intelligence and staff support.

Note that most jobs are support positions which reduce the level of risk for a Sailor in an IA billet compared to Soldiers and Marines on the front lines of combat. However, Sailors are in combat zones so there is a level of risk. Deployments are typically one year long plus training. Sailors may get two weeks of R&R leave approximately half way through their assignment, but leave is not automatic. It must be requested and approved by the chain of command (and often depends on conditions at the deployment site). Sailors have to be assigned TAD for at least 270 days "boots on the ground" to qualify.

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### 3. Process and Players

LECTURE the following information.

TELL participants that several organizations have a major role in the IA deployment process and family support. The ombudsmen should be familiar with them and the highlights of what each one provides in its role with the IAs and family members:

- United States Fleet Forces Command (USFF)
- The Navy Expeditionary Combat Command (NECC)
- The Expeditionary Combat Readiness Center (ECRC)
- Navy Mobilization Processing Sites (NMPS)
- Navy Individual Augmentee Predeployment training
- Command Individual Augmentee Coordinator (CIAC)
- Fleet and Family Support Program

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#### **USFF Command:**

[NAVADMIN 160/08](#), issued in July 2008, announced the assignment of U S Fleet Forces Command (USFF) as the executive agent and supported commander for IA Sailors and IA family support across the IA Continuum. USFF is dedicated to providing consistent, comprehensive support to IAs and their families throughout the entire IA process. Each IA Gram focuses on a particular topic of support and the associated responsibilities. All IA Grams, current and future ones, can be found on USFF's Web site at [www.ia.navy.mil](http://www.ia.navy.mil). To summarize, USFF:

- Is dedicated to providing consistent, comprehensive support to IAs and their families throughout the entire IA process
- Issues regular IA Grams with up-to-date information pertaining to IA matters
- Has established a web site for up-to-date IA support information ( [www.ia.navy.mil](http://www.ia.navy.mil) )
- Has a Face Book page at [www.facebook.com](http://www.facebook.com) titled "U.S. Navy Individual Augmentees" and is on Twitter at "Navy\_IA".

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**NECC**

As one of the Navy's type commanders, Navy Expeditionary Combat Command (NECC), established in January 2006, centrally manages the current and future readiness, resources, manning, training and equipping of approximately 40,000 expeditionary Sailors who are currently serving in every theater of operation.

NECC is a global force provider of adaptive force package of expeditionary capabilities to joint war-fighting commanders. Expeditionary Sailors are deployed around the globe in support of the new "Cooperative Strategy for 21<sup>st</sup> Century Seapower," a joint maritime strategy signed by the Chief of Naval Operations, Commandant of the Marine Corps and Commandant of the Coast Guard that applies maritime power to the curial responsibility of protecting U.S. in an increasingly interconnected and multi-polar world.

NECC forces and capabilities are integral to executing the new maritime strategy which is based on expanded core capabilities of maritime power: forward presence, deterrence, sea control, power projection, maritime security and humanitarian assistance and disaster relief. To enable these, NECC provides a full spectrum of operations, including effective waterborne and ashore anti-terrorism force protection; theater security cooperation and engagement; and humanitarian assistance and disaster relief.

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**ECRC**

ECRC directly assists Individual Augmentee (IA) and GSA IA Sailors by ensuring they are properly uniformed and equipped while coordinating with the Army to ensure they get the proper stateside training. Training includes instruction in individual combat skills and specialized mission areas to help IAs succeed in their mission and keep them as safe as possible while deployed.

ECRC assigns Action Officers (AOs) to IA Sailors and provisional units grouped by mission. AO's review missions and training pipelines and communicate directly with IA Sailors throughout the mobilization process to ensure that IAs are fully ready to deploy both medically and administratively. AOs ensure the IA Sailors get answers to their questions including contact information in theater, and the peace of mind of knowing that they have a Navy advocate to guide them through the transition into Combat Support and Combat Service Support missions.

ECRC provides Navy Liaison Officer (LNO) teams to provide direct assistance to Sailors at a pre-deployment training site. They update Sailor information used to support students and family members during student training and deployment. LNOs assist with berthing, pay issues, communications, scheduling, uniforms, transportation, documentation, surveys, database update and information archives.

