

AFRC KEY SPOUSE PROGRAM



Commander's Guide

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The Key Spouse program provides vital connectivity between Reserve Citizen Airmen's families and their unit leadership. Leaders at all levels understand that the Key Spouse Program is integral to both organizational readiness and family resiliency. Resources such as the Key Spouse Program enhance Comprehensive Airman Fitness by building a strong sense of community through authentic communication and providing support to families from those who best understand the unique demands of military service.

When we take care of our Reserve Citizen Airmen, they take care of our mission. While we may recruit individuals, we retain families. Providing strong, family focused community support enhances family resiliency and allows Airmen to focus on their mission.

As a command, one of our most important commander's programs is the Key Spouse Program. Thank you for stepping up to help us foster a sense of belonging, develop resiliency, and enhance communication between our leadership teams and our most important mission partners: our Reserve Citizen Airman families!

Reserve Proud,

A handwritten signature in black ink, appearing to read "Janis Scobee".

Janis A. Scobee
Command Spouse
Air Force Reserve Command



A handwritten signature in black ink, appearing to read "Richard W. Scobee".

Richard W. Scobee
Lieutenant General, USAF
Commander,
Air Force Reserve Command



INTRODUCTION

This Air Force Reserve Command (AFRC) Key Spouse Desktop Guide was developed to help units manage the Key Spouse Program (KSP). The information in this guide provides direction and support to start or to strengthen your existing program.

The KSP is a vital network and integral component to building and maintaining individual, family and unit readiness and resiliency. It is the official conduit between Reserve Citizen Airmen, families and unit leadership. As we share the military life experience, resources such as the KSP help us connect and support each other, communicate compassionately, and build a sense of community among Reserve families, regardless of location. The goal of the KSP is to provide Reserve Citizen Airmen and their families a shield to better face uncertainty and challenges with a support system to succeed at work and at home.

Use this guide, along with the AF KSP Guide (<https://www.afpc.af.mil/Airman-and-Family/Key-Spouse-Program/>), to update your unit KSP policy and operating procedures to enhance program effectiveness. The AFRC Integrated Resilience Branch serves as the point of contact for questions or concerns. Inquires may be addressed by emailing afrc.a1rz.workflow@us.af.mil.

Building the Team: Roles and Responsibilities

The KSP is a commander's program and initiative promoting partnerships between command teams, families, Key Spouse (KS) volunteers, Airman and Family Readiness (A&FR) and helping agencies. KS success is dependent upon their complete integration into the unit and their official membership on the KS team, which should include the Wing Commander (WG/CC), Command Chief (CCC), First Sergeant (CCF), Key Spouse Mentor (KSM), Key Spouse (KS) and A&FR.

Wing Commander (Wg/CC)

The Wg/CC establishes and prioritizes KS/KSM roles and responsibilities based on unit demographics and needs. Through effective communication and collaboration, these interconnected, service-minded KS volunteers help increase resiliency and unit cohesion through their support of our Reserve families.

The Wing Commander shall:

- Receive the A&FR new leader immersion brief within 90 days of assuming Command; KSP information will be given during the brief
- Determine the goals/objectives of the KSP and share them with the KS Team
- Recruit/select a KSM with qualities and characteristics that represent the wing
- Officially appoint a KSM in writing, forward the appointment letter to A&FR
 - The KSM may or may not be a command spouse (spouse of a CC, CV or CCC), but should be someone who is able to work with KS Volunteers across the entire Wing
 - The role of the KSM is to be an advisor to the KS, this is not a supervisory

