

Rear Detachment Commander Computer-Based Training

Module 23: Redeployment, Reunion, and Reintegration



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1. Redeployment, Reunion, and Reintegration

To enable the Rear Detachment Commander to demonstrate the integration of prerequisite knowledge, skills, and abilities with relation to redeployment activities, reunion activities, and reintegration activities.

1.1. REDEPLOYMENT ACTIVITIES

The RDC and rear detachment personnel have had wide-ranging and challenging responsibilities during the unit's deployment; however, when the redeployment is close at hand, the challenges and responsibilities do not decrease. The implementation of the Army's Deployment Cycle Support Program (DCSP) and operational and administrative requirements will continue to keep the Rear Detachment Operations exciting.

1.1.1. Army Deployment Cycle Support Program

The Army's Deployment Cycle Support Program (DCSP) is designed to help Soldiers and Department of the Army civilians who are redeploying from combat or other operations to meet the challenges of returning to home station.

<http://www.armyg1.army.mil/hr/dcs.asp>

All Soldiers and DA civilians returning from in-theater or Area of Responsibility (AOR) or redeploying from other operations, whether by unit or as individuals, are provided a means for personal reconstitution, family reunion/reintegration, and reestablishment of personal readiness. DCS operations will include all Soldiers, to include those departing on emergency leave, medical evacuation, and other individual redeployment scenarios.

The purpose of the DCS is to ensure Army units are properly reconstituted following operations in a deployed theater and ready for future action. A key element of DCS is the reestablishment of Soldier and civilian readiness, including personnel readiness, deployment readiness, and family readiness. DCSP offers a deliberate plan of redeployment, reunion, and reintegration.

The DCSP's intent is to provide the right tools, training, and follow-on support to facilitate Soldier and family readiness beyond current operations. To facilitate a smooth transition, Soldiers and civilians will participate in a number of classes, discussions, and assessments. Beginning in-theater and continuing at home station, Soldiers will receive information on maintaining individual well-being. They will prepare for returning to spouses and families and will receive information on health care and other agencies that will provide assistance once they return home. Based on individual assessments, Soldiers and civilians will participate in additional follow-up assistance as needed.

The chain of command and especially the Rear Detachment Commander (RDC) must be involved at all levels to ensure DCS requirements are accomplished for all redeploying Soldiers. The Army will establish policy and procedures provide necessary resources, external subject matter expertise, and training support packages for the chain of command.

1.1.2. Tasks of the Army Deployment Cycle Support Program

The DCSP is a task-oriented program to ensure that all Soldiers are prepared to meet the challenges of returning to home station. The tasks include education, assessment, and processing.

The provision of the tasks is best tracked with a checklist. An example of such a checklist is the USAREUR Individual Reintegration Checklist (AE Form 600-8-109A). The DCSP guidance also includes a checklist format for reintegration. Additional tasks may be added and/or altered by your local installation or higher-level military unit.

Actions take place concurrently at deployed location and home stations where possible. In general, Soldiers are not held in-theater to conduct all tasks if required transportation is available. Task completion must be tracked for every Soldier. Those tasks not completed in phase become the responsibility of all commanders at the next phase or location. Tasks from subsequent phases may be completed earlier, given appropriate resources and time to accomplish these tasks.

Redeployment. The period of time during which units re-posture themselves in-theater; transfer forces and material to support other operational requirements; or return personnel, equipment, and material to the home station. Redeployment begins with the warning order from the combatant commander in-theater and ends with the unit or individual's arrival at the home station.

Tasks may include but are not limited to:

- Soldier Actions such as receiving reunion training; receiving suicide awareness and prevention training; receiving Medical Threat Brief; and documenting exposures in theater.

- Chain of Command Actions such as beginning personnel evaluations; completing investigations to include line of duty and report of survey; and planning reunion and homecoming activities.

- Medical Support Actions such as identifying, treating, and documenting any recently acquired negative health-related problems and referring Soldiers with deployment-related problems to appropriate agencies for assistance.

- RDC Actions such as identifying potential family issues awaiting returning Soldiers and advising unit commander; assessing DCS installation capability; conducting reunion training to family members; and providing information to installation childcare providers on single parent Soldier issues and potential referral avenues.

Post-Deployment. Begins with arrival at home station and includes actions to recover equipment and personnel. This phase ends with release from recovery mission.

Tasks may include but are not limited to:

- Soldier Actions such as receiving information on post-deployment stress; receiving training on changes in relationships and communication with children; and receiving safety briefings on Privately Owned Vehicles (POVs), alcohol, water sports, sexually transmitted diseases, etc.

- Chain of Command Actions such as identifying single Soldiers without support systems; publishing the leave schedule with sufficient planning time for both Soldiers and families; completing all investigations; and identifying potential Soldier financial issues and providing financial training and assistance as required.

Medical Support Actions such as performing initial tuberculosis (TB) test and 90-day TB tests; completing all appropriate health care assessments, treatments, and referrals to include the DD Form 2796, Post-Deployment Health Assessment; screening behavioral health records; and drawing serum specimens within 30 days of return to the home station.

Institutional Support Actions such as conducting finance briefings and expediting changes in pay and allotments; providing briefing on TRICARE benefits; ensuring that Soldiers who are separating from the Army are not separated prior to completion of DCS requirements; and identifying families with high levels of reported stress/separation issues for follow-up after unit return.

Reconstitution. Begins at home station with the recovery of equipment, completion of administrative requirements, continuation of Soldier reconstitution, and reintegration with family. Preparations begin for future deployment missions.

Tasks may include but are not limited to:

Soldier Actions such as completing marital assessment instrument (if applicable).

Chain of Command Actions such as providing time for Soldiers' readjustment; conducting leader counseling after block leave periods and integrating DCS considerations; and completing any outstanding Military Occupational Specialty (MOS) Medical Review Boards (MMRB) and Medical Evaluation Boards (MEB).

Medical Support Actions such as completing 90-day TB testing requirements; completing any serum specimen requirements; and updating individual's permanent health records with deployment health records.

As the RDC, you should also take time prepare yourself and your fellow Rear Detachment Operations (RDO) Soldiers for the redeployment.

Facilitate open discussions and assess the need for training for the RDO Soldiers. Utilize the appropriate community services to care for the Soldiers of the RDO, who may be at higher risk for physical, mental, and emotional challenges during the stress of the redeployment. The rear detachment chaplain's office, Army Community Services (ACS), local medical treatment facilities, and other installation agencies can provide helpful information, assessment, and, if necessary, referrals and treatment.

The RDC should also ensure the RDO Soldiers have taken personal leave, if requested, prior to the redeployment. Ensuring the maximum use of earned leave in accordance with mission requirements will increase the RDO's morale and prepare them for the difficult, time-consuming tasks of redeployment, post-deployment, and reintegration.

