



Military Family Services
Services aux familles des militaires

DMFS UPDATE

February 2004



DND Purchases True Colors® Site License

It has been brought to the attention of DMFS that DND has secured a site license for True Colors®. We understand through discussions with the Canadian coordinator for True Colors® that all MFRCs are covered by this license for the purpose of conducting True Colors® workshops on behalf of their MFRC.

Recent changes to the True Colors® program now require that a site license be purchased and that facilitators provide each participant with a participant workbook which includes a copy of the color cards. Cost of these items is USD\$9.00 per person. This is not optional and is a condition of offering these courses under the DND license.

The cost of an individual MFRC license would be USD\$2500.00, so the ability for MFRCs to conduct the True Colors workshop under the DND license is a substantial benefit.

If you would like further information regarding the recent changes to True Colors® management in Canada please contact Ms. Diane Blair at dblair@true-colors.com. You may also register as a facilitator to receive updates and notices regarding opportunities for training and workshops. She can provide direction on how to order materials and information on dates and locations for access to refresher courses and/or certifications if you would like to certify someone within your MFRC to be able to conduct True Colors® workshops under the DND license agreement. A certification course will be held in Halifax Nova Scotia on April 26th – 28th and a refresher course April 30th- May 1st.

Inside this Issue:

The Director's Cut:
Consultation & Collaboration

All About Funding
-the model
-the process
-the application
-getting ready

MFSP Services: Comparing
Old and New

Philosophical Based &
Results Oriented—Part 2

The Director's Cut

Celine Thompson, Director

Consultation, Collaboration, and Keeping Everyone Informed – Some Lessons Learned Along The Way



This past year, we have collectively undertaken what I believe to be the most significant transformation of the Military Family Services Program in its history. Our service model, funding strategy, and accountability framework have all been restructured. We have characterized and committed to a sound philosophical basis that, until now, our Program has never had. And every step of the way, DMFS has required C/MFRC stakeholders to inform our work.

We have learned a great deal in our quest for “the way ahead,” not the least of which has been some valuable lessons that we will carry into the future on how better to consult with C/MFRCs. In the interest of reflective practice, I'd like to share some of our lessons with you ...

Let People Know the Limits of Their Voice: We've learned we need to do a better job letting participants know that their contributions are to *inform* the way ahead, not determine the way ahead. All points of view are valid, and each voice gets us further along the path. In the end however, not everyone's point of view can be reflected. Decisions need to be made, and I'm ultimately responsible for making them. We (DMFS) need to let people know that at the outset, to avoid disappointment, or the feeling that they've not been heard.

Follow-Up with Participants: Sometimes the input we receive from reference or focus group participants gets us going in such interesting directions, the progress forward is literally halted while we (DMFS) mull over the implications. With the sheer volume of change initiatives underway, that has meant that we have not done a good job following up with these volunteer advisors and letting them know the impact of their work. We are committed to improving our record in this regard, and acknowledging the significant contributions of those that have given of their time and expertise to enhance the Program.

Set Clearer Parameters And Context: There are limits to what we can do, and these limits need to be framed for participants from the start. Our consultations about the universal services and the MFSP target population are cases in point – there was no limit to the services Centres wanted to see funded, or families they felt deserved our services. In the end however, limited resources set a natural parameter about what could be considered. In light of this, we should have asked not only what C/MFRCs wanted, but also challenged them with the reality of these limitations i.e. if you want to see an additional service added, or a broader target population served, what are you willing to take off the table?

Some limits are because of the ‘bigger picture’ that not everyone has access to, and DMFS needs to do a better job painting the bigger picture. If we remove the board membership requirement (i.e. 51% civilian spouses), we undermine the very tenets of why we exist. If the Chief of Defence Staff announces that the MFSP will respect the Official Languages Act, we will do so irrespective of voices to the contrary. If the Family Services Working Group endorsed a recommendation regarding the way ahead, which was in turn approved by the Assistant Deputy Minister (Human-Resources Military), again, we will honour that decision. Suffice to say, we (DMFS) need to do a better job communicating the context in which decisions are made, so that the consultative process does not feel undermined by these constraints.