role but a supportive role

- Ensure the DD Form 2793, Volunteer Agreement for Appropriated Fund Activities & Non Appropriated Fund Instrumentalities, is signed/filed before the KSM begins performing duties
 - This is a “Tier 0”, non-waivered inspection item
- Ensure the KSM completes mandatory KSM training with A&FR
- Determine if the KSM requires access to DoD/government computers/networks through the Volunteer Logical Access Credential (VoLAC) Program
- Establish a KSM file to store appointment letter, DD 2793, VOLAC forms, initial training certificates and Statement of Understanding
- Brief KSM on what constitutes Personally Identifiable Information (PII), Privacy Act of 1974 and Operations Security
- If requested and available, assist in finding office space for KSM to fulfil their official duties
- Provide resources to include admin supplies for KSM to perform official duties
- Schedule a recurring meeting with the KS Team to communicate trends, needs and/or concerns
 - Consider inviting the KSM to Commander’s Calls, Pre-UTA Meeting and/or Staff Meetings
- Encourage KS Volunteers to attend Newcomers Orientation to provide information on KSP and gather new member family information
- Ensure KSP is supported by/and coordinates with A&FR and the Wing resiliency teams
- Provide KSM with a Mission Brief so they can better understand Wing structure
- Emphasize the importance of the KSP through recognition:
 - Utilize the KSP Coin, per AFI 36-3009, para.3.9.2.2 and AFMAN 65-605v1
 - Consider KS’s for awards, Annual Volunteer Excellence Award, Key Spouse of the Year Award and Joan Orr Award
 - Consider adding the KSM photo to the Wing Command Board
 - Consider familiarization flights, special events, and red carpet tours
 - Consult JA and FM with any questions about purchasing promotional items and other gifts or the use of government resources to recognize KS volunteers
- Budget for funds to support KSP initiatives via A&FR
- Following completion of volunteer service, the KSM and WG/CC will:
 - Notify A&FR of resignation
 - Sign and date DD 2793
 - Retrieve VoLAC card from KSM for proper disposition, if applicable
 - File all paperwork in KS Volunteer folder

Command Chief (CCC)

As a vital member of the wing leadership team, the CCC works closely with the WG/CC and KSM in promoting, supporting, and advocating the KSP. The CCC provides guidance and mentorship to all Chiefs, First Sergeants, and wing councils in an effort to ensure partnerships and collaboration in direct support of the KSP. The CCC influences

and shapes the messaging of the Wing KSP as a direct link to the resiliency of our Reserve Citizen Airmen and their families. The CCC will share in the responsibilities listed above by supporting and assisting the WG/CC in the prioritization and implementation of the KSP.

Unit Commander (CC)

The Unit CC advocates, promotes and supports the KSP by leveraging the capabilities of the KS Team which consists of the CC, CCM/Group Superintendent/SNCO, CCF, KSM, KS and A&FR. When the KS Team works together in prioritizing the KSP, Reserve Citizen Airmen and their families, from across the globe, have a support system to succeed in their work and home life.

The Unit CC shall:

- Receive the A&FR new leader immersion brief within 90 days of assuming Command; KSP information will be given in the brief
- Utilize members of your command team or the KSM to recruit, interview and select a KS with qualities and characteristics that properly represent the unit
- Officially appoint the KS and/or KSM in writing, forward the appointment letter to A&FR
- Ensure the DD Form 2793, Volunteer Agreement for Appropriated Fund Activities & Non Appropriated Fund Instrumentalities, is completed/filed before the KS begins performing duties
 - This is a “Tier 0”, non-waivered inspection item.
- Ensure KS and/or KSM works with A&FR to receive mandatory trainings
- Meet with newly formed KS Team to
 - Share your KSP strategic vision and operations tempo
 - Institute KS logistical and administrative support mechanisms
 - Establish a KS file to store appointment letter, DD 2793, initial training certificates, and Statement of Understanding
- If requested and available, assist in finding office space for KS and/or KSM to fulfil their official duties
- Provide resources to include admin supplies for KS Team to perform official duties
- Schedule a recurring meeting with the KS Team to communicate trends, needs and/or concerns
 - Consider inviting the KS and/or KSM to Commander’s Calls, Pre-UTA Meeting and/or Staff Meetings
- Emphasize the importance of the KSP through recognition:
 - Utilize the KSP Coin, per AFI 36-3009, para.3.9.2.2 and AFMAN 65-605v1
 - Consider recognition with awards, Annual Volunteer Excellence Award, Key Spouse of the Year Award and Joan Orr Award
 - Consider adding KS photo to the unit leadership board
 - Familiarization flights, special events and red carpet tours
 - Consult JA and FM with any questions about purchasing promotional items and other gifts or the use of government resources to recognize KS volunteers

- Ensure KS Team is provided with current unit rosters, to include names and telephone/email contact information
- Provide KS and/or KSM with a unit immersion, to include a mission brief, so they can:
 - Better understand the unit structure
 - Meet unit leadership and Reserve Citizen Airmen
- Encourage KS Team to attend CC Calls, Newcomers Orientation, community events
- The leadership team should emphasize the importance of the KSP and incorporate KSP messaging in their daily operations, especially during CC tours, CC calls, base and community events
- Following completion of volunteer service, the KS and CC:
 - Notify A&FR of resignation
 - Sign and date at the 2nd Indorsement of the Appointment letter
 - Sign and date DD2793
 - Retrieve VoLAC card from KS Volunteer for proper disposition, if applicable
 - File all paperwork in KS Volunteer folder