The RDC's mission is vital to the success of the unit as it allows the deployed commander and soldiers to concentrate on the in-theater mission. Commanders have realized that it is necessary to leave some of their best Soldiers back in order to care for families, other Soldiers, and real property.

The result of successful rear detachment operations will be obvious when the unit returns and the remaining components are operating smoothly, families are coping and are self-sufficient, and property accountability is maintained. The RDO's service during the time of deployment is just as vital as those who deployed.

1.1.3. Receiving Soldiers

The Rear Detachment Commander (RDC) is responsible for receiving and accounting for redeploying Soldiers when arriving at the home station. Personnel accountability is vital as Soldiers may be returning in stages or on various modes of transportation.

Important tasks include but are not limited to:

- Coordinate with higher headquarters to ensure personnel reporting and manifest sharing procedures between the in-theater operations and home station.

- Develop an organized communication plan for sharing manifest information with family members.

- Complete by-name match of arriving personnel to manifests.

- Complete personnel status reports and closure reports as required.

- Account for all redeploying Soldiers as they arrive at the home station through some type of tracking mechanism. This includes those departing on emergency leave, medical evacuation, and other individual redeployment scenarios.

- Coordinate for a gymnasium or another type of assembly area.

- Coordinate transportation from the airfield to the assembly area.

- Coordinate transportation and security of bags and equipment during homecoming.

- Make advance preparations for transportation from the homecoming site to the barracks for single Soldiers.

- Complete advance preparations for assigning rooms and managing key control in barracks.

1.1.4. Receiving Sensitive Items

The RDC is also responsible for receiving and accounting for sensitive items during the Soldiers' arrival at the home station. Sensitive items include weapons, night vision devices, some communications equipment, and most items with serial numbers. Sensitive items accountability has far-reaching and serious implications if not conducted correctly. Considerations include accountability, appropriate staffing for receipt and inventory, and security.

Important tasks include but are not limited to:

- Ensure the inventory of any consolidated arms rooms and returning arms, ammunition, and explosives to the respective company arms rooms prior to the unit's arrival at the home station. The RDC remains the owner of all items. This move simply ensures that space is available for the returning sensitive items.

- Ensure that the unit armorer and a supporting detail of personnel who are on the accompanied access roster are present during each arrival.

- Ensure that the original DA Form 2062, Hand Receipt, is on hand for each arriving Soldier. The armorer should also have a copy of the Master Authorization List (MAL) for the unit. This enables the RDC and the armorer

to account for all hand-receipted and sensitive To Accompany Troops (TAT) equipment.

Arrange for appropriate security of sensitive items after turn-in and during transportation to the unit's arms room.

Ensure the completion of a serial number inventory and any necessary closure reports.

1.1.4.1. Receiving Vehicles and Equipment

The receipt of some vehicles and equipment may be the responsibility of the RDC, depending upon when vehicles are scheduled to arrive. As a leader in the unit, you have probably had some experience with conducting railhead, or line-haul operations, and should utilize this experience to develop standard operating procedures. These operations require extensive planning, resources, and time.

The RDC must consider the quantity and type of vehicles and equipment that are returning as well as the route from the download site to the unit motorpools.

Important tasks include but are not limited to:

- Conduct a thorough troop-to-task analysis to determine how many Soldiers are needed to perform all necessary actions.

- Obtain the rail, or line haul, schedule from higher headquarters or the installation transportation officer and notify the appropriate personnel.

- Ensure that the appropriate number of licensed drivers, ground guides, and rail detail personnel are present when the equipment begins to arrive.

- Ensure coordination is made with local law enforcement officials for route clearances when vehicles will be traveling on civilian roads. This may include arranging for police escorts or having personnel stationed at key intersections as traffic control points. It may also include ensuring that all overpasses on the route allow for unimpeded movement of equipment.

- Ensure that adequate logistical support is available at the download site as well as en route. Consider Class I (Food), water, and medical support for the drivers and rail detail personnel; maintenance and recovery support for any non-mission capable equipment; and Class III(b) (Bulk Fuel) support for all equipment and material handling equipment for containers.

1.1.5. Administrative Requirements

Army leave policies are an important command requirement, particularly upon return to the home station following an extended deployment. Appropriate use of leave and passes will make a positive contribution to morale and facilitate the integration of the Soldiers into their families and communities.

As the RDC, your role is to supervise the administration of leaves and passes and to periodically check to ensure that leaves, passes, and other authorized absences are processed promptly. AR 600-8-10, Leaves and Passes, is the governing Army regulation.

In pursuing the maximum use of leave as allowed by Army regulation, RDCs will assist in establishing a redeployment leave and passes program designed to:

- Increase morale following a long and arduous duty;
- Ensure maximum use of earned leave for all Soldiers;
- Minimize the loss of leave for Soldiers who choose not to take leave;
- Reduce the costs of payments for unused accrued leave; and
- Maximize allowable leave within the constraints of operational military requirements.

1.1.6. Block Leave

Block leave is a type of leave during a specified period to all Soldiers in a given unit. Unit commanders and higher headquarters may authorize all Soldiers in a given unit to request leave during a specified period.

Block leave is granted per local command policy when consistent with military requirements and is a chargeable leave period. As a general rule, block leave for Soldiers is two weeks after a six-month deployment and 30 days after a 12-month deployment.

1.1.7. Passes

Passes are authorized absences not chargeable as leave. They are not a right to which one is entitled but a privilege awarded to deserving Soldiers. "Special passes" are granted to deserving Soldiers who have performed long and arduous duty or achieved a significant accomplishment. Commanders of redeploying units may make use of special passes immediately following the unit's arrival at home station and reunion with families and before the home-station reintegration activities commence.

The two types of special passes are the following:

Three-day (72-hour) pass. This pass must include at least one duty day. For example, a Soldier leaves work Monday afternoon and returns Thursday morning. The usual length of a three-day pass is about 64 hours but will not exceed 72 hours.

Four-day (96-hour) pass. This pass must include at least two consecutive non-duty days. For example, a Soldier leaves on Thursday afternoon and returns Monday morning. The usual length of a four-day pass is about 88 hours but will not exceed 96 hours.

Passes may not be used in succession or in a series, and they may not be granted in conjunction with leave or exceed the maximum time limits. If an extension to a pass exceeds the maximum limit for the type of pass granted, the portion that exceeds the pass period will be charged as leave.

Exception to Accrued Leave Limitation as it Applies to Redeployed Soldiers

Soldiers may accrue and carry forward a total of 60 days accrued leave into the next fiscal year.

Leave not used prior to 30 September that exceeds the 60-day limitation will be considered lost leave.

However, Soldiers who served in an area in which they were entitled Hostile Fire Pay (HFP) or Imminent Danger Pay (IDP) for at least 120 continuous days are authorized

to exceed the 60-day limitation. The Military Pay System generally carries this leave forward based on the entitlement of the HFP or IDP, and there is no action required by the chain of command.