ECRC provides logistic support by coordinating IA Sailors' return home through the redeployment/demobilization process, helping get Sailors home expeditiously and safely.

For questions, contact the ECRC IA Helpdesk at [ecrc.hq.fct@navy.mil](mailto:ecrc.hq.fct@navy.mil)

ECRC also provides family support in keeping with their belief of "IA Family & Sailor First". Families of IA Sailors may utilize ECRC's Individual Augmentee (IA) Family Support Program which serves as a conduit for IA Family access to information and direct support throughout the military member's deployment. For questions, contact their IA Family Helpdesk at [ecrc.fs.fct@navy.mil](mailto:ecrc.fs.fct@navy.mil)

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ECRC contact info:

Web site: <http://www.ecrc.navy.mil>

IA Sailor Help Desk:

- Phone: 24 Hour Toll Free Hotline: (877) 364-4302
- Email: [ecrc.hq.fct@navy.mil](mailto:ecrc.hq.fct@navy.mil)

IA Family Help Desk:

- Phone: 24 Hour Toll Free Family Hotline: (877) 364-4302
- Email: [ecrc.fs.fct@navy.mil](mailto:ecrc.fs.fct@navy.mil)

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#### **NMPS**

Navy Mobilization Processing Sites (NMPS) handle both active duty IAs and RC MOB IAs. The purpose of the processing site is to ensure the Sailor is ready to deploy (with RC MOB personnel also demobilizing at NMPS at the conclusion of their IA tour). Deployment briefings and reviews of medical, dental, training and personnel records are completed and the Sailor is determined to be ready to deploy. Most IA Sailors spend only a few days at NMPS.

There are two primary processing sites:

- San Diego (619) 887-8080
- Norfolk (757) 438-3375

Seabees are processed at:

- Port Hueneme (805) 982-2007

- Gulfport (228) 871-3199 \* Personnel reporting to GTMO also go through Gulfport

Mobilized Reserves <http://www.defenselink.mil/ra/>

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#### **Command Individual Augmentee Coordinator (CIAC)**

A **CIAC**, pronounced "kayak" is the Command Individual Augmentee (IA) Coordinator, and is the essential link between the Parent Command and the IA/GSA Sailor and their family, as discussed in IA Gram #5. The CIAC does not replace the Command Ombudsman, but instead acts in liaison with the ombudsman in supporting the command's IA Sailors and their families.

The CIAC maintains at least monthly contact with IA Sailors via telephone or Internet and keep a record of contacts in Navy Family Accountability and Assessment System (NFAAS). They should also contact the IA's family at least monthly, and more often if requested by service member and family. All Sailor and family contacts will be recorded in NFAAS at <https://www.navyfamily.navy.mil>. CIACs will inform the CO of any issues affecting their IA Sailors/families.

The CIAC should be the first point of contact for the IA Sailor and their family if they have problems/questions/issues at anytime during their IA deployment. The CIAC should also be the command's subject matter expert on all matters as they relate to IA's, and will ensure that their IA Sailors are prepared for deployment (completed all requirements as noted on the Sailor's orders and in the checklist), supported throughout the deployment cycle, and welcomed back home, as directed in IA Gram 5. It has been proven that a proactive and involved CIAC can mark the difference between a positive or a negative IA tour.

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#### **Fleet and Family Support Programs (FFSP)**

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. They provide the right services at the right time, to strengthen personal and family competencies to meet unique challenges of the military lifestyle. Programs offered can be broken into several categories as follows:

##### Deployment Readiness

- Deployment Preparedness; Support; Post and Re-Deployment
- Relocation Assistance
- Life Skills Education
- Ombudsman Program

- Family Readiness Program
- Mobilization
- Information and Referral

#### Career Retention and Support

- Transition Assistance Program
- Personal Financial Management
- Family Employment Readiness Program

#### Counseling Advocacy and Prevention Programs

- Clinical Counseling
- Family Advocacy Program
- Sexual Assault Victims Intervention Program
- New Parent Support

Encourage command families to take advantage of the services provided through their local FFSC. Families can also follow FFSP on Face Book at [www.facebook.com](http://www.facebook.com) by searching for the Fleet and Family Support Program page, and Twitter at [www.twitter.com/Fleet Family](http://www.twitter.com/Fleet_Family). Links are also available on the FFSP Web site at [www.ffsp.navy.mil](http://www.ffsp.navy.mil).

