

ADDITIONAL Appendix's A

SAMPLE APPOINTMENT LETTER

Organization's Letterhead

MEMORANDUM FOR 21 FSS/FSFR

DATE:

FROM:

SUBJECT: Key Spouse (KS)/Key Spouse Mentor (KSM) Appointment Letter

1. You (name of Key Spouse/Mentor) have been appointed as a KS/KSM for the (name of the unit)
(KS/KSM contact info...email address and phone number)

2. As a KS/KSM representing our unit, you are required to complete 8 modules of initial training (approximately 6 hours) and continuing education in the form of Heart Link and quarterly trainings offered by the Airman and Family Readiness Center (A&FRC).

Commander's Signature Block

1st Ind,

I, _____, accept appointment as (name of unit) Key Spouse volunteer. The above named KS/KSM agrees to protect Personal Identifying Information (PII).

Key Spouse Signature

Date

The above named KS/KSM completed Initial Key Spouse Training.

A&FRC Staff Signature

Date

Appendix B

VOLUNTEER AGREEMENT FORM

VOLUNTEER AGREEMENT FOR			
<input type="checkbox"/> APPROPRIATED FUND ACTIVITIES	<input type="checkbox"/> NONAPPROPRIATED FUND INSTRUMENTALITIES		
PRIVACY ACT STATEMENT			
<p>AUTHORITY: Section 1588 of Title 10, U.S. Code, and E.O. 9397.</p> <p>PRINCIPAL PURPOSE(S): To document voluntary services provided by an individual, including the hours of service performed, and to obtain agreement from the volunteer on the conditions for accepting the performance of voluntary service.</p> <p>ROUTINE USE(S): None.</p> <p>DISCLOSURE: Voluntary; however failure to complete the form may result in an inability to accept voluntary services or an inability to document the type of voluntary services and hours performed.</p>			
PART I - GENERAL INFORMATION			
1. TYPED NAME OF VOLUNTEER <i>(Last, First, Middle Initial)</i>	2. SSN	3. DATE OF BIRTH <i>(YYYYMMDD)</i>	
4. INSTALLATION	5. ORGANIZATION/UNIT WHERE SERVICE OCCURS		
6. PROGRAM WHERE SERVICE OCCURS	7. ANTICIPATED DAYS OF WEEK	8. ANTICIPATED HOURS	
9. DESCRIPTION OF VOLUNTEER SERVICES			
PART II - VOLUNTEER IN APPROPRIATED FUND ACTIVITIES			
10. CERTIFICATION			
<p>I expressly agree that my services are being provided as a volunteer and that I will not be an employee of the United States Government or any instrumentality thereof, except for certain purposes relating to compensation for injuries occurring during the performance of approved volunteer services, tort claims, the Privacy Act, criminal conflicts of interest, and defense of certain suits arising out of legal malpractice. I expressly agree that I am neither entitled to nor expect any present or future salary, wages, or other benefits for these voluntary services. I agree to be bound by the laws and regulations applicable to voluntary service providers and agree to participate in any training required by the installation or unit in order for me to perform the voluntary services that I am offering. I agree to follow all rules and procedures of the installation or unit that apply to the voluntary services I will be providing.</p>			
a. SIGNATURE OF VOLUNTEER		b. DATE SIGNED <i>(YYYYMMDD)</i>	
11. a. TYPED NAME OF ACCEPTING OFFICIAL <i>(Last, First, Middle Initial)</i>	b. SIGNATURE	c. DATE SIGNED <i>(YYYYMMDD)</i>	
PART III - VOLUNTEER IN NONAPPROPRIATED FUND INSTRUMENTALITIES			
12. CERTIFICATION			
<p>I expressly agree that my services are being provided as a volunteer and that I will not be an employee of the United States Government or any instrumentality thereof, except for certain purposes relating to compensation for injuries occurring during the performance of approved volunteer services and liability for tort claims as specified in 10 U.S.C. Section 1588(d)(2). I expressly agree that I am neither entitled to nor expect any present or future salary, wages, or other benefits for these voluntary services. I agree to be bound by the laws and regulations applicable to voluntary service providers, and agree to participate in any training required by the installation or unit in order for me to perform the voluntary services that I am offering. I agree to follow all rules and procedures of the installation or unit that apply to the voluntary services that I am offering.</p>			
a. SIGNATURE OF VOLUNTEER		b. DATE SIGNED <i>(YYYYMMDD)</i>	
13. a. TYPED NAME OF ACCEPTING OFFICIAL <i>(Last, First, Middle Initial)</i>	b. SIGNATURE	c. DATE SIGNED <i>(YYYYMMDD)</i>	
PART IV - TO BE COMPLETED AT END OF VOLUNTEER'S SERVICE BY VOLUNTEER SUPERVISOR			
14. AMOUNT OF VOLUNTEER TIME DONATED			15. SIGNATURE
a. YEARS <i>(2,057 hours = 1 year)</i>	b. WEEKS	c. DAYS	d. HOURS
16. TERMINATION DATE <i>(YYYYMMDD)</i>			
17. a. TYPED NAME OF SUPERVISOR <i>(Last, First, Middle Initial)</i>		b. SIGNATURE	c. DATE SIGNED <i>(YYYYMMDD)</i>