As the RDC, you will be responsible for tracking the progress of the redeployment. You will receive multiple formal and informal requests for statistics from many different sources. Maintaining an accurate accountability of personnel, sensitive items, vehicles, and equipment is an important responsibility.

Be proactive by establishing a tracking system at the beginning of the process, approximately four weeks prior to the actual redeployment. Tracking systems can be on paper, butcher block, or computers. Computer spreadsheet programs can greatly assist in the collection, management, and retrieval of information. Use technology to make the tracking system more effective and efficient.

Determine what type of information the command and higher headquarters will require, and set up your tracking system to fulfill those reporting requirements.

Complete personnel accountability reports and closure reports in a timely manner.

Communicate achievement of major milestone and status of redeployment as required to higher headquarters.

1.2. REUNION ACTIVITIES

Reunion is an essential part of the redeployment process; however, returning home can be every bit as stressful and confusing as leaving. This lesson will help you as the Rear Detachment Commander to understand the challenges of reunion so that problems can be minimized and positive aspects of the reunion maximized. Reunion training can help both Soldiers and family members to be aware of these stresses and to be better prepared to manage them.

Children:

Slowly resume the old rules and routines.

Be available to your child, with time and emotions.

Let the child be the first to renew the bond.

Expect some changes in your child.

Focus on successes; limit criticisms.

Encourage your child to tell you everything that happened while you were away.

Understand that change can frighten some children, even positive change such as a parent's homecoming.

There are several common concerns related to the reunion following a deployment:

The couple has not communicated effectively during the separation or messages have been misinterpreted.

There are questions about fidelity on either part.

Emotions are not recognized and dealt with.

Roles have changed during the separation.

Children's responses to the returning parent are unexpected and misunderstood.

Unfortunately, if these issues are not understood and handled effectively, incidents of spouse and child abuse could occur. Training on the reunion process can help both Soldiers and family members to be aware of these stresses to be better prepared to manage them.

As the Rear Detachment Commander (RDC), communicate the following suggestions to assist Soldiers and family members to get reacquainted with as little stress as possible.

1.2.1. Communicating Expectations

Open lines of communication are crucial in order to establish realistic expectations concerning the reunion. Encourage Soldiers and family members to start talking and writing about some of their expectations in the weeks prior to the reunion.

Through two-way communication, a picture of reunion expectation should emerge from both parties, and then discussion can begin on how to satisfy both parties – even if the expectations are widely differing. Two-way communication throughout the separation and especially just prior to the reunion can cross many barriers and minimize problems during reunion.

Remember several important points:

- People change during a separation. Accepting change is a major factor in reestablishing relationships with the Soldier after a separation.

- Problems will not magically disappear. All the expectations and fantasies about reunion may not happen. Reality will probably be different from the expectations.

- The expectations of the spouse or significant other will probably be different from the expectations of the Soldier. Children's reactions will further complicate the mix. There is no way to predict what reunion will really be like.

1.2.2. Coordinating Reunion Training

An integral part of the Army's Deployment Cycle Support Program (DCSP) is the thorough preparation of family members.

To support this redeployment, reunion, and reintegration program, RDCs should accomplish the following tasks:

- Set the conditions for the reunion of Soldiers and family members in conjunction with family readiness groups (FRGs).

- Brief FRGs on DCSP tasks specific to family members and care providers. The RDC should meet with FRGs and unit chaplains to outline reintegration training schedules for families.

- Ensure that spouses and family members of redeploying personnel be given the opportunity to receive formal training before redeployment to prepare them for the return of their deployed Soldier.

- Assess installation support agencies and their ability to develop, coordinate, and execute training tasks recommended for spouses and families of

personnel redeploying, as well as designated care providers with whom families will interact.

RDC's can use the following guidance from the Army G-1 to communicate information of the DCSP to family members of deployed Soldiers. This communication will occur while the Soldier is still deployed and will set the conditions for the reunion.

"The Army wants to help deployed Soldiers, DA civilians and units quickly re-deploy and reconstitute – get some well-earned rest and time off, but first, there are some important steps that must be accomplished.

Once individuals start redeploying, the Army is going to start a multi-phased, event-driven program intended to provide deployed personnel and you, our families, with information, programs and support to ensure our Soldiers and DA civilians return home better prepared to deal with what they've seen, done and experienced. We need to be ready and understand these tasks will be done to standard before your loved ones will be released for their well-deserved time off.

These Deployment Cycle Support tasks will include mandatory health screening, stress counseling, critical incident sessions, reunion training, and several other tasks, in addition to all the normal things the Army does when redeploying – maintenance, sensitive items check, everything – so when your loved one's leave or time off does start, all of us will be better prepared.

You will be able to spend time with your loved ones – the Deployment Cycle Support process is designed and intended to get our Soldiers and DA civilians back to you as soon as possible, while ensuring we assist them in meeting the challenges of transitioning from the realities of the area of operations, to being back home. All individuals and units deploying will go through the same process.

The Army is providing this same information to our deployed troops and DA civilians. We want them to know how we are working hard to bring them home and get us all through this process completely and quickly."

This guidance should be shared with family members about four weeks prior to the unit's return date. About this same time, the rear detachment and the FRG will most likely begin to see a rise in anxiety levels. In order to curtail stress and to increase knowledge of reunion stressors, the RDC should schedule reunion training for family members, preferably about two to four weeks before the return date.

The RDC should coordinate with community resources in order to offer the most appropriate and up-to-date training available. Seminars can be conducted by the unit chaplain or by counselors from on-post support agencies, such as Army Community Service, the Family Advocacy Program, or the Red Cross.

Subject matter experts from these community agencies may have pre-designed reunion training that will alleviate reunion concerns. Use the expertise from all available on-post community resources.

In the absence of subject matter experts, the RDC or a FRG leader can present basic reunion training using a scripted format available through Operation READY. This training is designed to open the lines of communication and encourage dialogue between the participants.

Training is also available through Army Family Team Building (AFTB) on such topics as Problem Solving, Communication Skills, and Stress Management. In many locations, AFTB can schedule specific classes suited to the needs of the individual unit and FRG.

The training can be presented at battalion level or during FRG meetings. Consider scheduling both daytime and evening classes in order to ensure the greatest number of participants. Ensure the widest dissemination of the training's content and scheduled dates.

As you plan for reunion training, consider the following details:

Location: Where do you hold the training? Consider the following:

The best physical location. Location considerations include such factors as neutral/non-threatening area; proximity to participants; parking; available space; and lighting.

How easy will it be to prepare the room?

How many rooms will you need? You may want to work in large and small groups. It is often better to have rooms for small group work, as well as a large group room.

Is there a place for childcare? Childcare is often an issue for family members.

