Chapter Two:
Customer Service Delivery

2.1 Relocation Counseling

2.1.1 Information-based Counseling

Counseling provided by RAP personnel is considered "informational counseling", the process by which an individual's needs are assessed and appropriate and accurate information is provided to facilitate change or to help resolve a problem. This type of counseling is differentiated from clinical counseling where formal mental health evaluations are conducted and subsequent treatment plans are made for individuals or families. Clinical counseling functions in MCCS are performed by Marine and Family Services (M&FS) licensed counselors who, at a minimum, hold a masters degree in social work, psychology, or counseling and have met stringent licensing requirements set forth by their governing state. M&FS counselors can serve as an excellent resource when RAP personnel become aware of a situation or concern that is beyond the realm of relocation assistance.

Information-based counseling promotes the acquisition of knowledge and the development of life skills that assist an individual in making choices and resolving situational challenges. The intent of informational counseling is to provide the customer with the relevant information needed to understand his or her particular situation and the steps recommended to manage the situation. It can be helpful at any point during the relocation process.

KEY POINT

Numerous studies have investigated the effects of supplemental written and graphical material being provided during verbal presentation of information. It has been demonstrated that written material, pictures, etc. can greatly enhance learning and later recall of the subject matter. RAP personnel need to augment their individual counseling sessions with visual information that the customer can take with them.

2.1.2 Solution-Focused Counseling

Solution-focused counseling was developed largely by and for mental health providers who were interested in a more concentrated therapy model that was focused on strengths and problem solving, vice a traditional long-term therapy model that focused more on the process of therapy. Elements of solution-focused counseling have been increasingly adapted by paraprofessional, prevention specialists, and public educators as a model for interpersonal interactions that meet the non-clinical needs of the clientele they serve. The philosophy of solution-focused counseling has applicability to the daily interactions between RAP personnel and their customers.

Solution-focused counseling keeps responsibility with the clients, enhances clients' self-esteem, and educates and empowers clients. RAP personnel should focus on the strengths and abilities of their customers to resolve situational problems. Focusing on the positive will promote self-resiliency and self-assuredness in tackling specific relocation-related problems as well as "normalizing" an otherwise abnormal event. In addition to providing relevant information, this process will support an individual assuming ultimate responsibility to execute a strategy that will minimize the negative effects of relocating.

Step 1. ***Prepare for the session***. Many counseling sessions will be "walk-ins" without prior notice while others will have scheduled an appointment. Preparing for a successful counseling session is as important as the session itself. Have critical resources organized, reproduced, and ready for distribution.   Evaluate the space where counseling will be delivered and, to the greatest degree possible, create a relaxed, friendly atmosphere that communicates a desire to assist.

Step 2. ***Build the relationship***.   Ensure that there is good eye contact, have a pleasant demeanor, and speak clearly. Greet the customer, introduce yourself, and engage in small talk until you are both seated. Do not engage in counseling unless you are ready to "attend" to your customer and are not distracted by your environment. If interrupted by the telephone or another disruption, apologize and pick-up where you left off. Non-verbal communication is just as important as verbal communication. Be aware of tapping fingers, looking away, or any other non-verbal behavior that may convey disinterest or distraction to your customer.

Step 3. ***Identify and prioritize the customer's needs***. This involves the art of listening. Never assume that you know exactly what your customers need. Ask questions, listen to the response, and articulate your understanding of their need which will allow them an opportunity to elaborate or further define their need (e.g. "It sounds like you are concerned about whether or not your pet is able to fly with you and what the associated costs might be. Is this correct?"). Discuss what actions they have taken thus far.

Step 4. ***Explore options***.   Once you and the customer have agreed to the presented need, the next step is to identify the information that best addresses the customer's need. The outcome of this step may be the distribution of information or a referral to another provider. When presenting information, it is helpful to categorize information so that the customer does not feel overwhelmed with too much diverse information. Also, categorizing information helps the customer's retention and later recall of your discussion (e.g. “We've just finished discussing lodging options. Let's now discuss housing.").

Step 5. ***Develop a plan***. This may involve recommending or prioritizing the next steps the customer needs to take or options he or she must evaluate. Prioritization of action is largely driven by timeframes or is contingent upon a special need that takes precedence over other needs. Use of direct, concrete language is very helpful during this stage of relocation counseling (e.g. instead of saying "You should check out the schools when you get there," it is more beneficial and helpful to say "I recommend that you call the school as soon as possible to let them know about your son's special educational requirement. Let me get the name of the school and the phone number for you, and I'll also put you in touch with our EFMP coordinator.").

Step 6. ***Follow-up*****.** Outstanding customer service includes verification that their needs were met and the identification of follow-on needs. Also, this may serve to "prompt" the customer into action if he or she has not yet taken the necessary steps to implement their plan. Follow-up can be made via a phone call or an e-mail (e.g. you might send an e-mail that says "Sgt. Doe, I enjoyed our visit the other day and hope that you found the information helpful. Were you able to make an appointment with TMO? Please let me know if I can be of further assistance and good luck with your move.").

2.1.3 Individual Relocation Plan

The Individual Relocation Plan (IRP) is a standard, electronic document that encompasses a customer's inbound and outbound relocation requirements. The IRP serves to enhance a true "systems approach" to service delivery that will mitigate the negative effects of installations operating in isolation of one another. The IRP will facilitate interaction amongst RAP personnel, eliminate duplication of service provision, and reduce unnecessary time spent toward reassessing a customer's need upon their arrival. The document can be electronically transmitted to the gaining RAP to facilitate a "warm transfer" and promote a proactive approach to customer service. The gaining RAP can further personalize service to Marines and family members when they arrive.