Appendix C

MEETING WITH UNIT LEADERSHIP: SUGGESTED QUESTIONS

The purpose of this document is to provide suggested talking points for meeting with the Commander and First Sergeant.

1. **The Squadron's mission and how it relates to the Wing's mission:**

2. **The Commander's/First Sergeant's expectations and priorities for the KEY SPOUSE Program:**

3. **The role of the First Sergeant:**

4. **The points of contact for information and support:**

5. Frequency of roster updates; System of notification for new arrivals:

6. The Commander's expectations in responding to emergency/crisis situations:

7. Types of situations, statistical data, the Commander wants reported:

8. Administrative support (e.g., access to phone lines, newsletters, answering machines, e-mail, etc.):

9. Logistics support available to include desk, computer, phone, etc., if required:

10. Request unit tour!

Appendix D

WELCOME LETTER

Date

Hello,

Welcome to (base name)! I hope your stay here will be one of the best experiences of your military career. As the Key Spouse for the (unit/organization name), I'm here to answer questions and assist you and your family as you acclimate to the area. The Key Spouse Program is a great way to stay "in touch" with unit, base, and community happenings.

I realize that the first few days and weeks can be hectic. Feel free to call me if you need anything, or would just like to visit with someone who's been here a while. My number is _____.

If you don't hear from me within two weeks, please give me a call. It may be that I have an incorrect telephone number and can't reach you. I really look forward to meeting you and welcoming you in person!

Sincerely,

Appendix E

UNIT FAMILY INFORMATION CHECKLIST

The following is a checklist you can use for your first telephone contact with a spouse:

-
- Hello, this is _____. May I speak to _____?
 - State that you're a Key Spouse
 - Explain what the KEY SPOUSE Program is and the tasks you do
 - Ask if the address you have is correct
 - Fill out the Unit Family Information Sheet, if possible (see Appendix D)
 - Relate any unit news/invite them to any upcoming unit and base events
 - Give them your phone number (and/or e-mail address)
 - Let them know you can assist them by offering resource information and referrals.
(You also have access to the A&FRC for military-related concerns)
 - Ask if they have an alternate contact phone number
 - Ask them if they mind a follow-up call or if they'd prefer to be contacted via e-mail
 - Provide personal information about how long you've been in the area, etc. This will relax the person on the other end and give you a discussion lead-in for the next call or contact

Appendix F

UNIT FAMILY INFORMATION SHEET

	Spouse	Member
Name		
Military Status		
Rank		
Home Phone		
Work Phone		
Mobile Phone		
E-mail		
DEROS		
Special Needs		

Children

Name	Gender	Age	School/Daycare	Special Needs

Other Household Members

Name	Gender	Relationship to Household	Special Needs

Pets

Name	Gender	Age	Type of Pet	Special Needs

Appendix H

PRIVACY ACT OF 1974

Limits access to personal information.