Logistics: The logistics of the training also require careful attention in order to ensure success. Logistics include such matters as:

Room arrangement. You may want a large group room set up for note taking with desks or tables. Small group rooms are normally set up in a circular pattern to facilitate participation. Tailor your set-up to suit your objective and the instructors' needs.

The number of tables and chairs.

Refreshments. Who will pay for them (FRG funds, pay as you go, etc.)?

The materials and supplies you will need (folders, notebooks, paper, pencils, markers, butcher paper, etc.).

The equipment you will need (overhead projector, transparencies, extension cord, tape, easel, TV, VCR, etc.).

Advertising: You must also effectively advertise the training and consider how you will notify the participants. Deciding factors include:

Wording. Is the workshop mandatory, strongly encouraged or just available? Think before you write. Be sure to explain how the training will benefit the participant's family.

Distribution of the information (mail, electronic mail, newsletter, website, post/local newspapers).

Whether you want a response. Knowing the number of participants ahead of time may be important in order to reproduce handouts and so forth.

1.2.3. Homecoming Activities and Welcome Ceremonies

The Army Public Affairs Office's official mission is to "fulfill the Army's obligation to keep the American people and the Army informed, and help to establish the conditions that lead to confidence in America's Army and its readiness to conduct

operations in peacetime, conflict and war." The PAO works for the Army, not the media.

The PAO can assist you in getting the message of the upcoming redeployment to the local community. Local citizens, businesses, government organizations, schools, and others are often eager to follow the story of the unit's redeployment and to participate in homecoming activities.

Coordination through the PAO can streamline your communication with multiple individuals and organizations, allowing you to most effectively utilize local news outlets to share the unit's story. By establishing a working relationship with the PAO, the Rear Detachment Commander (RDC) can educate families, communicate news and changes as quickly as possible, dispel rumors, and leverage local information sources.

The PAO can also publicize individual accomplishments through a Hometown News Release, DD Form 2266. Soldiers can complete the form with information concerning their deployment and/or redeployment.

As the RDC, you should be prepared for media inquiries concerning the upcoming redeployment. The PAO can assist you in crafting your message to the media. Effective use of the news media will help you to communicate the Army's positive story. Remember, the media's job is to get a story while your job is to communicate your unit's message and to accurately inform the public.

It is important to follow some rules and guidelines when speaking to the public or the media. Following these guidelines will help you to best communicate your message.

DO:

- Anticipate the questions that reporters are likely to ask and determine the best possible responses to those questions (include as many anticipated areas as possible in your opening statement to pre-empt questions).

- Be cautious about "yes" or "no" responses; always listen carefully to a reporter who asks you to simply respond with a "yes" or "no."

- Keep your answers brief. Simply respond to the question that is asked. Avoid rationalization or equivocation.

- Avoid acronyms and jargon. Ensure your audience understands your message.

- Require specific questions. If you're not sure what is being asked, ask the reporter to rephrase the question.

- Stay within the subject area. If you are asked questions outside the assigned subject area, take the question and get back to the reporter later.

- If you cannot answer a question, indicate the reason. Privacy Act and security considerations may preclude the answers to some questions.

DON'T:

- Speculate or respond to hypothetical questions. Furthermore, if a speculative statement is made in conjunction with a question, make sure you correct the speculation with your answer. Remember, an unchallenged rumor often becomes fact.

- Respond to statements; force media to put direct questions to you.

Comment on statements you have not heard or seen. If a reporter says "Well, I was talking to a Captain just 20 minutes ago, and he told me such and such and so and so," say, "I cannot respond to what someone else may or may not have said. I can only give you the information I have."

Overestimate or underestimate reporters' knowledge. Often, the reporter already knows the answers to the question and is simply looking for an attribution line. Other times, a reporter may have very little knowledge about the subject.

Mislead or dissemble. Giving out misleading information and having to correct yourself or retract statements later adversely affects your credibility.

Show anger or sarcasm. Your antagonistic attitude is what will come across on the news broadcast.

1.2.4. Homecoming Activities

For the RDC, there are many logistical issues involved in planning for homecoming activities. Homecoming activities can be simple or elaborate. Just remember the purpose of the homecoming: to reunite Soldiers with their family members and friends as quickly as possible.

Some of these issues include:

- Coordination with the Family Readiness Group (FRG) leaders and members for an appropriate and meaningful homecoming event.

- Development of an organized communication plan for communicating manifest information with family members.

- Coordination for a gymnasium or another type of assembly area.

- Coordination of personnel transportation from the airfield to the assembly area.

- Coordination of transportation and security of bags and equipment during homecoming.

Questions will abound from family members, installation officials, local community organizations, media outlets, and many, many others concerning the plans. Initiating a cohesive planning process early on will help to alleviate stress immediately prior to the redeployment.

Managed through the Army PAO, Operation Tribute to Freedom (OTF) is the Army's program that is designed to honor and recognize Soldiers for their service during deployments. The OTF program can help RDCs, PAOs, and FRGs prepare memorable homecoming events for Soldiers and families. OTF can facilitate requests for military assets, including aerial support, color guards, and the Army Field Band. OTF can also coordinate requests for senior leader participation and help generate national media interest in your event. Homecoming events and welcome ceremonies can be posted on the OTF website, allowing you to increase visibility and generate heightened interest in your unit's event.

Some thoughts on homecoming activities include:

- Invite a senior leader in the higher-level unit and a chaplain to make a few welcoming remarks; however, keep formal ceremonies and speeches brief.

Complete any administrative tasks at a staging area before the Soldiers enter the homecoming site. These tasks might include personnel accountability, sensitive items accountability and/or turn-in, leave passes, safety briefs, etc.

Work closely with installation officials and consider the need for road closure, extra parking, and resources to direct traffic and assist at crosswalks, etc.

For a more theatrical effect, consider using a fog machine or energetic music from a centralized sound machine during the Soldiers' entrance to the homecoming location. Remember, however, that special effects require special coordination.

Encourage the FRG to be involved by making and posting signs and decorations. Decorating is a great way to encourage participation by even the youngest family members.

Don't forget about the single Soldiers. Not everyone will have a family member to greet them at the homecoming. Make advance preparations for transportation from the homecoming site to the barracks. FRGs might consider creating welcome bags for the single Soldiers, which could include sample toiletry items, snacks, and sodas. The bags remind the single Soldiers that they are important and allow them to relax rather than rush to the Shopette for basic necessities.

Welcome ceremonies can be simple or elaborate but should be designed to formally welcome the Soldiers in a dignified manner and to celebrate their accomplishments through the deployment.

Some considerations for the welcome ceremony include:

- Invite community leaders and unit supporters to participate.

- Encourage General Officer attendance and participation if possible.

- Plan all ceremonies in accordance with guidance from higher headquarters and the installation.

- Include the unit's wounded Soldiers and the family members of any Soldiers who were killed during the deployment, if applicable.