A Lesson Still to be Learned- Communicate, Communicate: Although we recognize that we need to continually improve communicating our decisions and the way ahead, my staff and I are still struggling with the “lesson” to carry forward. When all parts of the Program are changing simultaneously, and the smallest of changes in one element will impact another, we are reluctant to release information until we have reasonable assurance that the information is in fact “final.” To communicate unfinished work is extremely expensive in time and resources – translation of informal communications (which, by the time it is completed is already out of date and incorrect), responding to the inevitable queries that result from distributing

(Continued on page 3)

Employee Benefit Insurance For Military Family Resource Centre Staff

DMFS has researched the market for an employee benefit insurance plan that would meet the needs of the staff at Military Family Resource Centres as well as afford Boards of Directors the opportunity to self administer the plan for their staff. The input requested and received from many Centres was carefully considered before a final decision was made and we are now able to announce that Halpenny Insurance Benefit Partners Ltd. will broker the plan and the carrier will be Manulife Financial. As you may be aware, this is the plan that FRP Canada has recommended for several years and has attested to the high quality of service delivery and support as well as very competitive coverage rates.

The goal of DMFS is to convert to this new carrier on 1 May 2004. At the time of conversion, coverage for all employees currently insured for Group Life and Long Term Disability will be continued and costs will be borne by DMFS. Centres will have the option of adding additional coverage such as health and dental benefits and can also extend the benefit package to employees currently not covered by the plan at the expense of the Centre and / or employee.

DMFS and Halpenny Insurance will both be providing further details within the next few weeks to be followed by appropriate enrolment documentation.

PTSD Information Now Available Through Centrepointe

DMFS is proud to announce the expansion of the virtual CMFRC, Centrepointe. In accessing the deployment section, you will find added information on Post Traumatic Stress Disorder (PTSD) that includes PTSD articles, various resources for seeking help and forums. The former site maintained by DMFS for PTSD at www.ChelseaData.ca/PTSD has been closed and the most pertinent information transferred to Centrepointe. All CF families and C/MFRCs can access Centrepointe by applying online for a username and password at www.centrepointe-europe.ca.

Deployment Services Coordinators can use this site as a resource and are encouraged to publicize it for use by the military families in your area.

The Centrepointe team would be pleased to hear your comments and any suggestions you may have regarding additional information you would recommend for posting to this site. E-mail: centrepointe@canada.com.

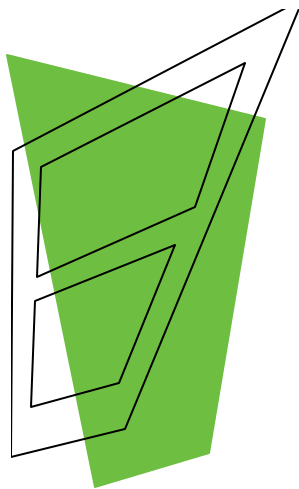
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incomplete information (particularly when we've not had opportunity to orient our own staff), and inadvertently feeding into speculation and anxiety in the field is why we decided on our current approach.

Our very deliberate strategy has been to use this newsletter as a means to communicate elements of the work to date so that stakeholders develop some level of familiarity and comfort with the way ahead, and then to host a forum of leaders within the MFSP to release all of the information formally and simultaneously (hence our meeting in April). This way, every one has access to the information at the same time, it is the "formal, final and finished" product, and we can provide clarity, orientation, and context to facilitate understanding.

We are pretty aware that with the inevitable level of anxiety around the change that the Program is undergoing, there has been no end to rumour and partial information circulating. And we are aware that members of reference or advisory committees (as well as individuals we have consulted with within DND) are sharing information gleaned from their experiences as a way to inform or calm their colleagues. What we're still not clear on though is how to manage the impact that this has on the non-participants. They feel they are not informed, or are misinformed ... and this was never our intent. Further, and sadly, sometimes the partial information is meaningless when taken out of context, or that which is being circulated is in fact very incorrect-generating no end of unnecessary anxiety.

We'll continue to reflect on how we consult and collaborate with all of our partners in the MFSP, and strive to improve our approach with stakeholders. As we learn, we'll share our lessons along the way.



The Green Room

Like a performer waiting to go on stage, the updated MFSP Operational Plan is waiting in the wings. It's not yet show time, but the anticipation is as high as the level of last-minute activity. "The Green Room" will keep you informed of what's happening behind the scenes and prepare you for the main performance.

Setting the Stage

Finally! An Approach for Funding C/MFRCs ...