Additional services are available through Fleet and Family Readiness programs such as Family Readiness, Fleet Readiness and Housing. FFR has a page on Face Book at [www.facebook.com/navyffr](http://www.facebook.com/navyffr).

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#### **IA Process**

ASK participants the rhetorical question, “What happens when a Sailor receives orders for an IA assignment?”

TELL participants the Navy strives to give sixty days or more notice to enable a Sailor and their family time to adequately prepare for deployment. When possible, two Sailors will be notified for the open billet – the primary candidate and an alternate. For AC Sailors, both the command and Sailor are notified; RC MOB IAs receive mobilization orders.

Once notified, the Sailor, or both Sailors if two are named, work closely with their parent command to complete mandatory pre-deployment requirements before leaving. Sailors and commands/ NOSCs are responsible for ensuring the proper completion all of the mandatory pre-deployment requirements contained in their orders and in the official version of the ECRC IA checklist. The CIAC will advise, direct and assist the IA with the completion of all administrative, medical training and other requirements prior to the IA departing the parent command for an IA deployment. If the primary candidate is unable to successfully complete the

pre-deployment requirements for whatever reason, the alternate will be expected to deploy within the original timeframe and needs to be prepared for that eventuality.

### **Pre-deployment IA Training**

The Army provides Navy Individual Augmentee Combat Skills Training (NIACT) for Sailors. NIACT was established to provide NAVY IAs the minimum required combat skills training to succeed while deployed to hostile environments in the CENTCOM Area of Responsibility (AOR). This mandatory training course is conducted at Fort Jackson, South Carolina. In some cases, specialty training may occur at another site. Training includes a variety of combat skills:

General Combat Skills  
Weapons Use and Maintenance  
Combat Life Saver  
Convoy Ops and Combat Movement  
Land Navigation  
Communications  
Admin and Equipment Issue

Depending on the type of job the IA will be doing, they may attend additional training. Sailors are issued uniform and gear at combat skills training. Topics covered include training on Army values; Code of Conduct; Law of Land; and Arab Culture Awareness; as well as practical training on many topics such as basic rifle marksmanship and land navigation.

For more information on the training process, please reference the USFF web site at [www.ia.navy.mil](http://www.ia.navy.mil).

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## **4. Parent Command and Ombudsman Roles and Responsibilities**

With the addition of a CIAC at each command, family support has become much more manageable for the command and the ombudsman. As already stated, the CIAC shall maintain contact information on IA Sailors and their families, and keep a record of contacts made. Regardless of other records kept, official contact information (including desired frequency of contact) will be maintained in the Navy Family Accountability and Assessment System (NFAAS) at <https://www.navyfamily.navy.mil>. IA families will be provided with the command ombudsman's contact information and the command's 24-hour emergency contact information (quarterdeck, etc.) Additional CIAC responsibilities are outlined in IA Gram #5.

Additionally, commands:

- May periodically acknowledge those serving in IA assignments in the command POD

- Ensure an accurate Fitness Report / Evaluation documents the member's IA contributions
- Coordinate appropriate welcome back at ultimate destination arrival airport (airport closest to command), ensuring command representation. Include family participation when practical.
- Reorient IA Sailors to the command. While attendance at a full session of command indoctrination may not be necessary, a command "update" is in order
- Welcome IA Sailors back from their temporary duty during All Hands calls, in the POD, via a command newsletter, or other means

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The Command Ombudsman should:

- Be informed of the unique aspects of IA assignments.
- Maintain monthly contact with IA families unless otherwise directed by the family, via telephone, Internet or in person and document contacts on the Ombudsman Monthly Worksheet in the Ombudsman Registry. Please note that Ombudsmen do not have access to NFAAS. Ombudsman family contacts are recorded in the Ombudsman Monthly Worksheet. Communicate with CIAC and know who the IA Sailors are at your command.
- Contact your local FFSC, learn who your FFSC Individual Deployment Support Specialist (IDSS) is, and work closely with them.
- Inform the CO and CIAC of any concerns expressed by IA families.
- Include IA families on any command correspondence such as newsletters, telephone trees, social rosters, etc.
- Link IA families to the ECRC publicly-accessible website: <http://www.ecrc.navy.mil>. ECRC IA Family Support's toll free line 1-(877)-364-4302 is available to help with questions regarding IA issues.
- Ensure IA families are aware of the USFF IA web site ([www.ia.navy.mil](http://www.ia.navy.mil)).
- Be aware of possible signs of combat operational stress and make referrals to the local Fleet and Family Support Center, Chaplain, Medical, Veterans Affairs or Military OneSource.
- Inform IA families about the existence of any IA-specific resources such as in person and virtual IA discussion groups, newsletters and the IA Family Handbook available at [www.ffsp.navy.mil](http://www.ffsp.navy.mil).

NOTE: Remind participants that the same empathetic listening and problem solving skills used every day as ombudsmen are the skills needed to support IA families. Additionally, ombudsmen are not expected to be a subject matter expert (SME) on IA policy, but should be familiar with the resources available for referral.

TELL participants the Navy recognizes the challenges of IA assignments and has implemented new policies and incentives to acknowledge the service of IA Sailors:

- Additional Qualification Designator (officers) and Naval Enlisted Classification job codes are entered in a Sailor's permanent, electronic record which automatically triggers two advancement points for junior Sailors. It also gives chiefs and officers immediate recognition by selection boards.
- Advancement exams for IA Sailors in combat zones are given either prior to leaving or upon return home. Sailors get retroactively advanced if their scores rate it.
- Family Relocation - IA orders over 365 days for Active Component (AC) Sailors allow movement of families to another location while the sponsor is on an IA assignment. Reserve Component (RC) Sailors, including those who are serving on active duty when the orders are issued, may voluntarily extend for an additional 12 months beyond the initial recall period of 365 days to be authorized movement of their families to another location while the sponsor is on an extended IA assignment. Contact your Personnel department or servicing PSD for location specific BAH rates and detailed information. Refer to NAVADMIN 136/07.

There are a number of ways the parent command can maintain the connection between IA Sailors, their families and the command. Sailors are advised to establish a commercial email account prior to departure as their Navy account may not work while deployed. This email address should be provided to the CIAC as well as family members and friends. Additionally, remember that CIACs are to remain in contact with GSA families as well as those whose Sailor is on an IA deployment. All contacts are recorded in NFAAS by the CIAC.

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Individual Deployment Support Specialists are FFSC staff members who are trained to understand the IA process, provide IA specific pre-, mid-, and post-deployment information and act as a "safety net" for IA families. Ombudsmen should find out the name of their IDSS and utilize this person as an important resource in their support of IA families.

Please remember that your command rosters are protected by the Privacy Act of 1974 and you can not share the information they contain – even with the CIAC. If the CIAC needs family information, you may volunteer to contact that family and ask them to contact the CIAC but you cannot pass on the family's personal information.

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## **5. Combat Operational Stress Injuries**

Combat/Operational Stress injuries may occur when individuals are faced with overwhelming or abnormal stressors that exceed in intensity or duration and affect the ability of the individual to adapt. Symptoms of stress injury normally resolve over time as the injury heals, but intervention may be needed to promote healing in some cases.

Stressors can be of three types, differing mostly in the cause of the injury:

- traumatic stress injury
- fatigue stress injury
- grief

Combat and operational stressors may include components of more than one type of stress injury, since trauma, fatigue, and grief are not mutually exclusive. The USMC has developed a Leaders Guide for Managing Marines in Distress which can be found at <http://www.usmc-mccs.org/LeadersGuide/Deployments/CombatOpsStress/generalinfo.cfm>.

It cannot be overstated how important it is for ALL Sailors and their families to be prepared for deployment at all times. Readiness can reduce the initial stress of preparing for a deployment. IA families may experience additional stressors from a traditional deployment that include:

- A lack of information about the IA process, their Sailor's ultimate duty station, finances including filing travel claims, Army culture, etc.
- Inconsistency of communication with Sailors at remote locations.
- Difficulty connecting with other family members who's Sailors are experiencing a similar IA assignment.
- Preparing for a non-traditional homecoming.