- Engage the services of the PAO to ensure media coverage.

- Consider using the services of the PAO's Operation Tribute to Freedom program to create a memorable occasion. Ideas include parades, fireworks, equipment displays, and bands.

- Consider presenting formal recognition, such as medals and awards, to Soldiers and family members.

Not all homecoming activities will need to be planned at a unit level. Often a higher-level organization will coordinate the homecoming ceremonies, as flights may not be unit specific.

1.3. REINTEGRATION ACTIVITIES

As the Rear Detachment Commander, you have a critical role in the organization and smooth operation of the reintegration process. Reintegration is a deliberate plan for ensuring the well-being of Soldiers, civilians, and their families as they reunite after a deployment.

The goal of the process is to ensure that Soldiers are effectively reintegrated with their community, friends, and family members and that they are prepared to return to a more normal military lifestyle. It is a time to reunite with loved ones as well as taking care physical, mental, and emotional needs. The reintegration phase is targeted at that period of time which commences 30 days prior to a unit or individual's redeployment and ends at the completion of block leave.

1.3.1. Conducting Administrative Reintegration Requirements

There are a myriad of tasks associated with reintegration. As the Rear Detachment Commander (RDC), one of your responsibilities is to ensure that these tasks get done ... for every Soldier who has just returned to the home station. This includes those who have returned early, have taken emergency leave, or have been medically evacuated.

The Army's Deployment Cycle Support Program (DCSP) Concept of Operations provides commanders and RDCs the resources to ensure that all Soldiers redeploying from a 30-day or longer deployment to a designated hazardous duty pay location, whether in units or individually, are provided a means for personnel reintegration, family reunion, and reestablishment of personnel readiness.

The provision of these many tasks is best tracked with a checklist. An example of such a checklist is the USAREUR Individual Reintegration Checklist (AE Form 600-8-109A). The DCSP guidance also includes a checklist format for reintegration. Additional tasks may be added and/or altered by your local installation or higher-level military unit.

The RDC has an important role in the reintegration requirements:

Before redeployment, the RDC – in coordination with installation management activities, unit chaplains, and local medical treatment facilities – should assess community DCS capability and identify all resource requirements needed to provide and complete all family and community oriented DCSP task requirements during the reintegration phase.

Before redeployment, DCS tasks will occur both in-theater and at the home station concurrently. In addition to the Soldier DCS happening in the theater of operations, there are a number of actions that will be occurring at the home station. These tasks will be under the direction and coordination of the RDC in order to prepare spouses and family members for Soldiers' return.

Upon arrival to the home station, the RDC should ensure control of the individual reintegration checklists. Several tasks may occur after arrival of the Soldiers yet before the reunion with the family members. The RDC is responsible for ensuring an organized and quick process to complete the applicable tasks in order to reunite the Soldiers and family members as soon as possible.

After the reunion, the RDC is responsible for the management of the reintegration tasks. USAREUR utilizes a "1/2 Day Model." The initial seven half-days are designed to gradually reintroduce Soldiers to the family unit and community prior to full-time block leave. The tasks completed after the reunion should be designed to be interchangeable and not sequential in nature. At all times, control of the individual integration checklists should be stressed.

Before block leave, the RDC should ensure that all Soldiers completed all in-theater tasks on the reintegration checklist prior to redeployment. While this is primarily the in-theater commander's responsibility, the RDC should double-check for completion, identify any shortcomings, and coordinate necessary resources at the home station to fulfill any remaining individual tasks.

During block leave, the RDC will remain in command, and ensure that Soldiers not taking block leave have the opportunity to complete reintegration tasks.

Reintegration is not the time to "fast track" Soldiers. Ensure that every Soldier completes every task on the individual reintegration checklist ... for the good of the Soldier, the families, and the Army.

1.3.2. Establishing a Reintegration Tracking and Reporting System

The number of Soldiers redeploying times the number of items on the individual reintegration checklists equals the requirement for a solid tracking and reporting system. As the RDC, you will be responsible for tracking the progress of the reintegration. You will receive daily, if not hourly, formal and informal requests for statistics relating to how the reintegration is proceeding.

Be proactive by establishing a tracking system at the beginning of the process, approximately four weeks prior to the actual redeployment. Tracking systems can be on paper, butcher block, or computers; however, computer spreadsheet programs can greatly assist in the collection, management, and retrieval of information. Use technology to make the tracking system more effective and efficient.

Determine what type of information the command and higher headquarters will require, and set up your tracking system to fulfill those reporting requirements.

Utilize the chain of command to update the tracking mechanism, probably on a daily basis during the initial reintegration period. Squad and platoon leaders should be responsible and knowledgeable on their Soldiers' progress through the reintegration tasks.

Track by Soldier name in order to identify incomplete tasks. This by-name tracking ensures that the identified high-risk Soldiers and family members have the appropriate training and tools for success.

Report achievement of major milestones and status of reintegration as required to higher headquarters.

Enable the command to accurately certify the completion of reintegration. The reintegration is considered complete when all personnel in the unit have accomplished the tasks on the individual reintegration checklist.

1.3.3. Physical Dimension of Reintegration

The local medical facility is tasked with reviewing the assessment and scheduling any immediate treatment or follow-up referrals as required. This assessment is critical in identifying potential health-related issues and has long-range implications for the individual Soldier's health, treatment plans, and even future service by the Department of Veterans' Affairs (VA) should a disability claim ever arise. The

standardized assessment instrument also allows the military to gather historical data for future health care policy, funding, and treatment options.

Most Soldiers experience minor, temporary changes in their health after redeployment, primarily due to the stress of the mission, deployment travel, jet lag, and adapting to a different schedule and diet. A Soldier may feel tired, with sore or achy muscles, or experience a change in appetite. These effects should be temporary and diminish as the days do by. If these effects do not improve, recommend that the Soldier see a healthcare provider. The first symptoms of some illnesses and infections may not appear until days, weeks, or even months after contact. For this reason, encourage the Soldier to tell the healthcare provider where and when he or she was deployed.

Should health care concerns arise during leave, Soldiers should contact their TRICARE service center for the nearest preferred doctor or hospital.

In accordance with public law, military regulation, and policy, all Soldiers returning from a deployment will complete a DD Form 2796, Post-Deployment Health Assessment, and receive a face-to-face health assessment by a trained health care provider, such as a physician, physician assistant, or nurse practitioner.

The purpose of this screening is to review each Soldier's current health, mental health, or psychosocial issues commonly associated with deployments; special medications taken during the deployment; and possible deployment-related occupational and/or environmental exposures.

This screening is an open discussion with a professional to address the Soldier's deployment-related health concerns. Positive responses require use of supplemental assessment tools and/or referrals for medical consultation. The health care provider will document concerns and referral needs and discuss resources available to help resolve any post-deployment issues. The original completed DD Form 2796 will be maintained in the individual's permanent medical record.

