

C/MFRCs In Focus

Spotlighting Success and Achievement at Canadian Military Family Resource Centres across the country and around the world.

September 2004

US CMFRC Staff Gather in Ottawa to Chart a New Course

Staff from Colorado Springs CMFRC and Rome, NY CMFRC gathered in Ottawa 13 and 14 September 2004 to chart a new course for Military Family Services in the United States. Elmendorf Canadian Community Programs Coordinator, Angela Dozois joined the group by teleconference periodically over the two days.



Angela Dozois joined by teleconference from Elmendorf, Alaska.

US CMFRC employees will soon become Non-public funds (NPF) employees. A session with the CFPSA Human Resources Manager provided an opportunity to learn more about the Agency and their role in it, as well as to ask questions and complete the ever-present paperwork.

A key component for the provision of services will be the implementation of a Service Level Agreement. This agreement will formalize the relationship between the CMFRC and local Commanding Officer. The work of CMFRC Advisory Committees will be enhanced with a soon to be released resource detailing operational guidelines.

Also in the works is a comprehensive expansion of the Centrepointe Virtual Military Family Resource Centre to include Canadian military families in the United States. It is expected that CMFRCs will be able to tap into the Centrepointe resource to provide even more information to their families.

It's been said that change is good. If that's true, then CF families in the United States have much to look forward to.



Staff from Colorado Springs CMFRC and Rome, NY CMFRC joined DMFS Field Operations Manager, Sue McCormack in Ottawa.



DMFS Senior Manager, Field Operations Celeste Gotell

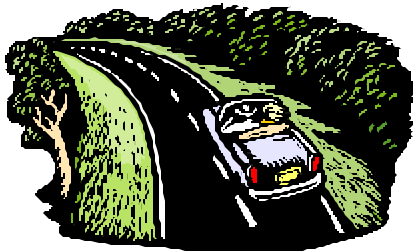
'On the Road Again'. It seems lately that is the "modus operandi" for the entire Field Operations team as we visit centres and work with them to prepare for the way ahead.

In the last several months I have had the good fortune to accompany Field Operations Managers on many site visits. I have visited 32 of the 42 Centres and hope to meet with the remainder in the months ahead.



I am encouraged by the positive responses about the future of the MFSP from both volunteers and staff. I am equally impressed with the level of commitment and energy that is being given to adapt to the changes ahead, prepare for a new funding application process and become familiar with the Parameters For Practice.

Change is never an easy process, yet often inevitable. What I have seen, in these last few months while out and about, is a willingness on the part of our many stakeholders to embrace the change afoot and to work with it. We recognize that this is a year of transition. Not all is perfect, and there are still some unknown variables. However, I remain hopeful about the future. As we move forward, the role of the Field Operations team and Program/Policy HQ team will also continue to grow and evolve. We are discovering, as the months go by, more clarity in our role as funder and policy maker.



Never before has the MFSP been in such an exciting place in its development. The future looks bright for the years ahead. Keep smiling, because we have so many reasons to do so.

Note: The deadline for submissions for the next issue of C/MFRCs In Focus is 18 November 2004.



Sharing Stories of Innovation & Creativity ...

The Village of Greenwood SUPPORTS THE TROOPS

By: Margaret Reid, Greenwood MFRC Deployment Services Coordinator



A drive through Greenwood on Canada Day left no question about whether our Village “Supports our Deployed Troops and their Families”. Streets were lined in yellow ribbons symbolizing our wish for the safe and speedy return of our fellow Canadians who so proudly serve our great country. All businesses on the main streets displayed special messages expressing their support of our deployed military members. The Greenwood Mall also participated with yellow ribbons adorning the lamp posts inside the Mall – and by providing us with a bulletin board to display ongoing pride in our 14 Wing deployed personnel.

Families of deployed personnel need our support – a little kindness can go a long way. And this year, on Canada Day, our village said it loud and clear: **“We Support the Troops and their Families”**. For the family at home, keeping the home fires burning, this show of support lets them know that their family’s contribution is recognized and appreciated. Kudos to Greenwood for acknowledging and honouring our deployed families!

On Canada Day, at the Village’s celebrations, the GMFRC Deployment Program invited community members to sign banners to send to deployment locations all around the world where our 14 Wing military members are serving. Thanks to the overwhelming participation, each banner displayed many messages of gratitude and pride!

Summer Fun Sizzles In Cold Lake

By: Genevieve Joncas

Fun. A simple, yet perfect word that summarizes an entire summer. The Cold Lake MFRC’s Summer Fun Program 2004, was a great success. The coordinators, monitors, and children came together and made it the best Summer Fun yet. Each day we had about 60-70 children in attendance.