The Road Along the Way

The evaluation of the MFSP revealed that the current funding formula of the MFSP is not sufficiently sophisticated to capture the unique characteristics of the C/MFRCs. Based solely on CF population, and coupled with a prescriptive list of universal service requirements, the formula prevents individual Centres from creating a service delivery model based on the real requirements of local communities. It doesn't capture the true cost of doing business.

DMFS pursued a number of possible formulas that would capture the myriad of unique elements that contribute to service delivery costs at the local level. These pursuits acknowledged that population size is indeed part of the cost of doing business, but that it is hardly the sole factor. For example, rates of deployment, capacity to partner with other service providers, dispersion of population served, rural/urban location of the Centre (and proximity to other services), service uptake, and the needs of the local community all have an impact.

Our continued research and consultation revealed still more cost factors, and as these factors continued to surface, the notion of a "formula" became increasingly elusive; this was further compounded by the fact that DMFS had not historically tracked financial data – there is no national picture of the real cost of providing services. And when it was determined by the service policy advisory group that Centres would have the option to *not* provide mandated services if there was no requirement in their community to do so, and that the rate and tempo of service provision would be left to the discretion of each Centre (based, of course, on the needs of the community), we finally had to concede: a one size fits all formula, that fairly considers the impact of

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The Way Ahead

Who better to understand the cost of doing business, than those doing the business?

Some of the most progressive funders of the voluntary sector have struggled with the same questions that DMFS has struggled with. Our new approach is a compilation of their lessons learned. We have learned from other federal funders (most notably, Health Canada and HRDC), and paid considerable attention to the work of the Voluntary Sector Initiative. We were also intrigued by some very creative work going on with the *United Way* that really challenged how much information a funder needs to make funding decisions.

The result is the "DMFS Funding Application" (**not** 'business case'). The DMFS Funding Application is a streamlined and collaborative approach to determining funding allocations. We've minimized the paper work demands, and capitalized on the capacity and strengths of the C/MFRCs to know their community's needs. The DMFS Funding Application will be submitted by 1 November each year so that DMFS can confirm the funding commitment by 30 January.

The key elements of the DMFS Funding Application are:

The Detailed Budget: This template will allow C/MFRCs to summarize their proposed services, projected costs, the projected sources of funds, the projected contribution of volunteer hours, and link the proposed services to the DMFS mandated service objectives.

The Community Profile: The Community Profile allows C/MFRCs to place their proposed services in the context of their community. Centres will provide demographic information, a brief community summary (i.e. what makes their community unique), and will link each service category to their community needs and their evaluation of the services to date. A summary of how the C/MFRC plans to partner and collaborate with other service providers rounds out the application.

C/MFRCs will undoubtedly have to go through a strategic or business planning process to be able to complete their funding application, but they will not need to submit this detailed plan to DMFS unless it is required for management purposes. As a funder, our concern is the services offered to the CF family community.

The funding application, through a process of negotiation and approval, will ultimately serve as the 'contract' between the C/MFRC and DMFS, that is, it will reflect the C/MFRC commitment to provide specific services for the DMFS funds provided. It is this commitment and costing of services that the C/MFRCs will be held accountable for throughout the fiscal year.

After the tenets of the funding application was presented to the Funding Advisory Committee, the Director of Military Family Services, Celine Thompson, reported that, "the response was very positive. They like the intent and the approach. They think it will be readily incorporated into their work, they believe it makes sense, that it is workable." So, through pain comes gain; the MFSP has a simple yet flexible model for funding that reflects the needs of C/MFRCs and the requirements of DMFS.

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each cost factor, is mathematically impossible.

So, where to from there? Our research compelled us to have another look at how other funders financed the work of service providers, and it was this research that allowed us to recognize that the key to funding is: rather than DMFS telling the Centres what it costs to do business, the Centres will need to tell us what it will cost to provide their proposed services.

We had heard from many C/MFRCs that a business case was the only way to fairly capture the costs of doing business (indeed, some members of our funding advisory group knew all along that the formula approach to funding would never work). But we also knew that some Centres were concerned that the business case could result in even more paper work than the current business plan, and that it could unfairly favor those Centres who possessed the greatest writing skills. Our next steps were to find a way to capture the strength of the business case, while at the same time address the concerns.