A focused, individual relocation counseling session will result in a viable, executable plan addressing the Marine's outbound and inbound mobility needs. The IRP (found at attachment 2-1) has the capacity to encompass all mobility related issues such as finances, spouse employment, schools, special needs, relocation entitlements, information about new locales to include points of contact, adult education, etc. RAP personnel are encouraged to complete the document with the customer present and print a copy for his or her records.

If the customer requests specific information and it is provided by the outbound RAP, then both the "Desired" and "Provided" boxes should be checked. If specific information is desired but not provided by the outbound RAP, then only the "Desired" box is checked. This will alert the gaining RAP of what services are still needed. Both the outbound and the inbound RAP can provide additional information in the "Remarks" section. Ideally, the gaining RAP will coordinate the needed services and have the necessary information available upon the Marine's arrival.

RAP personnel may also use the IRP as a planning document prior to a counseling session. If a Marine or a spouse make an appointment for relocation counseling, the IRP may be sent to him or her so that he or she can fill out the personal information and indicate what services are needed. RAP personnel can then conduct customized research to better prepare for the counseling session.

2.1.4 Confidentiality

Customers seeking relocation services are usually less concerned about confidentiality than those seeking assistance for personal or family issues. The information that a Marine or spouse share while receiving services from M&FS fall under the requirements of the Privacy Act of 1974. This act was instituted to safeguard individuals against the invasion of personal privacy and to allow individuals access to government records pertaining to them. The act does allow the disclosure of information from a customer's record without the consent of the customer if there is a compelling "need to know" by selected officers and employees of the DoD.

Per the Personal Services Manual, a Privacy Act Statement must be signed by the client prior to the collection of any information or annotated that the member refused to sign the statement. Services need not be declined due to refusal to sign. RAP personnel are encouraged to obtain guidance from their M&FS director regarding the use of a Privacy Act Statement.

Although no specific policy exists addressing relocation counseling, if a customer file containing personal data is opened, the issue of confidentiality must be addressed. Services provided to Marines and their spouses at M&FS are presumed to be confidential. This affords customers and clients the opportunity to seek assistance in a private and safe environment. Confidentiality is also presumed for documented information discussed in a counseling setting. Strategies to maximize confidentiality include:

- holding counseling sessions in a private office or away from other customers
- safeguarding hard copy documents in a locked file
- ensuring computer access is password protected
- limiting access to documents to authorized persons
- minimizing the discussion or sharing of personal information with others to the greatest degree possible

Exceptions to confidentiality exist. If RAP personnel become aware of criminal activity, domestic violence, potential violence, suicidal tendencies, or any other information where harm may befall self or another, they are obligated to report to their M&FS Director.

2.2 Lending Locker

2.2.1 Purpose of the Lending Locker

Frequently, Marine families are left without the bare necessities during a move. Either their household goods have been packed prior to their departure, or the family has arrived at their destination prior to the arrival of their household goods. The Lending Locker program provides those basic yet essential items needed to help Marine families who are without their household goods due to a permanent change of station (PCS) move.

2.2.2 Suggested Inventory

Inventory may vary from installation to installation contingent upon funding available and the unique needs of that locale. Quantity and availability of items may be influenced by the size and mission of an installation. Figure 2-1 depicts items that are recommended to be available for use by Marines and their family members.

Figure 2-1 Recommended Items for the Lending Locker	
Household items: ❑ folding chairs ❑ folding tables ❑ inflatable mattresses or futons ❑ irons and ironing boards ❑ alarm clocks ❑ toasters ❑ portable fans and heaters Baby items: ❑ car seats ❑ high chairs ❑ portable cribs ❑ strollers	Hospitality Kits: ❑ pots and pans ❑ dishes ❑ utensils ❑ baking items ❑ measuring cups and spoons ❑ mixing/serving bowls ❑ can openers ❑ coffee pots

2.2.3 Inventory Management

Managing inventory is a challenging and time consuming task for RAP personnel. It is recommended that quality inspections be conducted at six month intervals at which time broken/unusable items can be disposed of. Document those broken or disposed items not only to update the inventory but also to justify future funding requirements (discussed further in Chapter Three). A sample quality assurance form can be found at attachment 2-2. Ensure that items are in good condition and are clean prior to lending them to customers. Maintain an electronic master document that lists all inventory. A sample master inventory form can be found at attachment 2-3. Maintaining electronic files is an efficient strategy in managing inventory. Conducting inventory inspections include the following tasks:

- count each item in stock
- ensure all items are numbered or coded
- count each item in "checked out" status
- identify unaccounted or missing items
- evaluate each item for safety and usability
- identify and document broken items
- dispose of items deemed unusable
- add those items purchased during the last six months
- subtract those items documented as disposed or unaccounted
- record the totals on the Inventory Management Form
- record damages on the Quality Assurance Form

2.2.4 Customer Transactions

Customer transactions primarily involve the original request for Lending Locker items, the checking out of items, and checking in of items. The Lending Locker should have standard hours of operation and standard protocols in place that are clearly communicated to the customer prior to the loan.