Information must be relevant and necessary to accomplish the mission.

The Privacy Act states, in part,

No agency shall disclose any record which is contained in a system of records by any means of communication to any person, or to another agency, except pursuant to a written request by, or with the prior written consent of, the individual to whom the record pertains

There are specific exceptions for the record allowing the use of personal records:

- For statistical purposes by the Census Bureau and the Bureau of Labor Statistics
- For routine uses within a U.S. government agency
- For archival purposes “as a record which has sufficient historical or other value to warrant its continued preservation by the United States Government”
- For law enforcement purposes
- For Congressional investigations
- Other administrative purposes

The Privacy Act mandates that each United States Government agency have in place an administrative and physical security system to prevent the unauthorized release of personal records.

The Computer Matching and Privacy Protection Act of 1988, P.L. 100-503, amended the Privacy Act of 1974 by adding certain protections for the subjects of Privacy Act records whose records are used in automated matching programs. These protections have been mandated to ensure:

- Procedural uniformity in carrying out matching program;
- Due process for subjects in order to protect their rights, and
- Oversight of matching programs through the establishment of Data Integrity Boards at each agency engaging in matching to monitor the agency’s matching activity.

Appendix I

DEPLOYMENT CHECKLIST

(Provided by Military OneSource, April 2006, www.militaryonesource.com.)

Emotional Preparations:

Separation from a spouse or partner is hard, whether it's for 6 weeks or 6 months. If you know what to expect and come up with a plan for taking care of your household and yourself, you can be better prepared to handle the strong emotions that often come with a deployment. Everyone reacts to the news of a deployment differently. You may feel:

- angry
- sad
- confused
- nervous
- a strong sense of denial

Some people may also start to withdraw from their spouse or partner to try and make the transition easier. All of these are normal reactions to a deployment. But there are things you can do to feel better and get ready. You can:

- **Find out as much as you can about the deployment.** Where will your spouse be? How long will the deployment last? By learning as much as you can about where your partner will be and what he or she will be doing, you may be able cope better with feelings of uncertainty. Try to remember that in some cases, you may not be able to get as much information as you'd like because of security issues.
- **Agree on a plan for communicating.** Find out how you'll be able to communicate. Talk about whether you'll stay in touch by telephone, e-mail, or letters, and how often or at what times you'll communicate. Will you be able to send a letter or e-mail each day, or will it be once a week? How soon can you expect to get a response?
- **Make a plan for being alone.** Family members who are at home while a loved one is serving in the military may be able to deal with anxiety and fear if they make plans to take classes, pick up new hobbies, or spend time doing things they wouldn't normally do. Set some personal goals to work toward during the deployment.
- **Talk about your feelings with your partner and encourage him or her to do the same.** Share your fears and concerns about the deployment and work together to come up with a plan for handling them.
- **Find support for yourself.** Many branches of the service offer support in the form of social groups, counseling, or advice. Look into what is available for you as a military family member.

- **Reach out to other people who are going through or have already gone through a deployment.** Participate in any pre-deployment activities offered by your unit. Military families who have already experienced a deployment may have valuable tips and advice about handling the separation. By reaching out to other people who are preparing for a deployment, you may be able to build a support system for the coming weeks or months.
- **Spend special time together as a couple and as a family.** Take the time to be alone with your spouse or partner before they leave. It's also important for children to have individual time with a parent in the days leading up to a deployment. Make time to be together as a family even if it's just for an ordinary activity like taking a bike ride or playing a game.