First Sergeant (CCF), Chief, Superintendent and/or a SNCO

The First Sergeant and/or Chief (or Superintendent/SNCO) engages in all aspects of supporting the unit KSP. In doing this, they not only care for the KS Volunteer and families, they also give the Commander space to focus on other aspects of their command. Together, all members of the unit leadership team promote, support and advocate for Reserve Citizen Airmen and their families. The CCF and/or Chief/Superintendent/SNCO are active participants in the KSP and serve as the CC's KSP primary focal point.

Key Spouse Mentor (KSM)

The KSM may or may not be a command spouse (spouse of a Wing CC, CV or CCC), but should be someone who can work at the Wing level and is also able to work with KS Volunteers across the entire Wing. The role of the KSM is to serve as an advisor to the KS volunteers. This is not a supervisory role but a supportive role. The KSM should understand the uniqueness of the Reserve military life experience and how it impacts Reserve Citizen Airmen and their families. A KSM is equipped with a high-functioning understanding of helping agencies, Reserve unit structure, senior AF leadership and spouse networks. The KSM is the conduit between the WG/CC, KS Volunteers and Reserve families. A KSM possesses specialized skills of advocacy, influence, and community awareness. Their goal is to work with the KS to provide Reserve Citizen Airmen and their families a support system and shield to better face uncertainty and challenges, and to succeed at work and at home, regardless of location. The KSM aims to promote inclusiveness, camaraderie, and teamwork among all KSP volunteers.

The KSM shall:

- Be appointed by the commander to volunteer in the role of KSM
- Contact A&FR to schedule/complete mandatory KSP Initial, Annual, and continuing Training Requirements
- Sign DD Form 2793, Volunteer Agreement for Appropriated Fund Activities & Non Appropriated Fund Instrumentalities prior to beginning KSM duties
- Sign A&FR Statement of Understanding (valid for 12 months)
- Sign KSP Statement of Consent
- Communicate and regularly meet with the KS Team
- If warranted, may request a VoLAC and official us.af.mil email address for ease of accessing and receiving official information on the DoD network
- Work closely with A&FR to:
 - Acquire business cards, shirts, and KSP promotional items for the KS Team
 - Schedule and conduct KS training sessions
 - Schedule and host KS meetings
 - Verify, obtain, and update KS rosters
- Work with PA to:
 - Schedule official photos for all KSP volunteers
 - Promote the KSP (i.e., newsletter, wing paper, AF Connect, etc.)
- Assist the KS Team in addressing concerns of unit family members
- Support the KS with family events to promote connectedness and resiliency
- Check on welfare of KS via calls, texts and virtual or in-person meetings
- Protect sensitive information by using Controlled Unclassified Information Cover Sheets when in physical possession of unit rosters/information
- Track volunteer hours using the Key Spouse Volunteer Log
https://docs.google.com/forms/d/e/1FAIpQLSfNIGDRkqmyaO_sO2Ed8H9nBrRzIAtD_K6ZHlhn9LKkzP_EEA/viewform
- At the end of volunteer service to the unit, meet with the CC to:
 - Notify A&FR of resignation
 - Sign resignation letter
 - Complete and sign DD2793
 - Surrender VoLAC card, if applicable

Key Spouse (KS)

The KS contributes to unit readiness by promoting efficient and effective communication between unit leadership, KSM, and unit spouses and families. The KS is the conduit between the unit CC and the unit families. They work to establish and build resiliency as well as a sense of community across the unit regardless of location. The unit CC appoints whomever he/she deems qualified to perform as a KS.

Duties of the KS may include:

- Be appointed by the commander to volunteer in the role of KS
- Contact A&FR to schedule/complete mandatory KSP Initial, Annual, Quarterly,