1. ***Determine lending protocols***. A typical length of time for the loan is between 7 and 30 days with eligibility for extensions to be determined on a case-by-case basis. Eligible patrons should be relocating Marines and family members, or other authorized DoD personnel relocating under PCS orders or other government authorized moves.

2. ***Establish check out procedures***. Customers should be required to present a military ID card and present a copy of their orders prior to using the service. At the time of check out, a M&FS staff member should clearly communicate both verbally and in writing the terms of the agreement to include consequences of delinquent check ins and lost or damaged items.

3. ***Establish check in procedures***. Ensure that customers are aware of the hours of operation and that items must be formally checked in. Ensure that all checked items are returned and evaluate items for potential damage and cleanliness.

4. ***Develop an agreement***. A sample agreement can be found at attachment 2-4. An agreement should contain customer contact information, dates of loan, list of items checked out, signature blocks for both staff member and customer, and consequences for non-returned items or items returned damaged or unclean. Since M&FS cannot accept cash payments, the agreement should contain a clause that the customer will replace the lost item and repair or replace a damaged item. Also, RAP personnel are encouraged to visit their legal office to see if a release of liability should be included for safety items such as baby seats and high chairs.

2.2.5 Resources for Recovery

The first "line of defense" in retaining a high-quality inventory is to clearly communicate the terms of agreement with the customer and clearly articulate what will happen if items are damaged or not returned. Unfortunately, there will be occasions where effective communication is not sufficient to motivate or affect a desired behavior. In order to meet the relocation needs of the general community, RAP personnel will sometimes be required to address the behaviors of a few individuals who abuse the privilege of the Lending Locker service.

When items are delinquent by two days, the customer should be provided a friendly reminder via telephone or e-mail contact and encouraged to contact the RAP office to report the status of the loan by close of business the following day. If the response is unsatisfactory, the customer should be contacted again via telephone or e-mail. During this second contact, RAP personnel should retain a friendly tone and ask again for the return of the items or, at a minimum, an update of the customer's situation. Also, reference the original agreement and state the importance of adhering to the agreement so that other Marine families might enjoy the benefit of the Lending Locker. Reassure the customer that the RAP office will work with him or her if items are lost or damaged, and that it is not your desire to contact the command to facilitate the return of the items.

If both the first and the second contacts do not yield satisfactory results, a Delinquent Account Letter may be issued to the active duty member with a warning that the next letter will be issued to his or her command. Prior to sending formal letters, RAP personnel should verify command notification procedures with their M&FS director. Sample recovery letters can be found at attachment 2-5.

BRIGHT IDEA

Operating the Lending Locker is a time consuming, largely administrative procedure that requires purchasing, inventory management, and extensive replacement turnover. RAP personnel may want to consider an internal partnership with their recreation counterparts' resident in MCCS. Recreation operations have extensive experience with rentals and have access to financial controls and automated systems. The partnership could contain "backdoor funding" that would enable the service to remain free of charge to the customer.

2.3 Welcome Aboard Packets

2.3.1 Purpose of Welcome Aboard Packet (WAP)

The first impression a Marine and his or her family members have of their new community is often the Welcome Aboard Packet (WAP). This is usually a folder of hard copy information pertaining to the gaining installation and local community. The WAP is one of many components that support the provision of predestination services. The provision of community information prior to a Marine's arrival helps reduce the uncertainty that typically accompanies a move to a new environment. The WAP assists the Marine by supporting the development of a plan of action for arrival and by directing him or her to appropriate resources. Although the Internet provides numerous resources for the relocating family, many prefer to have hard copy materials to review while en route to their new destination.

2.3.2 Primary Distribution and Dissemination Points

Numerous points of distribution and dissemination exist aboard installations. RAP personnel should determine the most effective distribution areas in their community. If the local RAP office considers its installation WAP to be of great value to the community, consider non-traditional venues.

- temporary lodging facilities
- Joint Reception Center (JRC)
- Traffic Management Office (TMO)
- commands to include Consolidated Administration
- Public Affairs Office (PAO)
- housing
- Marine Corps Family Team Building (MCFTB)
- other M&FS offices
- other installation agencies that may service newcomers

Utilizing unit representatives for the distribution of WAPs is recommended. Attachment 2-6 is a sample WAP Unit Distribution Record to assist in planning future requirements.

2.3.3 Information Requirements

The WAP contains vital military and community information that assist the relocation planning process to include both the pre-departure and arrival phases. For example, housing information may be more useful to families during pre-departure to assist the decision making process, while maps may be of the greatest need upon arrival.

Suggested materials include

- welcome letter (from the installation commanding officer or the MCCS Director)
- MCCS brochure
- M&FS brochure or program listings
- local and state maps
- TRICARE information
- area attractions and related brochures
- base or community newspaper
- DMV information
- church listings
- school district information

2.3.4 Maintenance of Information

Content for the WAPs needs to be both current and accurate. RAP personnel should conduct a quality inspection of the core materials every 6 months. Not only does this ensure that materials are professional in appearance but also enables RAP personnel to identify those materials that need to be reordered or replaced. If cycle time is tracked on a regular basis, the requirement to collect materials will be known in advance. Commands may request a certain quantity of WAPs be provided for incoming unit members. Ensure that refreshed content is provided to those units who have previously received WAPs.

WAPs typically represent a combination of published materials from external agencies and in-house printed materials. Since the WAPs require an organized assembling process, this important task presents a terrific opportunity to utilize volunteers. They may be responsible for reproducing the in-house printed materials and organizing the information in a visual appealing, organized folder.