Preparing your home and life for deployment. The absence of a family member may mean that you'll have to do things differently at home and in the rest of your life. If you take the time to prepare for these changes, you may find it easier to adjust. Here are some things you should think about when you're preparing for deployment:

- **Review child and elder care arrangements.** If you need help covering your child or elder care needs, contact any services that may be available to you through the military, in your community, or through another employer for support and resources. If you already have a child care plan in place, review it to make sure that the absence of a family member will not be a problem.
- **If there are certain chores or duties that the deployed family member always does, make sure you know how to do them, too.** In some families, one person is responsible for maintaining the car or for grocery shopping. If this is the case in your family, make sure you feel comfortable taking on that responsibility on your own.
- **Update and check legal and financial documents and details.** This should include updating wills and medical directives, creating powers of attorney documents, and ensuring that family members have access to accounts and documents.
- **Make sure all important contact numbers are easy to find.** Gather information about how to reach the deployed family member, including numbers for contacting appropriate military officials for information and updates. Make sure you also know how to contact your spouse's family.
- **Create a family emergency plan.** Talk about what you'd do in the case of an emergency, including where you'd go and how you would get in touch. Involve children and other family members in these discussions in appropriate ways.
- **Talk about how you'll handle finances during the deployment.** If your deployed spouse typically takes care of the family finances, make sure that you feel comfortable assuming these responsibilities. Make sure that you agree on a plan for accessing and using all checking, savings, or investment accounts as well as safety deposit boxes. Go over all bills that will need to be paid during the deployment period, including taxes. If it's

necessary, make arrangements for the direct deposit of the paycheck of the person who will be deployed.

Helping children prepare for deployment: It's important to involve children in the preparations for deployment and explain to them exactly what a deployment involves in a way that they will understand. You may also want to:

- **Go over the "house rules."** Explain to your child that rules will not change during the deployment just because a parent or family member is gone. Enlist older children to help around the house by taking over a chore or duty that the missing parent or family member always did.
- **Encourage younger children to talk with older children who have already been through a deployment.** If you don't have older children, help your child make connections with the children of relatives, friends, or other military families who are familiar with deployment.
- **Make time for the family member or parent who will be deployed to spend "alone time" with each child in the family.**
- **Take lots of pictures or make videotapes of your child and the parent who will be deployed doing everyday activities.** Document ordinary things, like getting ready for bed, reading a story, eating dinner, or playing a game. Put these pictures in a small album for your child or display them somewhere your child can easily see them. Many families also make recordings of the parent or loved one who will be deployed reading favorite stories so that children can listen to their voices when they are gone.
- **Give your child a special gift before the deployment begins.** This could be anything -- a diary, a scrapbook, a watch, or a bracelet -- as long as it's something your child can hold and look at when he or she is missing his/her parent or family member.
- **Make sure your child understands that he or she will be able to stay in touch with the deployed parent or family member by writing letters, talking on the phone, or sending recordings or drawings.** Sometimes children have trouble understanding the idea of a temporary separation, and they may think that they won't be able to talk to or communicate with their deployed loved one.
- **Come up with a way to count down the time that the parent or family member will be gone that children can understand.** Some families create calendars and mark off the days while others may come up with other ideas like filling up a jar with a chocolate or a sticker for each day the loved one will be gone. If you're not sure how long the parent will be gone, you can mark the passage of time by making a paper chain and adding a link each day that the parent is gone, and then use the chain as a decoration when they return.

The time you spend preparing for a deployment pays off down the road. You'll find that you are better able to handle the stress of the separation and take care of yourself and your family.

Appendix J

Key Spouse Position Description

The Key Spouse is a volunteer selected and appointed in writing by the unit commander, to act as an official unit representative. The KS serves as a trusted agent between unit leadership and families. The KS works with unit leadership and KSM to plan, coordinate, and execute the unit KS program through two-way communication and community information and referral.

In an official capacity, the KS collaborates with unit leadership to build or maintain contact roster information to facilitate contact with spouses. The KS safeguards personal identifying information (PII). KS volunteers are, IAW 10 USC 1588, considered to be employees of the Federal Government for purposes of the Privacy Act (see 10 USC 1588(d)(C)). As a result, giving them access to Privacy Act information (rosters) is not a prohibited disclosure so long as the disclosure is in connection with the performance of their volunteer services as Key Spouse.

The KS serves as the focal point for communication with spouses and actively markets the program through visibility at unit commander's calls, unit or base events, and by deliberate communication through phone, email or social networks. Through leadership and community connections, the KS effectively communicates unit information and community resources to families.