TELL participants that stress is the process by which we respond to challenges (physically, emotionally, mentally and spiritually). Stress can improve performance but, when prolonged or extreme, may negatively impact performance or health. Navy life, operations and modern mission demands present no shortage of challenges to our Sailors and their families. We need to be prepared to avoid or minimize negative stress effects.

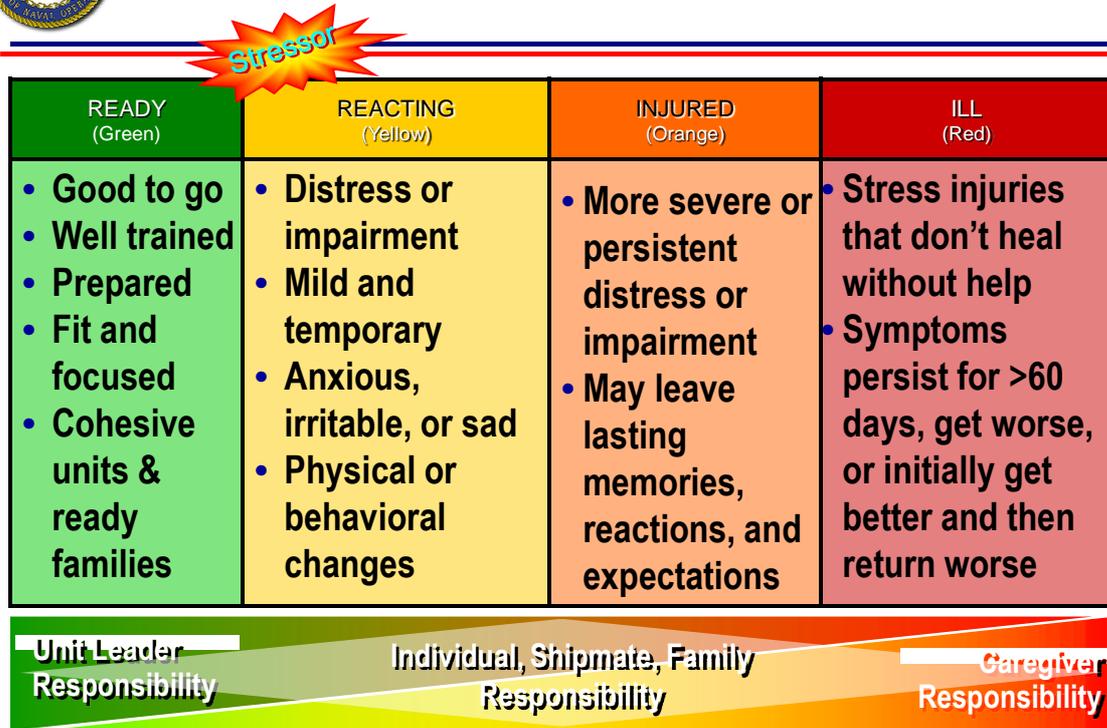
Specialized training is not required to recognize when an individual is under stress and needs assistance. Displaying a familiarity with the different levels of the Stress Continuum Model, shown below, will help you identify individuals that are struggling and refer them to the appropriate resource for their concern.

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The Stress Continuum Model was developed by the USMC/Navy Medicine Combat Operational Stress Control team. The continuum is an evidenced-based model that is consistent with Navy culture. The continuum has four stages: Ready, Reacting, Injured, and Ill. This model also highlights the shared responsibility that all of us have for recognizing stress levels in IA Sailors and families.



## Stress Continuum Model



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Referral resources include:

- Medical at the command or on base
- Fleet and Family Support Center
- Chaplain
- Military OneSource
- Department of Veterans Affairs

Note: It is important to emphasize that ombudsmen are not counselors and should never try to diagnose a Sailor or family member. Even if you are a counselor in your professional life, you must refer personnel to the resources given above.

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#### Post Traumatic Stress Disorder (PTSD)

Much media attention has surrounded the issues of post traumatic stress disorder (PTSD) with service members returning from duty in a combat zone. Sailors serve in support roles with Army and Marine Corps units; therefore, while they are less likely to return with either diagnosis, it is helpful for family members to be informed of symptoms and referral sources.