2.3.5 Sources of Information

RAP personnel are encouraged to cultivate relationships both on and off base with those service providers who sponsor activities or have resources available to military personnel and their families. Examples of local community contacts who may be able to provide materials for WAPs include

- Chamber of Commerce
- community colleges
- TRICARE Health Beneficiary Office
- MCCS marketing department
- real estate agencies
- employment agencies
- county/state social services
- environmental agencies (for maps)
- city/state tourism board

BRIGHT IDEA

Electronic Welcome Aboard Packets (or E-WAPs) reduce cost to the RAP office due to high rates of postage for the cumbersome hard-copy versions, and provide customers with all of the same information in searchable and easy to navigate format. E-WAPs can be distributed on CD ROMs or can be downloaded from the installation's MCCS web site.

2.4 Onsite Resources

2.4.1 Purpose of Onsite Resources

Most RAP offices have an onsite resource library or area where customers can obtain information relevant to relocation. This area may also be shared with other M&FS components. RAP managers are encouraged to partner with their M&FS counterparts to share applicable resources to realize efficiencies and maximize purchasing power. Onsite RAP resources should be available to allow customers to conduct research or help plan their relocation at their own pace and convenience. It is recommended that a staff member or volunteer be available to orient them to the resources or answer questions. It is also recommended that a sign-in sheet be used to access the resources. This historical data can then be used to explain, defend, or justify funding requirements. Resources may be viewed onsite or may be checked out for home use. A sample agreement can be found at attachment 2-7.

2.4.2 Suggested Resources

Basic relocation resources for an onsite library may include

- computer with Internet access and bookmarked sites
- printer
- television
- DVD or VCR
- books
- magazines
- brochures
- newspapers
- SITES booklets and WAPs
- foreign language tapes
- telephone
- videos

- tables and chairs
- copying machine, or access to a copier
- children's play area (books, puzzles, etc.)
- MCCS marketing materials
- phone books
- calendars

BRIGHT IDEA

A Marine may be unable to take time from work to attend a scheduled workshop, or a spouse may be unable to arrange childcare.   Consider videotaping your workshops and having the tapes available for viewing either at the resource center or at home.

RAP personnel should work closely with other M&FS program managers when identifying resources for use, especially Transition Assistance Management Program (TAMP), Exceptional Family Member Program (EFMP) and Information and Referral (I&R) since these programs address needs relating to relocation. Also, it is recommended that the RAP manager forge a relationship with the installation librarian since MCCS libraries have purchased access to numerous databases relevant to Marines and their family members.

A network card is not necessarily required for a customer to access the Internet from a M&FS computer but check with your local MCCS or installation IT department to discuss.   A list of recommended Internet sites is contained in Chapter Eight.

2.5 SITES

2.5.1 Purpose of SITES

Formerly known as the Standard Installation Topic Exchange Service, SITES was developed in response to a DoD mandate which required the provision of automated relocation information to relocating service members and their families. The purpose of SITES is to provide accurate and current relocation information about resources and services available. SITES, now in its fourth iteration, provides current information for more than 300 military communities worldwide. Sponsored by DoD, the Defense Manpower Data Center (DMDC) is the database project manager for the SITES program.

2.5.2 Customer Website

Depending upon customer preference, information can be downloaded by the RAP office and provided as a booklet, or the customer may access the themselves and print what they need. SITES is available to customers at www.dmdc.osd.mil/sites and has seven major categories of information.

1. Location
2. Housing
3. Household Goods
4. Education
5. Employment
6. Health and Wellness
7. Family Issues

There are mandatory topics in each of these categories. The number of topics in the seven categories varies from 11-20, and local sites have the option of adding up to 10 additional topics to customize their information to further meet their customers' needs. In each category, topics are listed under two headings: Installation and Local Community. It is up to RAP personnel to divide the information between installation and community as appropriate. In addition to major information components, SITES includes links to allow users to more easily find other s of interest. Every effort has been made to include useful s with national information on schools, exceptional family member needs, housing, employment, health care and other family issues.

2.5.3 SITES Management

RAP personnel at the local level are responsible for the input and maintenance of their installation's information. Ideally, content is refreshed as new information becomes available but this is probably unrealistic. At a minimum, RAP managers should dedicate time at least once a month to review and update SITES information and ensure that RACC members and others have the opportunity to share pertinent information. SITES has a *Handbook for Providers* that describes step-by-step instruction on how to populate the database and refresh or migrate content. RAP personnel are responsible for identifying, collecting, and evaluating local information for potential inclusion into the database. SITES provides local RAPs with guidance on what to include in the database entries and recommend brief yet high-quality information.

BRIGHT IDEA

Prior to moving, military families like to view the floor plans of their new home aboard base. Recommend that RAP personnel work with base housing to get copies of floor plans that can be scanned into the SITES database. Also, consult with the installation environmental office and see if the topographer (map maker) can provide scannable maps.

2.5.4 DMDC Support

The DMDC Support Center *only* resets passwords. They cannot answer any other questions about SITES or your account. Please contact the SITES Help Desk (SITES administrator) for all other support at www.siteshelp@osd.pentagon.mil or call 831-583-2400. Contact information for DMDC Support Centers follow.

CONUS

DMDC Support Center, Washington D.C.