Funding Process

As our deliberations revealed, the number of factors that can potentially impact a Centre's resource requirements are myriad, and too diverse to predict. As a result, the funding process will be a dialogue between DMFS and the C/MFRCs. Centres will be encouraged to work with their Regional Representative – the Regional Representative can provide first level support and clarification, communicate DMFS and Departmental strategic priorities, and provide coaching and guidance which will ultimately increase the likelihood of the application's approval.

The applications will be subject to a three level review process. DMFS Regional staff will conduct the first level review, to ensure all elements of the funding application have been submitted, verify the accuracy of the submission, and ensure there is sufficient information. If the funds exceed the amount of limited funds available, a dialogue with Centres will facilitate a negotiated approach to best meet the collective needs of CF families.

The DMFS senior management team conducts the second level review, and submits their recommendations to the Director. The Director Military Family Services is the approval authority for all C/MFRC funding applications.

Out with the old and in with the new... "Military Family Services Program: Parameters for Practice" will replace the 1997 MFSP Operational Plan and a number of subsequent DMFS policy and guidance documents.

Important Reminder:

C/MFRCs will need to report their expenditures of DMFS funds starting in fiscal year 04/05. You may wish to adjust the structure of your Chart of Accounts if it currently doesn't provide you with that information in a clear and readable format.

Milestones

15 December 2003 - all the pieces of the new Operational Plan will be drafted and compiled into one document



15 March 2004 - the new Operational Plan will have been translated and edited for publication

April 2004 – the new Operational Plan will be ready for distribution

... Funding C/MFRCs ...

Getting Ready For the Way Ahead - Some Implementation Strategies for C/MFRCs

So, what does this mean for C/MFRCs? Essentially, Centres must determine how best to meet the mandated objectives of the MFSP based on the unique needs of their communities -- and then cost out the proposed services. To be able to do this, Centres will need to know their community's needs, the cost of doing business, and the DMFS mandated service objectives. Because we are no longer telling C/MFRCs how to do their business, it leaves considerable discretion to the experts: the C/MFRCs. The following suggestions to C/MFRCs will assist them in preparing for this new way of doing business:

Think Outside the Box: DMFS has historically directed the tempo of services to be provided to the community, told Centres which services to provide, how to meet the objectives, and compelled a "Coordinator" position to accomplish the task. No more! Centres can be creative in their approach to meeting the mandated MFSP objectives and the needs of their communities. When you begin planning this year, challenge your established way of thinking – Do our staff really need to be structured in this way? Can we meet the objectives through partnership and collaboration? Can we meet the objectives and needs of our communities in a better way than that which is prescribed in the 'Red Book'? Are our resources best spent this way?

Know Your Community: Each CF community is unique: each has its own assets, challenges and opportunities. The new way of doing business will allow C/MFRCs to tailor their approach to doing business to their specific community. Knowing your community needs as well as what it has to offer will allow Centres to strategically respond to these requirements, and devise a plan that best 'fits' with its unique circumstances.

Plan-to-Plan: Although DMFS will not be requesting your business plan for the funding application, C/MFRCs will need to be strategic to best capitalize on the new funding approach. Do you know your strengths and weaknesses? Can you meet the objectives? If sufficient funding is not available for you to realize your plan, has your C/MFRC thought of other options? Do you know your strategic priorities, and will you be able to make decisions quickly to meet these priorities if your allocated funding is less than your budget? A C/MFRC that has done its strategic and business planning well before the November funding application deadline will be in the best position to realize its objectives.

Know the Cost of Doing Business: To make the budgeting portion of the Funding Application easier, knowing the cost of each of the services that you intend to provide to your community is going to be key. Most Centres know this information now – it is a very standard management function in most well run businesses, and is part of the annual process of determining Centre budgets. When you think of your new creative strategies to meet community needs, have calculator in hand ... if we offer this service, how much is it going to cost? If your Centre does this, you'll have paved the way to (a relatively painless) transition to the new funding application process.

Centrestage

MFSP Services: Comparing Old and New

The chart below lists the Services and their components from the old 1997 Operational Plan in relation to the new MFSP: Parameters for Practice. Note that no new services have been added. Instead, service components have been reorganized, renamed and/or addressed in other areas of the document to make them more relevant and logical.