Themes included Summer Fun Survivor, Around the World in Five Days, and Super Hero week. Some highlights were the World Food Fair where foods were sampled from five different countries, making magic wands and capes during magic week, and making toilet paper mummies during Egyptian week. Summer fun was lucky to have a Scout leader discuss survival skills, a guitar player who played music and a magician that wowed us with his astonishing power. It made every week unique and diverse.

We enjoyed seeing the smiles on all the children’s faces when their interest was sparked by a new and exciting activity.



Cause for Celebration ...

Greenwood MFRC Holds Volunteer Appreciation Dinner

Wednesday June 2, 2004 at the Annapolis Mess approximately 50 volunteers turned out to be recognized for their contributions to support military families through their volunteerism at the Greenwood MFRC. The volunteers who were present (approximately half of our volunteer workforce) enjoyed a delicious buffet catered by the Annapolis Mess. Throughout the meal, several door prizes were awarded and in keeping with the volunteer spirit, prize winners offered to provide some lighthearted entertainment by leading the group in a round of 'Old MacDonald Had a Farm'. Al Bernard, who has been performing magic shows for young and old alike for over 30 years, then treated guests to a performance. The evening wrapped up with the presentation of certificates and gifts.



Halifax MFRC Presents Bravo Zulu to Exceptional Volunteer Alison Baker



The Halifax Military Family Community is richer as a result of Alison Baker's perseverance, compassion and dedication to Military families. Alison's generosity, leadership and stewardship as a volunteer member of the Advisory Board and Chair/Past Chair of the HMFRC Board of Directors have been admirable. Her dedication, creativity and determination to assist families were very instrumental in the MFRC becoming a Charitable organization governed by a Board of Directors from a small and narrowly focused organization operated by the CF. She has graciously given freely of her experience, insight, passion and skills to improve the quality of life for military families of Maritime Forces Atlantic.

A Unique Child Care Experience



The Petawawa Military Family Resource Centre's Private Home Day Care Program (PHDC) is a community based child care service designed to match suitable in-home child care providers with

families in need of full-time or part-time daily care. Homes welcome children 6 weeks to 12 years of age, and provide a warm, nurturing environment in which children can grow and develop to their maximum potential.

Our Agency is licensed by the Ontario Ministry of Community and Social Services, and governed by the Day Nurseries Act of Ontario. In order to maintain high standards of safety and cleanliness, all homes are carefully screened and regularly inspected by ECE qualified Home Visitors.

Caregivers are provided with ongoing training , equipment, supplies and support, and parents have peace-of-mind knowing that their children are being cared for in a stimulating, safe environment.

North Bay MFRC Coffee Connections

The North Bay MFRC is proud of their "Coffee Connections" group. This group has been meeting in the morning on a biweekly basis for the past two years. Meetings have included a guest speaker or outing and sharing among friends. Topics have varied according to the interest of the group. Due to the enthusiasm and needs of the community a second "Coffee Connections" group will be offered in the evening for working families this fall. Yes, the MFRC does make a difference at 22 Wing North Bay!



New Employment and Education and Quality of Life Coordinator at Comox MFRC

Debi Genereux, the Employment and Education Assistant Coordinator, will be stepping up to full-time Coordinator and coordinating most aspects of the Employment & Education Services and Quality of Life Services at the Comox MFRC. Congratulations on your new assignment.

Gander MFRC Hosts Trauma Training

By: Betty Moulton, BSW, RSW

On 2-3 June 2004, the GMFRC hosted a two day training program on the treatment of Post Traumatic Stress Disorder (PTSD). This training was delivered by staff from the Operational Trauma Stress Support Centre (OTSSC), Atlantic, Halifax. The presenters included: Maj Dr. Rakesh Jetly, Director, Psychiatrist; Dr. Dion Goodland, Clinical Psychologist and Alice Dean, Clinical Social Worker.

While the OTSSC, Halifax, provides a diagnosis, treatment and follow up plan to the members of the CF who have PTSD, we often have to rely on local services to provide support and follow up to the member and his/her family once they return to their home community.

In recognizing the importance of maintaining a patients well being it is essential that the mental health and medical professionals at 9 Wing Gander network regularly with our civilian community. In developing a treatment team that is qualified to respond to all referrals, it is essential that we are appropriately trained and have an established working relationship. In working together as a team, it is vital that all members of that team have an understanding of the CF and have similar training experiences. In achieving this goal, a partnership was developed with regional mental health service providers and invitations were extended to approximately 40 individuals to attend the trauma training. Participants in the subject training included: the Social Worker and Senior Med Tech from 9 Wing Gander, mental health social workers, nurses, psychologists and psychiatrists throughout the Central Region. The Social Worker from the St. John's MFRC and a Counselor from VAC were also in attendance.