0700-2000 Eastern Time

DSN: 761-6953/54/55/56/57

From the U.S., call 1-800-3RAPIDS (1-800-372-7437)

From overseas, call DSN 312-761-6953/54/55/56/57

Note: DSN lines are being redirected to Voice over Internet Protocol (VoIP) and may not be available initially.

OCONUS

DMDC Support Center, Asia/Pacific Office (Korea)

0800-1700 Standard Korea Time

DSN 315-724-6195

COMM 011-822-7914-6195

2.5.5 Introduction to the Provider Side of SITES

The *Handbook for Providers* training manual contains 13 training modules, including a number of handy appendices containing reference material. The information presented here is primarily focused on "how-to" techniques for working with the SITES Provider website. There is another important resource called the *Official SITES Content Manual* that explains what information to include in your installation's information. This manual may also be downloaded from the provider website. A user ID is needed to access this information (see below) as well as a password. The *Official SITES Content Manual* provides specific tips for writing and editing SITES with detailed instructions regarding information needed for each topic based on location, size, etc. Click the "Download Training Documents" link on the SITES Provider Home Page to see the latest revision of both manuals and other currently posted handouts.

2.5.5.1 SITES Provider Accounts

In order to log into the SITES provider web site, an individual needs a DMDC SNT (Sign on Table) account. To establish an account, DMDC must receive authorization from the Service/Agency Headquarters Representative or Major Command, Regional Manager or Major Command. DMDC needs the following information.

- Name of the installation as it appears in SITEs
- Full name of the provider
- Provider's social security number (sent separately by encrypted e-mail or given to a SITES team member via phone). Encryption of social security number and Privacy Act data is required by DoD policy
- Provider's e-mail address and telephone number
- Whether the provider is the primary or alternate point of contact for the installation
- Provider status: DoD civilian, contractor, or military member
- Estimated end date of the need to access, if known

Information should be e-mailed to www.siteshelp@osd.pentagon.mil or faxed. Once DMDC receives the authorization, the process begins by entering the information in a special software program. It normally takes 1-2 business days for DMDC to receive the user ID which is e-mailed out to the individual provider. Upon receipt, the provider contacts the DMDC Support Center at 1-800-3RAPIDS to request that the password be reset.

Accounts are individual accounts and may not be shared. Due to DoD security regulations, each individual must have his or her own user ID and password. If a co-worker needs access to enter information into SITES, then he or she should request authorization for their own account. All website activity must be linked to a person, not an office. For further information on accounts, user IDs, and passwords, see latest handout posted in the Download Training Documents section of the SITES provider web site.

2.5.5.2 Computer Requirements and Network Issues

It is recommended that web browsers be Internet Explorer 5.5 or higher. Cookies and JavaScript must be enabled. If cookies are not enabled, the user is forced back to the login screen. If RAP personnel are using the Common Access Card (CAC) to login, he or she will need a card reader.

Both SITES provider and customer web sites are protected by SSL (all pages are encrypted passing over the Internet). SSL affects performance to include downloading time. Responsiveness is also a function of the method of connecting (e.g., a modem with dial-up connections), the Internet service provider used, and other network configurations. In the provider web site, the first time a particular page is loaded, there may be a delay in getting the page since multiple pages are being built for the RAP specialist to edit. Reloading pages during the same session is usually faster.

2.5.5.3 How to Log into SITES Provider Site

There are three methods to log into the SITES provider web site. All methods require that the SITES team assign you to a specific installation to edit.

1. SNT Login

This login method requires use of a valid SNT user ID and current password issued by DMDC. SNT passwords expire every 45 days and SNT accounts are disabled after 60 days of inactivity. Directions for this first login option follow.

- Select "SNT" from the login methods.
- At the login screen, enter your six or eight character user ID.
- Enter your case-sensitive password (if temporary or expired, you will be taken to a change password screen).

- Upon first login, change password to a new one. On the change password screen, “Old Password” is either a new temporary password that has been given to you or your current password that has expired.
- Record and store the new password in a secure place.
- Use care in entering your password or you will lock yourself out. Three unsuccessful tries will lock your SNT account. If locked out, you will not be able to login using the CAC method (below) either until your SNT password has been reset as these two methods are linked.

2. <u>CAC Card Login</u>

This login method requires use of a valid DoD Common Access Card (CAC) with authorization to access the SITES application. The advantage of using the CAC card is that user passwords do not expire every 45 days. Directions and tips follow.

- Select “CAC” from the login method.
- Ensure that your CAC card is in the card reader.
- Click “Login to SITES”.
- Select a certificate from the client authentication window. If a popup window with a list of security certificates appears and before you click OK, highlight each certificate then click “View Certificate” to see the number of purposes listed under “This certificate is intended to:…”. Highlight the certificate with the most items, and then click OK. If you fail to login, close the browser window and try again by selecting a different certificate.
- Enter your CAC PIN number. This is not your SITES password. If you are not sure what your CAC PIN is, do not contact SITES or DMDC but check with the CAC issuance personnel at your location.
- Click OK.

3. DFAS MyPay PIN Login

MyPay PIN login matches your social security number, last name and date of birth against personnel information at DMDC. This information is then validated with the Defense Finance and Accounting Service (DFAS) to ensure you are using a current, customized MyPay PIN. Directions and tips follow.