Operational Plan Services	Operational Plan Service Components	"MFSP: Parameters for Practice" Service Components	"MFSP: Parameters for Practice" Service Categories
Information & Referral	<ul style="list-style-type: none"> •Program Promotion •Community Liaison •Education Information (on posting) •Information Distribution •Outreach •Referral 	<ul style="list-style-type: none"> •Not reassigned- has become a service standard •Not reassigned-is addressed in the MOU •Welcome & Orientation •Information & Referral •Employment & Education Assistance •Personal Growth & Development •Second Language Services 	Personal Development & Community Integration
Children & Youth	<ul style="list-style-type: none"> •Activities 0-5 Years •Activities 6-12 Years •Activities 13-18 Years •Specific Needs •Emergency Childcare 	<ul style="list-style-type: none"> •Activities/Initiatives for Children & Youth •Parent/Caregiver Education & Support •Emergency Childcare •Respite Childcare •Casual Childcare 	Child & Youth Development and Parenting Support
Prevention, Intervention and Consultation	<ul style="list-style-type: none"> •Active Phase •Follow up Phase 	<ul style="list-style-type: none"> •Assessment & Referral •Short Term Intervention & Crisis Support •Education & Prevention •Mutual Assistance Groups 	Prevention, Support & Intervention
		<ul style="list-style-type: none"> •Outreach, Information, Support & Assistance 	Family Separation & Reunion
Education & Quality of Life	<ul style="list-style-type: none"> •Employment Assistance •Second Language Training •Support Groups •Deployment Support •Workshops/ Special Events 	Not reassigned as a specific service component.	
Volunteer Development		Established as an overarching Program standard (The Canadian Code for Volunteer Involvement) and embedded as an expectation in each Service category	

Waiting in the Wings

The MFSP Leadership Forum

The purpose of the Leadership Forum is to introduce and orient MFSP stakeholders to the published version of the new "MFSP: Parameters for Practice".

Although it is expected that "Parameters for Practice" will be an evolving document that will undergo changes and modifications throughout its history, the Forum will not serve as an opportunity to formally consult further.

DMFS will orient and introduce the leadership to "Parameters for Practice" at the Forum; we will provide training and support to staff and stakeholders throughout the 04/05-transition year; DMFS will gauge "Parameters for Practice's" effectiveness on implementation, and will, at its discretion, modify and progress the document as required.

Note the change in date:

**MFSP: Parameters
for Practice
Leadership Forum
Cornwall ON
16-18 April 2004**

And the show opener:

**Risk Management
Workshop
15 April 2004**

Philosophically-based and Results Oriented

Part two of a two-part series on the fundamentals of the MFSP.

The comprehensive review of the MFSP identified a number of weaknesses in the program and concluded that "the new MFSP Operational Plan [needed] to be *philosophically-based* and *results-oriented*". (Discussion Paper on the MFSP Way Ahead, DMFS, April 2003, 4)

"*Results-oriented*" means that the Program must be able to demonstrate its accomplishments. This accountability is essentially the obligation of C/MFRCs to demonstrate and take responsibility for performance in light of agreed upon expectations. Accountability answers the question, "Who is responsible to whom and for what?"

Accountability is an essential element for achieving organizational success. It helps an organization and its stakeholders strengthen operational capacity and achieve objectives over the short and long term.

DMFS, as manager of the publicly funded MFSP, is accountable to Assistant Deputy Minister Human Resources – Military (ADM (HR-Mil)) for the use of these funds. However, funders now require more evidence that their contributions are really achieving results and benefiting people. Therefore, in addition to financial accountability, DMFS looks for evidence that programs make significant contributions to and effect change in the lives of CF families.

Various MFSP requirements are intended to capture both the effectiveness of the overall program and the contributions of individual C/MFRCs.

Financial accountability is measured through:

- adherence to MOU/SLA requirements
- financial reporting
- funding applications
- financial audits

Effectiveness of services is measured by:

- the service policy accountability framework
- quarterly program performance reports
- C/MFRC conducted evaluations and community needs assessments

Performance according to MFSP standards is measured through:

- DMFS site visits
- program audit reviews
- quarterly reports
- adherence to MOU/SLA requirements

Vice Admiral Jarvis Appointed ADM (HR-Mil)

Vice-Admiral Greg Jarvis was born in Saint John, New Brunswick in 1953. There he completed his secondary education and enjoyed five years as an air cadet before his commissioning as an officer in the Cadet Instructors List. He subsequently enrolled in the Canadian Forces in 1971, and completed his studies at the University of New Brunswick and the University of Alberta.