- and Continuing Training Requirements
- Sign DD Form 2793, Volunteer Agreement for Appropriated Fund Activities & Non Appropriated Fund Instrumentalities prior to beginning KS duties
- Sign A&FR Statement of Understanding (valid for 12 months)
- Sign KSP Statement of Consent
- Track volunteer hours using the Key Spouse Volunteer Log
https://docs.google.com/forms/d/e/1FAIpQLSfNIGDRkqmyaO_sO2Ed8H9nBrRzIAtD_K6ZHlhn9LKkzP_EEA/viewform
- Keep Unit CC, KSM and A&FR regularly updated on the health and status of Reserve families
- Attend Newcomer's Briefings, Commander's Calls, unit events and/or other formal/informal base, wing, unit and community events when available
 - To connect with new spouses
 - To advocate for the KSP
- If warranted, may request a VoLAC and official us.af.mil email address for ease in accessing and receiving official information on the DoD network
- Attend Heart Link (if available), at least one time, to better understand what the program can offer Reserve families
- Encourage family members to attend Heart Link (if available)
- Work with KS Team to obtain family contact information and develop a "communication roster" to perform KS duties
- Protect sensitive information by using Controlled Unclassified Information Cover Sheets when in physical possession of unit rosters/information
- Connect with families to verify telephone/email contact information, clarify preferred method for communication and provide unit KSP information
- Maintain regular contact with unit family members
- Share installation, wing, unit and community event information with families
- Work with A&FR to provide referral information to families to guide them through difficult situations
- Coordinate with the KS Leadership Team and the A&FR Readiness NCO to determine the timing and frequency of calls to deployed family members
- At the end of volunteer service to the unit, meet with the CC to:
 - Notify A&FR of resignation
 - Sign resignation letter
 - Complete and sign DD2793
 - Surrender VoLAC card, if applicable

Airman and Family Readiness (A&FR)

A&FR is a vital contributor to the unit KSP and member of the KS Team. A&FR promotes and advocates for the KSP through training, marketing, networking and their support of the CCs KSP initiatives. Units without fulltime A&FR should work with their host wing to support the KSP.

To prepare and educate unit leaders about the KSP, A&FR will:

- Brief CCs about the KSP during the initial leadership immersion

- Educate CCs regarding DD Form 2793, Volunteer Agreement for Appropriated Fund Activities & Non Appropriated Fund Instrumentalities
- Collect KSM/KS appointment letter prior to commencing KSP training
- Provide KSM/KS with training information
 - Schedule and provide Initial, Refresher, and Mentor KSP 'Just in Time' training (or at least quarterly) using AF standardized Key Spouse training curriculum
 - Provide guidance to KS Volunteers on how to complete Virtual training when in-person training is not a viable option
- Inform CC when KS Volunteer has completed Initial KS training
- Coordinate KSP Annual Training requirements: Suicide Awareness and Sexual Assault Prevention and Response (SAPR)
- Track and document KS Volunteer training and training attendance in AFFIRST
- Upload and maintain copies of the following documents in AFFIRST
 - KS/KSM Appointment Letter
 - KSP Statement of Understanding
 - DD 2793
 - KSP Statement of Consent
 - Training Certificates
- Provide training certificates to KS Volunteers upon completion of training
- Provide referral resources to KS Volunteers
- Maintain current rosters of all trained KS Volunteers
 - Maintain a roster of KS Volunteers who consent to having their PII released to the KS Team and a roster of those who do not wish to have their information shared
- Coordinate with JA, FM, and CCs on proper usage of Non Appropriated Funds and Appropriated Funds for KSP and budget for/purchase:
 - Appropriated Funds: Name Tags, Pins, Business Cards, Water Bottles, Tote Bags, Buttons and low to no intrinsic value items
 - Non Appropriated Funds: Uniform Shirt reimbursement, Recognition program, and Orientation program
- Provide a projected schedule of KSP standardized trainings, continuing education, and KS Volunteer networking opportunities
- Guide the commander's development and implementation of a unit KSP
- If requested, and as available, provide support to units during UTA weekends
- Support and advise unit leadership regarding sustainment of KSP during command leadership gaps due to PCS/leadership vacancy
- Assist the KSM in scheduling, organizing and implementing quarterly KS meetings, virtually or in-person
 - Provide meeting minutes and action items to attendees within two weeks
- Encourage participation and attendance at Heart Link (if available) when space is available
- Ensure KSM/KS track volunteer hours using the Key Spouse Volunteer Log https://docs.google.com/forms/d/e/1FAIpQLSfNIGDRkqmyaO_sO2Ed8H9nBrRzIAtD_K6ZHIhn9LKkzP_EEA/viewform

Additional KS References:

AFI 36-3009, para. 3.9.2

DoDI 1100.21

AFMAN 34-201, para. 4.3.12, Table 12.1

AFMAN 65-605v1

AFPC's KSP Website, <https://www.afpc.af.mil/Airman-and-Family/Key-Spouse-Program/>