- Select "DFAS MyPay PIN" from the login methods.
- Enter required information and click "Login to Sites".
- If you receive an error message when logging in, first read the information on the login failure page. If logging in with your PIN doesn't work on either the SITES web site or the MyPay site, contact the MyPay web site. If your PIN works on the MyPay web site but not the SITES customer or provider site, contact the SITES help desk.

The advantage of using DFAS MyPay PIN login method is that it allows access when SNT/CAC methods are unavailable. For more information about MyPay PINS, see https://mypay.dfas.mil/FAQ.html

2.5.5.4 Password Requirements for SNT Accounts

Requirements for the establishment of a SNT account password follows. Passwords

- must be exactly 8 characters and are case sensitive
- must contain at least one each of: uppercase, lowercase, number, and special character (For special characters, use only -!<#$%&*>?. Use of other characters may cause error.)
- cannot have the same character repeat more than two times
- cannot match previous five passwords
- expire automatically after 45 days

The SITES provider web site has a "Change Password" link that enables you to proactively change a current, non-expired password at any time. After 60 days of inactivity, the account will be locked out by the SNT system. If this occurs, contact the DMDC Support Center at 1-800-3RAPIDS for password resets. The SITES Help Desk cannot reset passwords. Users need to contact DMDC and request that his or her simple password needs to be reset. DMDC may need the following information.

- Name and social security number
- Site ID number (171611)
- User ID

The DEERS site ID number is listed in this document *only* so that the user may communicate with DEERS Support Center personnel. It's a code for the SITES provider web site and is not the user's ID or installation ID.

2.5.6 Writing Considerations

The following guidelines for identifying and preparing content were extracted from the *Official SITES Content Manual.*

1. THINK about what you are writing. People will make important relocation decisions that affect their lives based on the information that you provide. It needs to be accurate. Write from the reader's point of view. Ask yourself if the information makes sense and if it is what you would want to know? In your process of data collection and writing, set up or use existing review boards such as the Relocation Assistance Coordinating Committee (RACC), your family center staff, family members, public affairs officials, commanders and your peers.

2. Think about readability. Tell the reader what you want them to know simply and clearly. Read it out loud to yourself. Use "white space" where you can. Keep comments short and pertinent to the end user who is coming to your installation; transitioning out of

the military; or has a question or need for information to solve a problem. People scan the written word on the Internet, after you write it take out half the words and then take out half of those words. Don't be fussy with fonts or "happy talk" (e.g. flowery superlatives).

3. BE CONSISTENT throughout the document in the way you write or refer to your installation name, your use of time, the way phone numbers are written, etc.

4. For Contacts, give title, description, address, phone and fax numbers, DSN numbers, e-mail addresses and URLs. Do not type "anyone answering.". Do not use names, even in e-mail addresses if it can be avoided. Use job titles instead of names wherever possible and no names are allowed in OCONUS files. If your contact is a web site or a toll free number, you do not need the other contact information. Try to include a short description of what can be found at the web site or by calling the toll free number.

5. Remember that the SITES file is not a phone directory. SITES is a relocation handbook providing quality information to someone who is unfamiliar with the installation, community and maybe the moving process.

6. In major metropolitan areas, use judgment and discretion about the amount of information provided. Provide a good sampling of resources around the installation. Use of web sites is an excellent way to get this information into SITES without overwhelming the user. In each category/topic highlight unique information about the installation and local community.

7. In overseas locations use judgment and discretion regarding the type of information provided. Provide important cultural tips in each category.

8. Set up an update schedule for ALL data. Changes can be submitted anytime; however,

for efficiency make a matrix of content and an update schedule and follow that schedule.

In addition to the above writing considerations, DMDC also promulgated 20 rules to adhere to when preparing and entering content into SITES. The following 20 rules are from the *Official SITES Content Manual.*

1. <u>Acronyms</u>. If you want to use acronyms, write out the acronym first, and then put the acronym in parentheses. From that point on in your narrative, you may use the acronym. This is classic military style writing. However, you need to remember that you will need to do this for every topic narrative not just once in the overview. You cannot expect the user to remember the acronym as they go from topic to topic.

2. <u>Complete Numbers</u>. Include all digits of the commercial phone number followed by the DSN number for each contact. For example: 209-998-4042; DSN 394-4042. For overseas locations remember country and city codes. The commercial number is the primary number for the FAX. FAX numbers are critical for the following areas: child care centers, housing office, major unit listings, family center, exceptional family member program (special needs), schools, temporary lodging, transportation, and personnel office.

3. <u>Consistent Display of Time</u>. The preference is to use Civilian Time throughout with a.m. and p.m.; however in certain places Military Time might be acceptable.

4. <u>Contacts/Links</u>. You should have contact/links supporting every topic. When filling in the contacts, try to include as much information as possible, but use your judgment in how much information should go into the contact listing. For example, if the contact is simply a useful web site, you do not need the address, phone number, POC etc. Phone numbers are critical. E-mail addresses are great as long as they are generic. Names of individuals in e-mails can be used, but be judicious in your choices. No names can be used in overseas files. Tell the reader that more information can be found in the contacts. Do not use "click on links on the left or above.” SITES is being written for two media, print and web, so you must be careful how you write the narratives. Avoid words like above and below, too.

5. Cross-reference. Cross-reference to other parts of the SITES file, or copy the information if it seems important enough to list in two places. Be specific in your cross-references to category and topic location.