PTSD is the most severe form of deployment related stress problems. If you have noticed on-going behavioral changes in your Sailor, you might want to encourage them to speak to a medical professional, FFSC counselor, chaplain or Military One Source. Family members and Sailors may go to [www.afterdeployment.org](http://www.afterdeployment.org) for more information on the signs and symptoms of PTSD.

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**Traumatic Brain Injury**

The National Institute of Neurological Disorders and Stroke (NINDS) describes Traumatic Brain Injury (TBI) as a form of acquired brain injury, which occurs when a sudden trauma causes damage to the brain. Symptoms of a TBI can be mild, moderate, or severe, depending on the extent of the damage to the brain.

Anyone who has experienced such an injury should receive medical attention as soon as possible. For more information, visit the NINDS Web site at <http://www.ninds.nih.gov/disorders/tbi/tbi.htm>.

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**Navy Safe Harbor**

Navy Safe Harbor provides Sailors, Coast Guardsmen, and their families a beacon of hope through non-medical support following a serious illness or injury. Enrollment eligibility is not limited to combat-related wounds or injuries. Sailors injured during liberty or through shipboard accidents, as well as those that have incurred a serious illness, whether physical or psychological, are all welcomed into Navy Safe Harbor.

Seventeen non-medical care managers tailor support to each enrolled service member's recovery and reintegration needs. Support includes pay and personnel issues, invitational travel orders, lodging and housing adaptation, child and youth care, transportation needs, legal and guardianship issues, education and training benefits, commissary and exchange access, respite care, Traumatic Brain Injury/Post Traumatic Stress support services, transition, and much more. Navy Safe Harbor allows Sailors to focus on recovery, while Safe Harbor focuses on the rest. The non-medical care managers are located at seven major Navy treatment facilities throughout the United States, four VA polytrauma centers, Brooke Army Medical Center, and the USSOCOM Care Coalition.

Navy Safe Harbor's goal is to return Sailors to duty and, when not possible, work collaboratively with federal agencies including the VA, Department of Labor, state, and local organizations to ensure successful reintegration of Sailors back into their communities.

Enrollment in Safe Harbor is voluntary. Sailors and Coast Guardsmen may be referred to Safe Harbor through a number of advocates, including the medical treatment facilities medical board staff, the Wounded Warrior Resource Center, or their VA clinical case manager. Families and individuals may also self-enroll through Safe Harbor's 24/7 toll-free care line, 877-746-8563; the Web site, [www.safeharbor.navy.mil](http://www.safeharbor.navy.mil) or sending an inquiry to [safeharbor@navy.mil](mailto:safeharbor@navy.mil).

Navy Safe Harbor support does not end at the medical treatment facilities' door. The key to Safe Harbor's success is providing service members with a lifetime of care and support.

***Slide #23***

**Defense Centers of Excellence (DCoE)**

DCoE, created in November 2007, is the open front door of the Department of Defense for warriors and their families needing help with psychological health (PH) and traumatic brain injuries (TBI) issues. It promotes the resilience, recovery and reintegration of warriors and their families.

DCoE partners with the Department of Defense, the Department of Veterans Affairs and a national network of military and civilian agencies, community leaders, advocacy groups, clinical experts, and academic institutions to establish best practices and quality standards for the treatment of PH and TBI. Their work is carried out across these major areas: clinical care; education and training; prevention; research and patient, family and community outreach.

In addition, DCoE is working to tear down the stigma that still deters some from seeking treatment for problems such as post-traumatic stress disorder and TBI with our Real Warriors campaign.

DCoE established the DCoE Outreach Center, a 24/7 call center staffed by health resource consultants to provide confidential answers, tools, tips and resources about psychological health and traumatic brain injury. To learn more about DCoE and their Real Warriors campaign, contact their Outreach Center or visit their Web site. The Outreach Center can be reached toll-free at 866-966-1020 or via e-mail at [resources@dcoeoutreach.org](mailto:resources@dcoeoutreach.org) or visit the DCoE Web site at <http://www.dcoe.health.mil/About.aspx>.

**6. Guest Speakers (Optional)**

TELL participants guest speakers who have recently returned from an IA assignment and their family members have been invited to share their IA experience.

INTRODUCE each speaker.