The KS is an advocate for families. Through two-way communication and a direct connection to unit leadership via deliberate and regular meetings and interactions, the KS advocates for unit needs and concerns, and assists the commander in identifying strengths and successes.

KEY SPOUSE DUTIES AND RESPONSIBILITIES:

- Provides peer-to-peer support to unit families
- Protects personal information
- Serves as communication link between unit leadership and families
- Offers information/referral to families on community agencies and resources
- Welcomes new families to the unit and cultivates relationships within the unit
- Actively participates in unit and installation functions
- Records volunteer hours and tracks information disseminated

Desired Qualities: Effective oral and written communication skills; ability to adhere to privacy and confidentiality guidelines; willingness and ability to complete required training; a positive outlook on the military lifestyle; willingness to support new and seasoned military spouses; is empathetic and caring and has keen organizational skills.

Required Training: Completion of initial training and quarterly continuing education. A one hour refresher course is mandatory for KS/KSM upon relocation/PCS or as directed.

Appendix K

LETTER OF RESIGNATION

DD MMM YY

MEMORANDUM FOR [Unit CC]

FROM: [Key Spouse's Name]

SUBJECT: Key Spouse Resignation Letter

1. I hereby resign my appointment as Key Spouse for (unit name), effective (DD MMM YY) for the following reason(s):

- a. Permanent change of station
- b. Personal reasons
- c. Health issues
- d. New child
- e. Other (please specify)

2. Please accept my heartfelt thanks for the opportunity to volunteer in this capacity and serve the (unit name) men and women.

[Key Spouse signature block]

cc:

CCF

Airman & Family Readiness Center

Appendix M

PROTOCOL

As Key Spouses you may need to represent your squadron at various squadron functions. Most events will not have a dress code, so you will need to use common sense. (Don't wear a suit to a BBQ, or cut offs to a promotion ceremony.) Also consider the construct and demographic of those attending. You need to well represent squadron leadership while not alienating the squadron member. If in doubt, ask the senior, shirt or chief spouse.

You may even end up being the host if you organize an event. If you are in doubt and organizing an event that involves the base/group command level, ask your senior spouse or the Base Protocol office. For most KS events, simple and informal is the best rule.

GUIDELINES:

- Communicate with senior unit spouses whenever possible. Get dates for unit functions on the wing calendar after conferring with the wing/cc's spouse. *AVOID CONFLICTS WHENEVER POSSIBLE.*
- Invite senior spouses and guests for some unit functions. Remember to include the wing/cc's spouse in farewells, special functions, etc.
- Greet the hosts and honored guests ASAP upon arrival at a function.
- Before leaving, make a point to say farewell to the honored guest and the host/hostess.
- When you are hosting an event, assign escorts to meet/greet the VIP guest. (One escort per guest/couple). Knowing drink preference ahead of time is nice.
- Communicate with your senior spouse. He/She may have ideas, suggestions, and requests unique to your situation.

When to stand

- On the first note of the National Anthem (all countries). Civilians - Indoors and Out - stand at attention. Place right hand over heart at first note. Military in uniform stand at attention, salute only when covered (always outdoors). Stand at attention only for other nations.
- First note of Ruffles and Flourishes
- When the colors passing in review are six paces before you - remain until they are six paces behind you.
- When you are introduced stand as courtesy to the audience.
- When a toast is made all stand to drink. Ladies too! Not "toastee".
- When someone is presenting something to you - flowers, gifts, awards, etc.
- When asked to stand!

Invitations (Envelopes, etc.)

- Answer (RSVP) within 24 hours or as promptly as possible. Regrets as promptly as possible too
- Use black ink
- Send 2 weeks prior - can be as early as three weeks
- No abbreviations - spell out all except Mr. or Mrs. and RSVP
- To address to male military member and wife: Colonel and Mrs. John Clark Doe
Female member and husband: Master Sergeant Jane Clark Doe and Mr. John Doe
Two military members (highest rank first): Major Jane Clark Doe and Captain John Doe
Do Civilians: Mr. and Mrs. or Doctor and Mrs. John Doe
Married Woman: Mrs. John Doe or Jane Doe
Unmarried Woman: Miss, MS. Sue Clark or just Sue Clark
Widow or Divorced: Mrs. Jane Doe
- If you have a houseguest, decline but say why. The hostess is then free to invite your guest if she chooses. You pay for your guest even if your dinner is complimentary.