Should health care concerns arise during leave, Soldiers should contact their TRICARE service center for the nearest preferred doctor or hospital.

1.3.4. Mental Dimension of Reintegration

As the RDC and as a Soldier who will be working closely with recently redeployed Soldiers, you should understand combat stress and the symptoms of Post Traumatic Stress Disorder (PTSD).

Combat stress is a natural result of heavy mental and emotional work when facing danger in tough conditions, such as during a deployment. Like physical fatigue and stress, handling combat stress depends on the level of the Soldier's fitness and training. Many Soldiers experiencing combat stress still function normally. Combat stress can come on quickly or slowly, and it gets better with rest and replenishment.

Be aware of PTSD during reintegration and post-deployment. PTSD is a psychiatric disorder that can occur following the experience or witnessing of life-threatening events such as military combat, natural disasters, terrorist incidents, serious accidents, or violent personal assaults.

PTSD is marked by clear biological changes as well as psychological symptoms. It is complicated by the fact that it frequently occurs in conjunction with related disorders such as depression, substance abuse, problems of memory and cognition, and other problems of physical and mental health.

The disorder is also associated with impairment of the person's ability to function in social or family life, including occupational instability, marital problems and divorces, family discord, and difficulties in parenting. **It can impact every aspect of a Soldier's life.**

As the RDC and as a unit leader, be alert for PTSD.

Symptoms of this disorder include:

Depression: chronic numb or flat feeling

Isolation: feeling withdrawn from family and friends

Alienation: absence of meaningful contact with others

Avoidance of feelings: inability to feel or express feelings

Rage: bouts of unexplained anger; may be internal or acted out

Anxiety: unexplained nervousness, tension or hyper-alert feelings

Sleep disturbances: insomnia, nightmares, etc.

Intrusive thoughts: recollections of traumatic experiences that appear for no apparent reason

Startle responses: unusual, involuntary reactions to loud noises (i.e., automobile backfire)

PTSD probably will not go away on its own. It needs to be treated. If a Soldier experiences four or more of these symptoms regularly, refer to professional assistance. Local assistance includes the chaplain's office, Army Community Service, mental health facilities, and medical facilities.

Additionally, the Army has started a telephonic counseling service called Military OneSource (MOS). This free service supplements existing family programs by providing 24-hour, seven days a week service toll free. This information and referral telephone line service is available to active and mobilized reserve component Soldiers, deployed civilians, and their families worldwide.

MOS can provide on-the-spot information and assistance on a wide range of issues, including redeployment and associated mental health challenges. MOS can also arrange for up to six in-person counseling sessions with a local, licensed counselor at no cost to the Soldier or family member.

1.3.5. Emotional/Spiritual Dimension of Reintegration

The redeployment, reunion, and reintegration process can be emotionally challenging for Soldiers and family members. For family members, reunion training should be coordinated through the RDC and Family Readiness Group (FRG).

This training is most effective in the two to four weeks prior to the reunion. As part of the Soldiers' reintegration process, reunion training should also commence approximately four weeks prior to redeployment to the home station. Chaplains, medical professionals, and mental health professionals can conduct this training.

These experts can facilitate training that helps Soldiers to establish realistic expectations about reunion, open lines of communication with family members, recognize the symptoms of stress, and manage change.

Suicide is the third leading cause of death among active-duty personnel in peacetime U.S. armed forces, after accidents and homicides. In addition to the loss of life from

suicide, there is a significant trauma that suicide has on surviving loved ones and fellow Soldiers. You might remember the multiple post-deployment murder-suicide events at Fort Bragg in 2002. Training on suicide awareness and prevention should be presented to Soldiers during reintegration activities while still in theater.

The RDC should consider presenting similar training to interested family members and all Soldiers who support the rear detachment mission.

Because of the stressful nature of redeployment and reintegration, be aware of the signs of suicide.

The individual may:

- Appear depressed: sad, tearful, poor sleep, poor appetite, feelings of hopelessness.

- Threaten suicide.

- Talk about wanting to die.

- Show changes in behavior, appearance, and/or mood.

- Abuse drugs or alcohol or both.

- Have experienced a significant loss or recent breakup in a relationship.

- Deliberately injure self.

- Be giving away possessions.

What should you do to prevent a potential suicide?

1. Provide aid.
2. Don't be afraid to ask, "Are you thinking about hurting yourself?"
3. Intervene immediately.
4. Do not keep it a secret.
5. Follow the acronym of LIFE:

- Locate help from a staff duty officer, chaplain, medical professional, friend, family, crisis hotline, hospital emergency room.

- Inform the chain of command of the situation.

- Find someone to stay with the person; do not leave the person alone.

- Expedite the situation by getting help immediately. A suicidal person needs immediate assistance.

1.3.6. Environmental Dimension of Reintegration

The RDC may also consider creating a business-card sized "tip card" to serve as a quick, pocket reference in the event of a potential suicide. A proactive, preventive stance by the command team in the face of this type of crisis is vital.

The environmental dimension of reintegration includes such logistical topics as the resettling of single Soldiers, communicating changes in pay entitlements upon redeployment, and promoting safety on the home front.

Resettling the Soldier. While much emphasis has been placed on families during the reintegration process, the single Soldiers, whether living in barracks or off-post, should not be forgotten. The RDC is responsible for some essential tasks to ensure

the successful reintegration of these Soldiers. Every installation will have different procedures to accomplish these tasks. Work with your community resources to “re-set the Soldier.”

Essential tasks include but are not limited to:

Coordinate with the installation’s Department of Public Works to re-open barracks, as required. Ensure that necessary work orders are completed prior to the redeployment of Soldiers.

Coordinate with Installation Transportation Office for personal property that was stored by the government (such as household goods stored in government-arranged storage). If personal property was left in secured control of the RDC, arrange for delivery to barracks rooms from centralized storage location.

Coordinate with the Installation Transportation Office for pick-up of Privately Owned Vehicles (POVs) if stored through a local POV storage contract. If not, coordinate transportation of Soldiers to the secured storage area on the installation or to a self-procured storage site off-post. Ensure that all drivers’ information is up-to-date, to include license, vehicle registration, and insurance. Conduct POV safety inspections for POVs retrieved from a vehicle-storage facility.

Develop a plan to support the arrival of redeploying single Soldiers. Focus on providing activities and opportunities for single Soldiers that have merit and will occupy their interest and time during the reintegration period. Resources include the chaplain’s office; Morale, Welfare, and Recreation (MWR); and Better Opportunities for Single Soldiers (BOSS)

Communicating Changes in Pay Entitlements upon Redeployment. All Soldiers can anticipate changes to their pay based on their redeployment, and a lack of understanding of these changes can quickly lead to financial difficulties and additional stress during reintegration. The RDC should be familiar with the affected pay entitlements.