ASK each speaker to talk about their experience by following the format of the Guest Speaker Information Sheet that follows:

### Guest Speaker Information Sheet

Thank you for your willingness to share your recent experiences of an IA assignment with Navy Family Ombudsmen. Your insight will assist Ombudsmen in understanding the IA experience and to more effectively support families experiencing an IA assignment.

Date: \_\_\_\_\_

Time: \_\_\_\_\_

Location: \_\_\_\_\_

Topics to Discuss:

1. How much time were you given to prepare for your IA assignment?
2. If active duty, tell us about your assignment. If family member, tell us how you managed the separation.
3. What was your initial reaction to learning about your assignment?
4. What did you find most frustrating or confusing?
5. What did you find most helpful?
6. Did you have the two week R&R leave experience? If so, tell us about that.
7. If you have children, tell us about your children's reaction to the IA assignment.
8. Did you maintain contact with your parent command, and if so, how?
9. Tell us about homecoming.
10. What was it like going back to work at your parent command after your TAD assignment?
11. What ways would you suggest the ombudsman may be able to help IA families?

THANK speakers and ASK participants to give a round of applause.

### 7. Summarize and Conclude

TELL participants, "In summary, it is important for you to stay connected with your command IA families to ensure they feel they are still part of the Navy family. Our hope is that every IA spouse and/or family member felt that they had a support system throughout the entirety of the IA deployment."

*Slide #24*

**8. Resources**

TELL ombudsmen that there are many resources that provide up-to-date information regarding the support available for IA spouses and family members. They should be encouraged to review these resources and become familiar with them.

- OPNAVINST 1750.1F
- FFSP Web site at [www.ffsp.navy.mil](http://www.ffsp.navy.mil)
- U.S. Fleet Forces Command Web site at [www.ia.navy.mil](http://www.ia.navy.mil)
- IA Gram #3: Parent Command assignment and responsibilities for IA Sailors and their Families – [www.ia.navy.mil](http://www.ia.navy.mil)
- IA Gram #4: Roles and Responsibilities of Parent Commands, Navy Operational Support Centers (NOSCs) and Expeditionary Combat Readiness Center (ECRC) for IA Sailors and Their Families – [www.ia.navy.mil](http://www.ia.navy.mil)
- IA Gram #5: Assignment of Command Individual Augmentee Coordinator (CIAC) – [www.ia.navy.mil](http://www.ia.navy.mil)
- Future IA Grams pertaining to family support resources and ombudsman responsibilities will be posted on the USFF Web site at [www.ia.navy.mil](http://www.ia.navy.mil)
- Navy Family Accountability and Assessment System (NFAAS) – <https://www.navyfamily.navy.mil>
- ECRC Web site at <http://www.ecrc.navy.mil> provides the official IA checklist and a wealth of information to answer questions about the IA process
- Navy Knowledge Online (NKO) at [www.nko.navy.mil](http://www.nko.navy.mil)
- NAVADMIN 136/07 - Task Force Individual Augmentation - <http://www.ia.navy.mil/navadmin136-07.htm>
- NAVADMIN 273/06 - <http://www.ia.navy.mil/navadmin273-06.htm> - Task Force Individual Augmentation (TFIA) Update
- NAVADMIN 355/07 - Navy Individual Augmentee Combat Skills Training (NIACT) - <http://www.ia.navy.mil/navadmin355-07.htm>
- Mobilized Reserves – <http://www.defenselink.mil/ra/>
- National Resource Directory at [www.nationalresourcedirectory.gov](http://www.nationalresourcedirectory.gov)
- USMC – Leaders Guide for Managing Marines in Distress – <http://www.usmc-mccs.org/LeadersGuide/Deployments/CombatOpsStress/generalinfo.cfm>
- Navy Safe Harbor – [www.safeharbor.navy.mil](http://www.safeharbor.navy.mil)
- Defense Centers of Excellence (DCoE) – <http://www.dcoe.health.mil/About.aspx>
- After Deployment – [www.afterdeployment.org](http://www.afterdeployment.org) The National Institute of Neurological Disorders and Stroke (NINDS) – <http://www.ninds.nih.gov/disorders/tbi/tbi.htm>

**VI. Power Point Slides**