His initial posting was to the Base Comptroller Branch at CFB Edmonton where he served as Non-Public Funds Accounting Officer and later Pay Accounting Officer. In 1978 he was posted to National Defence Headquarters, where he served as Staff Officer to the Director General Financial Administration until proceeding to sea in 1980. At sea, he served successively as Supply Officer HMCS NIPIGON and, following promotion to Lieutenant Commander in 1982, as Supply Officer HMCS ATHABASKAN.

In 1983, he was posted ashore to Maritime Command Headquarters where he served as Staff Officer Accounting Services and later Senior Staff Officer Finance. He attended the Canadian Forces Command and Staff College in 1985 and was promoted to Commander upon graduation in 1986. At this time he returned to National Defence Headquarters where he served first in the Directorate of Costing Services and later as Project Director for the Central Computation Pay System Mark III. Vice-Admiral rejoined Maritime Command in 1989 as Base Supply Officer CFB Halifax.

In July 1990, he was promoted to Captain(N) and assumed the duties of Deputy Chief of Staff (Logistics) and subsequently, in August 1992, assumed the appointment of Command Comptroller for Maritime Command. In September 1993, he was posted to National Defence College in Kingston to attend Course 47, and following graduation in May 1994, was promoted to the rank of Commodore and assigned duties as Director General Financial Services at National Defence Headquarters. In August 1996, he was promoted to Rear-Admiral and was appointed to the new Director General Finance position (Chief Financial Officer) and named Departmental Comptroller.



VAdm Jarvis, ADM (HR_Mil) receives his CD2 from Gen Henault, CDS.



"DMFS has been instrumental in effecting changes to the Military Family Services Program (MFSP) Operational Plan that will directly benefit military families," says Vice Admiral Greg Jarvis, ADM (HR Mil). "By defining and strengthening the collaborative relationship between DND and the military family community in the provision of the MFSP, there will be greater flexibility and response to community needs and greater accountability for public funds."

In December 2000, he was promoted to Vice-Admiral.

In the spring of 2002 Vice-Admiral Jarvis proceeded on professional development including, among other things, completion of the Queen's Executive Program and a one-year assignment with the Conference Board of Canada to explore best practices in human resource management. He returned to National Defence in the fall of 2003 as Special Adviser to the Chief of Defence Staff and was appointed Assistant Deputy Minister (Human Resources – Military) effective 12 January 2004.

Vice-Admiral Jarvis holds a Master of Business Administration Degree from the University of Alberta and is a Certified Management Accountant.

He is married to the former Rita Hovey and they have two children.

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Long-Time Staff Member Leaving DMFS

Long-time staff member, Christine Goulet will soon be leaving DMFS. As a result of restructuring both in DMFS and CFPSA, many of the functions that Christine was originally hired to perform are now performed by others within the organization. Although it is expected that Christine will move to another financial management position within the Public Service in the coming months, she will work to transition her duties to other staff members and to establish a new finance process for DMFS. Until further notice, please direct financial inquires to your Regional Representative. Invoices should be submitted as usual to DMFS, but to the care of Francine St-Amour.

DMFS Regional Team Loses Valued Member

DMFS Regional Representative, Pam Willis, is leaving to pursue a career in the Education field. Pam is known at DMFS as the voice of reason and has been instrumental in the development of the new funding model for the MFSP. Those MFRCs affected by her departure have been assigned to other Regional Representatives as an interim measure. We wish Pam all the best in her future endeavors.

The following documents have been distributed electronically to all C/MFRC Board Chairpersons and Executive Directors between 1 December 2003 and 31 January 2004. If you did not receive a copy please contact Francine St-Amour at St-Amour.FC@forces.gc.ca

General Documents	File Number	Date Sent
DMFS Update December 2003	5390-8	4 Dec 03
What's The Buzz-Issue 17	5390-12	17 Dec 03
Resources for C/MFRCs Letter	1000-1	17 Dec 03
C/MFRCs In Focus December 2003	5390-12	22 Dec 03
SISIP Volunteer Recognition 2004 Program Letter	5390-8-11	12 Jan 04
MFSP Leadership Forum Invitation & Joining Instructions	5390-8	20 Jan 04

We're on the Web! See us at:

www.cfpsa.com/dmfs