Deployment entitlements that should stop upon redeployment are the following:

Hardship Duty Pay – Location (HDP-L): During deployment to designated location, HDP-L is paid to both officer and enlisted service members. Entitlement will continue through the day of departure when the Soldier leaves the designated area of redeployment. The maximum amount payable is \$150 per month.

Family Separation Allowance (FSA): This entitlement is payable to Soldiers with family members who are deployed for 30 consecutive days or more and is designed to defray minor costs incurred due to the enforced separation. FSA entitlement will continue through day prior to arrival at home station. FSA is currently \$250 per month.

Hostile Fire Pay/Imminent Danger Pay (HFP/IDP): This entitlement is payable for any time during the month spent in a designated HFP/IDP area. HFP/IDP will have a stop date of the day of departure when the Soldier leaves the designated area for redeployment; however, the Soldier will be paid for the entire month, regardless of how long they spent in the HFP/IDP area. Currently, this entitlement is \$225 per month.

Combat Zone Tax Exclusion (CZTE): According to the Internal Revenue Service (IRS), service members who serve one or more days in a designated combat zone are entitled to federal tax exclusion benefits for that entire month. CZTE will have a stop date of the day of departure when the Soldier leaves the designated area for redeployment; however, the Soldier will be have the exclusion for the entire month, regardless of how long they spent in the CZTE area. When CZTE ends, federal and state income taxes will again be withheld.

Other entitlements that may be affected by the redeployment include:

Basic Allowance for Subsistence (BAS): If the Soldier received Separate Rations (BAS) or Rations in Kind Not Available prior to deployment, the BAS did not change for the deployment and will not change upon redeployment. If the Soldier was designated as Essential Station Messing (Meal Card Holder) prior to deployment, he or she received the entire amount during the deployment with no collection in the deduction column of the Leave and Earning Statement (LES). Upon redeployment, BAS collection will revert back to pre-deployment BAS once the unit submits DA Form 4187 to the finance office.

Cost of Living Allowance (COLA): COLA is a cash allowance intended to enable an equitable standard of living in areas where costs of living is unusually high. Members permanently assigned to designated areas receive this entitlement. During a deployment, COLA entitlement does not normally change. Soldiers who were entitled to COLA prior to deployment generally continue to receive COLA. Rates vary by rank, dependent status, dependent number, and assigned permanent duty station. The rate normally does not change as long as command-sponsored family members remain in the designated area.

Additional entitlements that should be considered are:

Temporary Duty (TDY)/Temporary Change of Station (TCS) Travel Settlements. Per Diem is a travel allowance provided as a daily payment in lieu of reimbursement of actual expenses during government directed travel. Deployed Soldiers currently earn \$2.50 per day for incidental expenses during deployment. Soldiers should complete a travel settlement voucher (DD 1351-2) covering the entire TDY/TCS period and submit to the supporting finance office during reintegration.

Promoting Safety on the Home Front. Soldiers are returning from a high-threat, high-risk tactical environment into a much more controlled environment. However, Soldiers must consciously and deliberately approach risk decisions on the home front in much the same way that they approached very different risks while deployed. Safety briefings should be given at every opportunity to flood Soldiers with risk assessment information.

Some specific safety topics include but are not limited to:

Risk Management. Soldiers are home safe and may think that they are no longer in harm's way. Don't be fooled. Things at home can kill just as easily as enemy action. Adjust assessments and decisions to the home environment. For example, family trips are not made under the threat of hostile fire; however, speed, drowsiness, lack of seat belts, and driving under the influence are all waiting in ambush. Adjust actions according to environment.

POV Safety. Soldiers are out of practice with driving under “normal” conditions, and POVs that have not been driven for a length of time may need some preventive maintenance to ensure that they are safe to drive. Soldiers should refresh themselves on the rules of the road, including right of way and speed limits.

Seat Belts. During deployment, some high threat operational risk decisions required that seat belts not be used. Remember, all persons, in all vehicles, must wear seat belts at all times. Seat belts save lives.

Alcohol. The deployment is over, and it is time to P-A-R-T-Y! While post-deployment celebrations are a great way to reconnect with family, friends, and community, Soldiers should refrain from heavy alcohol use. Tolerance levels to alcohol may be greatly decreased, and physical and mental stressors may alter the alcohol’s affects on the individual.

Drinking and Driving. There are severe penalties for driving under the influence. Those penalties can include loss of driver’s license, administrative punishment, criminal charges, and loss of life. Refusing to submit to a breathalyzer test could also result in punishment. Use a designated driver, call a cab, or take public transportation.

1.3.7. Identifying High-Risk Soldiers and Family Members

High-Risk Family Members. As the Rear Detachment Commander (RDC), one of your primary missions is to help families solve their problems at the lowest level possible so that these problems do not overflow to the deployed Soldier. You will be an important resource for families who are uninformed, who have financial or marital problems, and who just have problems! You will also be in the information loop with Family Readiness Group (FRG) leaders as they identify issues and make referrals to appropriate resources.

Consider implementing a tracking mechanism of issues and resolutions at the beginning of the deployment in order to prevent family members from “slipping through the cracks,” to document actions taken, to follow trends, and to address potential training needs.

This tracking system will also assist you in identifying the high-risk family members with on-going problems, more complicated issues, or issues that require more intensive follow-up and involvement of the command.

Examples of high-risk indicators for family members might include: traffic violations, criminal charges, alcohol or drug abuse, child abuse, money mismanagement or financial debt, mental health issues, threats of suicide, or housing eviction notices.

Identifying high-risk family members is not intended to label anyone as a “trouble maker” or a “problem.” It simply allows the command team to ensure that the people who need the help will get the help. Also, problems that are identified and addressed in their early stages will hopefully not grow into more serious problems or events.

High-Risk Soldiers. Unit leadership from commanders down to squad leaders should use risk assessment tools to screen redeploying Soldiers and identify those who may have problems readjusting after redeployment.

This risk assessment checklist could be used to identify high-risk Soldiers. An item circled indicates that the Soldier should be counseled, monitored, and referred for help.

High-Risk Families. The RDC should coordinate his or her list of high-risk family members with the in-theater command's list of high-risk Soldiers. Pay particular attention to families that are on both lists, as the stress and challenge of reunion may escalate issues with all parties.

After the redeployment, all command leadership, from the lowest to the highest levels, as well as FRG leadership should be listening closely for possible issues or problems. Family relationships should regain normalcy in the months following the redeployment.

However, if problems existed prior to the deployment, they may still be there after the deployment. If a Soldier and/or family member continues to have problems adjusting after a reasonable adjustment period, encourage them to seek assistance through the chaplain's office, Army Community Service, installation medical programs, or other appropriate assistance offices. As problems surface with the stress of redeployment, identify additional high-risk Soldiers and family members as necessary.