6. Directory Listing. All contacts are managed through the directory listing and mapped/unmapped to the topics. You must have specific titles for each contact. Some times contacts have identical names but different addresses and/or phone numbers; therefore, you must insure that each has a different title. For example, Chamber of Commerce - Hampton Roads, Chamber of Commerce-Norfolk, and Chamber of Commerce - Virginia Beach.

7. Divide Information. SITES has been written with duplicate topics under topic type Installation and topic type Local Community. The Installation information should be what can be found on the installation, nearby installations or military related information. The Local Community information should be what is found in the surrounding area.

8. Empty Topics. If no information is available, SITES will automatically include a statement that no information is available. When you see this in your file, please change it to read that no information is available in this area or information can be found in Topic XX.

9. Explain How to Use Information. When applicable, explain how and when the end user should use the information in the category or topic, but avoid navigation instructions that are obvious.

10. E-mails/Web sites/ Names in Narratives. No e-mails, web sites or people's names are allowed in the narratives of topics or in the descriptions of contacts.

11. Foreign Words. No foreign words except proper names, places and hello/welcome.

12. Installation Home Pages. Your installation home page web site is critical. It goes in Must Know Items or in contacts/links that you feel are appropriate for your situation.

13. Internet and URLs. Include Internet addresses whenever possible in the contacts/links. Tell the user what can be found at this address. Be selective as to the number of URLs included. Use only the most important ones for each topic and include them in the Contacts/Links section. Format must begin with http:// or http://www.

14. Language. All documents should be searched for the following SITES3 language and changed to the current SITES terminology.

- record listings, detailed record listings becomes contacts/links
- subject, subject headings or related subject becomes topics
- we – only if it is used correctly
- section becomes category or topic
- Champus becomes TRICARE
- (c) should be deleted as well as “com” or other abbreviation for commercial
- click should become view, visit, see, etc.
- attached web page, web page, home page should be web site
- automap should be deleted as we have a Map It function
- SITES booklet (should not be in narrative) should be changed to SITES file
- BAQ, VHA change to BAH
- correct cross references to old SITES3 categories and subjects

15. <u>Major Unit Listings</u>. Follow the instructions on the ADMIN web site for completing the table in this top. Put home pages in contacts/links for the major unit listings, if available.

16. <u>Market</u>. The output from SITES should be used to market your relocation program, Family Center and its services, as well as to provide installation and community information. Use every opportunity to tell the user to come visit the Center and the Getting Started section of SITES4.

17. <u>Map It</u>. For the Map It function in SITES to work properly you must insert the street address on address line one. Insert only the street address on that line, no building numbers or other information. You must also have the zip code in the contact.

18. <u>Overview Narratives for Each Category</u>. Ensure each topic has a narrative written for it. If no topic is written and submitted to DMDC the following template is posted at the top of the topic: "This installation has not provided any narrative for this topic, but may have provided resources in Contact/Links." Even if a topic is not applicable to an installation SITES a short narrative stating that fact is needed. If there is the possibility of confusion, explain to the user exactly what the Category includes. For example, overviews are important because they define what is included in the category and where related information can be found. Be careful in writing the narratives. Avoid long narratives because SITES is also written for the web, therefore narratives should be no more than 1-2 pages of text. The solutions for long narratives are to create custom topics and use appropriate cross references.

19. <u>Security Considerations</u>. Security is a major concern for installation information in SITES - both text and photos. Be very careful that you don't include unnecessary information about the mission, systems on your base, hardware, show pictures of people in uniform with documents that are legible. We suggest if you have a question about content and security that you have your Public Affairs Office vet the information.

20. <u>Photos</u>. SITES has the capability for 40 photos. As many photos as possible should be included for each installation. Suggestions follow.

- front gate or entrance
- family center and/or relocation office
- housing office
- transportation office
- sample of installation housing
- floor plans of housing
- shopping area
- child care area
- schools located aboard the installation
- major recreational areas

You should consider creating a windshield tour of photos. Consult your Public Affairs Office for assistance in putting together something attractive and interesting with the photomontage. Each Service also has photo guidelines which need to be adhered to, you can get this from the Public Affairs Office. It is a general rule that you cannot take photos of people (active duty, children, and civilians) without a signed release. However, it is also a general rule that pictures are more interesting if they include people. There are ways to take interesting photos that do not show an individual's face so that it is identifiable. You can blur images, take the backs of people, or take pictures in motion.

BRIGHT IDEA

Dave Randle from Camp Butler developed a way of embedding four photos into one photo, thereby expanding the photo limit per installation. This method is of particular use when showing sample photos of installation housing where an exterior shot of a house can be followed by three interior shots to take up only one photo display in SITES. Contact Dave for this procedure.

2.6 Outreach

2.6.1 Purpose of Community Outreach

The title "Marine & Family Services" was deliberately selected with the intention of not using the word *center*, as was used in the past. One of the main reasons is to support an ideology that "brick and mortar" service delivery systems, where customers must come to the provider, are not the most efficient or effective way of doing business. This ideology will hopefully propel more services, as applicable, into the community. Although many center-based services cannot be transferred to a public forum, many educational programs can easily be "taken on the road."

The RAP has numerous opportunities to partner with other providers (see Chapter Seven) to capitalize on that program's platform (e.g. LINKS training) as well as its own. Community outreach endeavors are extremely important for those unable to seek out service in a traditional manner. Some M&FS have acquired limited office space at satellite locations where services are more easily accessed by a far-flung housing area or a remote unit location. Marines or family members in these areas may not have transportation or have the time needed to travel to the base main side. RAP personnel are encouraged to explore other venues of service delivery (e.g. does a New Parent Support Program sponsored play group meet at a regular time in housing? Does a library book mobile stop at command locations or housing areas? Partnering with other professionals to distribute needed information can be a very successful service delivery system.).