Dress Official Function Military/Civilian

- MESS DRESS/TUXEDO - Ladies wear cocktail or dinner dress for evening
- SERVICE DRESS, UNIFORM OF THE DAY/BUSINESS SUIT -ladies wear daytime suit or dress

Dress Unofficial Functions

- BUSINESS SUIT - Ladies wear cocktail or dinner dress for evening
- COAT & TIE/INFORMAL - Ladies wear daytime suit or dress
- CASUAL - Usually slacks and a nice shirt. If in doubt call the host/hostess.

Introductions

- The name of the person receiving the introduction is said first then the name of the person being presented.
- Say the honoree's name first then the name of the person being presented: position or rank, older, female. Example: Mrs. Honored, Mrs. Old, or Mrs. Female, may I present... may I introduce... I'd like you to meet...this is Mrs. Neighbor, daughter, Beth, or Mr. Doe.
- When introducing a newcomer to the group, say his/her name first then the names of the others in the group.

Receiving Line

- Order of line at official function: (Protocol officer or aide), Host, Hostess, Ranking Honored Guest, Spouse of Honored Guest, Second Rank...
- Shake hand with all except Protocol/aide who begins a line
- Air Force officer/civilian enters line 1st at official functions
- Name tag on the right
- SHAKE AND GO!!

Seating, etc.

- HONOR is to the RIGHT. (Car is back right) When host and hostess sit head and foot, female honor sits to the right of the host, 2nd honor sits to the left. Male honor sits to the right of the hostess, 2nd honor sits to the left and so on.
- Honor is right, pass right. Begin with female honor, end with host.
- Place cards - handwritten. Use 1st names of spouse only if 2 couples have same last names, otherwise: Spouse of military - last name only. Example: Colonel John Doe, Mrs. Doe; Master Sergeant James Edwards, Mrs. Edwards
- Spell out rank - Use CHAPLAIN not Colonel, COLONEL not Doctor. Do not use abbreviations: 2nd Lt., Lt. Col, SMSgt, MSgt, etc.
- When you're toasted, don't drink. Return the toast.
- Allow 24" per place setting. Circumference of a circle = Pi (3.14) times the diameter
- American "I'm finished" position - utensils on plate
- Clear table of salt and pepper before dessert is served
- Hostess gift is appropriate if you are a guest of honor or weekend guest. Ideas: unusual basket, plant, potpourri, raffia for bottle bow, clever books (napkin folds, desserts, etc.)

Appendix N

KEY SPOUSE QUICK CRISIS REFERENCE GUIDE

This is a quick reference guide to identify who to call in a particular situation.

9-1-1:

1. Immediate spouse or child abuse situation
2. Reference to suicidal actions

Immediately call the First Sergeant to inform him/her of a 9-1-1 referral. The First Sergeant will then take the appropriate action.

First Sergeant:

1. Suicidal or homicidal thoughts
2. Child abuse, molestation or rape
3. Suspected spouse abuse
4. Family death
5. Depressive symptoms

Unit Command:

1. The First Sergeant is the primary point of contact
2. If you are unable to reach the First Sergeant, contact the unit commander

Airman and Family Readiness Center:

1. Family needs financial help – Air Force Aid Society
2. Parent is stressed – Give Parents A Break
3. Automobile trouble – Air Force Aid Society
4. Stay at home parent – playgroup/volunteer opportunities
5. Couple relationship issues – Military Family Life Consultants
6. School-age issues – School Liaison

Family Advocacy:

1. New Parent Support
2. Parenting Classes
3. Special Needs Family – Special Needs Identification Assignments
Coordination Program

If in doubt, call the unit's First Sergeant. In an emergency situation, the Command Post can contact the Commander or First Sergeant 24/7.