Overall, the training was viewed as a great success. All who participated were provided with a high quality-training program and everyone very much appreciated the opportunity to network and enhance their professional skills. We all look forward to the OTSSC staff visiting our Wing and Region again next year.

Comox MFRC Loses Long Time Coordinator

Michelle O'Neill, the Employment & Education and Quality of Life Coordinator at the Comox MFRC, has been accepted to post graduate studies at the University of Victoria this fall and will be leaving the Centre after more than seven years service in various capacities. Michelle is leaving a legacy as she has been involved in virtually every aspect of the Centre: she has coordinated Information, Volunteer and Outreach Services; provided French Programming Services, Spousal Employment Assistance and Education Information Services; and has been the Quality of Life Services Coordinator and Deputy Executive Director during her tenure. She also took the initiative for the conception, promotion and production of the very successful annual Career Fair. In all areas Michelle has been a solid, dedicated, staff member who kept the client's needs and satisfaction at the fore and was a strong team worker. The Board and rest of the staff wish you well with your studies and in future endeavours, Michelle.



All “ABOARD”

A Column dedicated to C/MFRC Board Members



Lorraine Stewart, CHRP

Hiring the “Right” Person for Executive Director/ Director Targeted Selection Process

Part 6 - Interview Planning

Following the screening process, and the establishment of interview dates and times, your committee’s next order of business is to develop the interview plan. Begin with the “end” in mind. The purpose of the interview is to give the selection committee enough information to assess the relative suitability of each candidate. Your ultimate goal is to get the most suitable candidate for your organization.

The interview is the BEST hiring tool you have – and by no means a perfect one. The extent to which you “plan” the interview process will go a long way in supporting your purpose.

A suggested agenda for your interview-planning meeting would include:

1. What information do you need to GET from each candidate?
2. What information do you wish to GIVE to each candidate?
3. What documentation do you need for the interviews?
4. What climate/environment do you wish to create for your interviews?
5. How do you evaluate/assess each candidate’s relative merits?
6. What roles do the hiring committee members play?
7. How much time do you allocate to each interview?
8. How much time do you allocate for the assessment of each candidate?
9. When, how and who will conduct the reference checks following interviews?
10. If there is an interim step after 9 – e.g. the Board has agreed that some or all of the board would like to meet the top 2 or 3 candidates in order to have input into the final selection decision – you need to communicate what the plan and is. If there are any written or other “tests” that will become part of the decision-making – what, how, where, etc.
(Specific job-related written or oral tests can be very useful supplements to the interview in assessing relative merits of candidates)
11. How will candidates be notified that they are short listed – or indeed who the “chosen” candidate is following the input of the board – who will do it and when.
12. Who and how will the unsuccessful interviewees be notified – and when.

***Information GETTING**

To develop the specific questions to be asked in the interview, you will want to refer to your Job Description and Person Profile as well as the ad copy. The bulk of the Information GETTING should be focussed on the competencies most important to the job, and the attitude and motivation of each candidate relative to your organization.

Information GIVING

There is an expectation, and particularly at this level of competition –(Executive Director – MFRC), that each candidate will have done some research on your agency, have an idea about its purpose, size, programs delivered, clients served, etc. Some will do this more thoroughly than others – thus demonstrating interest and motivation. At the interview, as “hosts” and PR representatives of your MFRC, you may want to give each candidate at the end of the interview a copy of any promotional

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The Human Resources Line

provided compliments of HR Group Management Consultants

Organizational Review Reviewing Your Agency – Part 2

Reviewing Your Agency - Part 1 dealt with the context that should be considered when doing an organizational review. In addition to cost effectiveness there are other compelling reasons to conduct an organizational review:

- To create a division of work that provides optimum customer service and flexibility for future growth and increased work demands.
- To create a productive workplace that fosters the use of those management practices such as delegation of responsibility and participation of all staff in order to promote teamwork, service, quality and individual accountability and ownership that ensures all employees have meaningful work.
- To align such human resource management areas as performance management, job descriptions, hours of work, salary administration, and human resource policies with agency goals to ensure that they add value by fostering productivity and customer service and promoting individual responsibility and accountability.
- To recognize the distinct roles of the Board and administration and to foster productive working relationships between them.

Before any organizational change is begun there must be an assessment of what state the organization is currently in. To what extent are the core principles in place and what impedes them? The core principles are:

- Provide employees as much control as possible over their own work
- Delegate authority
- Increase accountability
- Provide timely performance and organizational information
- Provide complete units of work
- Reward personal and organizational performance

A full and useful review involves all staff at all levels and includes input from Board members. “The people who know best how the job should be done are the ones doing it”. It also starts with a blank page with no preconceived ideas or off the shelf solutions.