Community outreach is not only a service delivery system but also an excellent marketing opportunity for RAP and other M&FS programs. Marketing is discussed further in Chapter Three.

2.6.2 USMC RAP Curriculum Guide

The companion Marine Corps *Relocation Assistance Program Curriculum Guide* includes materials for RAP workshops and briefs which can also be customized to suit the local needs. The *Curriculum Guide* is divided into eight modules with supplemental participant instructional materials. The modules are designed to be standardized, stand-alone presentations and include an introduction, learning objectives, references, procedures, key terms, curriculum outline and details, quality assurance procedures, PowerPoint slides, and additional training materials to include handouts, checklists, evaluations, and suggested videos. The workshops can be provided in its full format to participants who come to a scheduled session, or the PowerPoint slides can be modified to support a professional military education (PME) requirement at a command. Modules contained in the guide are

- Welcome Aboard/New Comers Orientation
- Newly Arrived Spouse Orientation
- New Sponsor Orientation
- PCS Move Workshop
- Moving Overseas
- Moving with a Special Needs Family Member
- Home Buying and Selling
- Command/Unit Relocation Brief

Participant instructional materials cover topics that are not broad enough in scope to justify stand-alone module development, but can augment training as needed or can be used during individual relocation planning. Materials consist of handouts, checklists, and resources and may be easily reproduced for distribution. Content includes

- Participant Evaluation
- Spouse Employment Tips
- Marine Corps Jargon Exercise
- Marine Corps Jargon Defined
- Sample Letter from Sponsor
- Sponsor Checklist
- Sponsor Questionnaire
- Relocation Resources on the Web
- Sponsor Orientation Certificate
- Basic Entitlements and Allowances
- Financial Planning Worksheet for a PCS Move
- Travel Cost Worksheet
- Why do a Personally Procured Move?
- Tips for Packing & Moving Days
- PCSing with a Pet
- Saying Goodbye & Staying in Touch
- Travel Safety
- Family Travel Tips
- Communicating with Your Sponsor
- Relocation Tips for Parents
- Helping Your Children and Teens Adjust
- Kids Reactions to Relocation
- Reacculturation – Adjusting to Life After Your Overseas Tour
- Moving Overseas Checklist
- The Culture Quiz
- Overseas Currency

- Moving with a Special Needs Family Member Checklist
- House and Neighborhood – Needs versus Wants
- Real Estate Terms
- House Hunting Checklist
- Calculating Monthly Debt Ratio

KEY POINT

The program and service described in this chapter will ensure that Marines and their families receive consistent, high-quality relocation assistance programs at every installation. The information contained within this guide and the Curriculum Guide should serve as a benchmark for the provision of these services.

2.7 Personnel Sponsorship Program

2.7.1 Purpose of Sponsorship Program

Per MCO 1320.11E, "An effective sponsorship program will benefit both the individual and the Marine Corps by enhancing readiness at the unit level." The Sponsorship Program is a joint endeavor between the command and the RAP. The program provides structure and establishes procedures whereby a sponsor is assigned to assist a transferring service member and family members prior to arrival at a new duty station, and usually upon arrival and settling in. Having a sponsor "show the ropes" to newly arrived personnel helps reduce the apprehensions normally associated with a PCS move. The Sponsorship Program can be a key tool for creating a successful relocation experience, particularly in overseas moves.

2.7.2 Role of the Command

Each major command is to have a sponsorship program and provide information and education about the benefits of having a sponsor or being a sponsor. Commands are responsible for ensuring that sponsors are assigned to Marines in the grades of E-1 through E-6, WO-1 through CWO-2, O-1 through O-3, and all personnel who are in receipt of an accompanied overseas tour. All other personnel will be assigned a sponsor upon request. For those Marines who are required to have a sponsor, the command is responsible for coordinating with the gaining command to ensure the assignment of a sponsor, in writing, is made no later than 60 days before the transfer. The command is also responsible for ensuring that those Marines serving as sponsors attend a Marine & Family Services sponsored workshop. More information about the command's role in the Personnel Sponsorship Program can be found in MCO 1320.11E.

2.7.3 Role of RAP

Although the command bears the responsibility of implementing the Sponsorship Program, experienced RAP personnel understand that the command has numerous obligations in its primary role as war fighters. Most commands recognize the connection between quality of life programs and mission readiness, and therefore support Marine & Family Services programs as well as other services designed to assist and sustain a mission ready environment. However, due to competing demands that result in time and personnel constraints, it is incumbent upon the RAP to understand that the execution of the Sponsorship Program is a collateral duty and the command's efforts should be supported to the fullest extent possible in the implementation of this and other relocation related programs and services. For example, RAP personnel may

- provide sample letters and materials
- offer Sponsorship training to new sponsors
- market workshops and services
- supply sponsors with WAPs and other helpful materials

The full compliment of RAP services should be marketed to command representatives on a regular and frequent basis to assist the command in distributing relocation information to unit members. Within the Marine Corps Curriculum Guide, the module "New Sponsor

Orientation" contains all training materials necessary to host a workshop to include PowerPoint slides, instructional content, handouts, checklists, and a certificate of completion.