1.3.8. Develop a Plan for Reintegration of High-Risk Individuals and Families

An important aspect of the Army's Deployment Cycle Support Program (DCSP) is an effort initiated by mental health personnel and chaplains to identify potential problems before escalation. The program was precipitated, in part, by the multiple post-deployment murder-suicide events at Fort Bragg in 2002. Substantial pre-existing marital and family problems were found in these incidents. It also became clear that help for these families were not readily accessible as Soldiers sometimes feel that "it is not safe for your career" to access mental health or marriage counseling services.

The DCSP encourages command to take ownership so that commanders are alert to personnel situations in their units and make an effort to hand over vulnerable individuals for care. It includes chaplains, commanders, the medical system, and Army Community Services.

The program provides support through a three-pronged approach:

1. In-theater chaplains and at-home support through detachment commanders;
2. Redeployment support through an external, confidential employee assistance program, such as Army OneSource; and
3. Early identification and care coordination through deployment health care managers positioned in primary care clinics in high deployment areas.

Once high-risk Soldiers and family members are identified, the RDC, in coordination with the commander, should develop a plan of action to assist in their successful reintegration to normal military unit functions.

Follow a five-step process to plan for reintegration for these high-risk individuals.

1. Stabilize the situation by:

Evaluating the severity and/or lethality of the situation. Take immediate steps if necessary to ensure the individual's safety as well as the safety of others (including spouses, children, friends, and co-workers).

Listening and clarifying the real issues involved, looking beyond the symptoms and behaviors.

Offering encouragement and reassuring that assistance and solutions are available.

Communicating with a calm and controlled demeanor. Use empathetic listening skills and avoid negative feedback.

2. Examine the dimensions of the problem by asking about the:

Immediate past: what were the events leading to the crisis or situation?

Present: who, what, when, where, how? Let the person tell the details of their story.

Immediate future: what are the likely future difficulties and implications of the situation?

3. Assess the situation by:

Focusing on the problem.

Asking specific questions in order to clarify issues and get the full picture.

Identifying the high-risk individual's coping patterns, personal strengths, and available resources.

4. Develop the plan of action. Consider:

Keeping it simple and manageable.

Ensuring that the plan is achievable and focused on the problem, not the symptoms.

Exploring available courses of action and determine both short-term and long-term actions.

Planning for follow-up provisions.

Negotiating a contract or action plan with the Soldier or family member involved. This negotiation should be non-directive and collaborative and gain the individual's "buy-in" to the plan.

5. Follow up with high-risk individuals by:

Making appointments with the individual the next day to ensure follow through.

Contacting the referral agency.

Contacting the individual periodically to ensure compliance with the plan of action.

1.4. SUMMARY POINTS FOR REDEPLOYMENT, REUNION, REINTEGRATION

The key points from this lesson:

The Army's Deployment Cycle Support Program (DCSP) is designed to help Soldiers and Department of the Army civilians who are redeploying from combat or other operations to meet the challenges of returning to home station.

The DCSP is a task-oriented program to ensure that all Soldiers are prepared to meet the challenges of returning to home station. The tasks include education, assessment, and processing organized into three stages: redeployment, post-deployment, and reconstitution.

The RDO's mission is of equal importance to the mission of the deployed unit. The result of successful rear detachment operations will be obvious when the unit returns and the remaining components are operating smoothly, families are coping and are self-sufficient, and property accountability is maintained.

The RDC is responsible for personnel accountability for all Soldiers arriving at the home station.

The RDC is also responsible for receiving and accounting for sensitive items during the Soldiers' arrival at the home station. This task has far-reaching and serious implications if not conducted correctly.

The receipt of some vehicles and equipment may be the responsibility of the RDC, depending upon when vehicles are scheduled to arrive. Consider the quantity and type of vehicles and equipment that are returning as well as the route from the download site to the unit motorpools.

As the RDC, your role is to supervise the administration of leaves and passes and to periodically check to ensure that leaves, passes, and other authorized absences are processed promptly. AR 600-8-10, Leaves and Passes, is the governing Army regulation.

As the RDC, you will be responsible for tracking the progress of the redeployment. Maintaining an accurate accountability of personnel, sensitive items, vehicles, and equipment is an important responsibility.

Reunions can be every bit as stressful as leaving for the deployment. The RDC should be aware of common concerns related to reunions and be ready to offer helpful suggestions to Soldiers and family members to facilitate the transition.

Two-way communication throughout the separation and especially just prior to the reunion can cross many barriers and minimize problems during reunion.

For the RDC, planning reunion training activities can greatly decrease the stress that accompanies the redeployment. Pay attention to such details as location, advertising, and logistics in order to set up the training for success.

The Public Affairs Office is the RDC's proponent in communicating the message about upcoming redeployment and homecoming activities. By establishing a working relationship with the PAO, the RDC can educate families, communicate news and changes as quickly as possible, dispel rumors, and leverage local information sources.

Preparation is vital when communicating with the media. Remember, the media's job is to get a story while your job is to communicate your unit's message.

Homecoming activities can be simple or elaborate. Just remember the purpose of the homecoming: to reunite Soldiers and family members as quickly as possible.

Welcome ceremonies should formally welcome the Soldiers in a dignified manner and celebrate their accomplishments through the deployment.

The administrative provision of the many reintegration tasks is best tracked with a checklist. The DCSP guidance includes a checklist format for reintegration. Additional tasks may be added and/or altered by your local installation or higher-level military unit.

As the RDC, you will be responsible for tracking the progress of the reintegration. Be proactive by establishing a tracking system at the beginning of the process, and track by Soldier name in order to identify incomplete tasks. A solid tracking system will enable the command to accurately certify the completion of reintegration.

The four dimension of reintegration are physical, mental, emotional/spiritual, and environmental.

The physical dimension includes the completion of the Post-Deployment Health Assessment (DD Form 2796) and a face-to-face health assessment by a trained health care provider, such as a physician, physician assistant, or nurse practitioner.

The mental dimension covers topics such as combat stress, PTSD, and mental health services.

The redeployment, reunion, and reintegration process can be emotionally challenging. Topics included in the emotional dimension are reunion training for both Soldiers and family members as well as training on suicide awareness and prevention.

The environmental dimension includes re-settling the Soldier, communicating changes in pay entitlements, and promoting safety on the home front.

Identifying high-risk Soldiers and family members is not intended to label anyone as a "trouble maker" or a "problem." It simply allows the command team to ensure that the people who need the help will get the help.

Unit leadership from commanders down to squad leaders should use risk assessment tools to screen redeploying Soldiers and identify those who may have problems readjusting after redeployment.

Once high-risk Soldiers and family members are identified, follow a five-step plan for reintegration that includes stabilizing the situation, examining the dimensions of the problem, assessing the situation, developing the plan of action, and following up with the high-risk individuals.