A simple open-ended question to all participants such as: “If you had the power to change anything here what would it be and why?” is how to start the process of gathering data. It is sometimes best to have a third party unbiased person conduct the review so that participants feel they may be as candid as possible. Once the information and suggestions are gathered the following areas should be analyzed:

- Organizational structure
- Human resource management practices
- Customer service
- Performance management and accountability
- Board and administration relationship
- Roles and reporting relationships
- Work methods, policies and procedures
- Delegation of responsibility
- Overlap, duplication and redundancy
- Staff development

Now all you have to do is implement the recommendations and manage the change!

Help us make this column practical and useful to you. Email ideas for topics or management issues you would like us to address to hrgroup@hrgconsulting.com. Your HR Help Line is available at 1 888 474 5463.

**Director Military
Family Services**

1600 Star Top Road
Ottawa, Ontario K1A 0K2
FAX: (613) 995-2178

HEADQUARTERS

Celine Thompson, Director
(613) 992-0255
Thompson.CA@forces.gc.ca

Francine St -Amour
(613) 995-6792
St-Amour.FC@forces.gc.ca

Beverly Weber
(613) 992-7516
Weber.BJ@forces.gc.ca

MISSION INFORMATION LINE

Michel Morency
(613) 995-8480
Morency.M@forces.gc.ca

Linda Orrell
(613) 995-5234
Orrell.LL@forces.gc.ca

**POLICY & PROGRAM
DEVELOPMENT**

Alla Ivask
(613) 992-9656
Ivask.AG@forces.gc.ca

Maureen Kellerman
(613) 992-1327
Kellerman.MEK@forces.gc.ca

Linda Tyrrell
(613) 992-1877
Tyrrell.LM@forces.gc.ca

FIELD OPERATIONS

Celeste Gotell
(613) 995-5608
Gotell.CM@forces.gc.ca

Madeleine Lafleur
32 65 446 018
Lafleur.M2@forces.gc.ca

Eva Marks-MacIsaac
(902) 893-7735
evamac@ns.sympatico.ca

Sue McCormack
(613) 634-9449
ontariorep@cogeco.ca

Jackie Specken
(780) 989-3479
prairierep@shaw.ca

Andrew Webb
(418) 828-0531
ajwebb@videotron.ca

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brochures you have, newsletters you send out to your clients, news articles, etc. And be prepared to respond to any specific questions that each candidate might have during the interview. Caution: The 80/20 rule applies – Don't eat up the time of the interview by doing the talking. It's the candidates' opportunity to market their talents to you.

Documentation for the interviews

For each member of the selection committee, provide a copy of each candidates application, resume, cover letter; a "rating" form, pads and pens for note taking, the ED job description, person profile and ad copy.

Climate

The interview room should be quiet and private and without environmental distractions like construction, poor lighting or temperature control. Avoid using a desk as a barrier, although committee members should have somewhere to put their files. Ideally, sit in a circle where everyone can make eye contact comfortably with one another. A low coffee table in front of the candidate is good! Avoid interruptions and turn all cellular phones off!

In the next article I will deal specifically with the kinds of questions you'll want to include Behaviour Description Interviewing, as well as the importance of using your "listening" skills. It is not simply a matter of asking good questions – but how well you "listen" and probe the answers, developing spontaneous follow up questions when indicated.

People on the Move ...

Brussels CMFRC – Farewell to Advisory Committee chairperson Tessa Maddisson, welcome Diane Alarie.

Esquimalt MFRC - Farewell to Board of Directors Chairperson Helen Bates, welcome to Lisa Brousseau

Geilenkirchen CMFRC-Farewell to Director Sarah McGowan, welcome Maureen Cheeseman.

GooseBay MFRC - Farewell to Board of Directors Chairperson Anna Aldrige, welcome to Dawn Rellinger.

Mainland BC MFRC - Farewell to Board of Directors Chairperson Dave Relkov welcome to Peter Learmont.

Meaford MFRC – Farewell to Executive Director Laurie Jackson, welcome David Clark as Interim ED.

Rome NY CMFRC - Welcome to Canadian Community Program Coordinator Laurie Allan Ungeitis.

SHAPE CMFRC- Farewell to Director Pierre Kelly, welcome Catherine Priestman.

Shearwater MFRC - Farewell to Board of Directors Chairperson June Zuurro, welcome to Jennifer Cameron.

Toronto MFRC - Farewell to Acting Executive Director Lisa Mainella, welcome to Executive Director Katherine Hodgson-McMahon.

Yellowknife MFRC - Farewell to Board of Directors Chairperson Mary Sullivan, welcome to Helen Gillingham.