

September 2004

DMFS Update

From Boxes to Bliss— DMFS Settles into a New Routine



there were boxes just about everywhere. Now that everyone is back from holidays and has given unpacking some concerted effort, our workspace is coming together. As you can tell from the



have more than one conference room, all in all a marked improvement. With funding applications scheduled

Note the correction to our new address:
Director Military Family Services
Canadian Forces Personnel Support Agency
1600 Star Top Road
Ottawa, Ontario K1A 0K2

It wasn't quite like moving your whole family and all your possessions across the country, but our move to Star Top road provided



enough chaos to give DMFS staff a small taste of what it's like for military families. For the first few weeks,

photos we are in the land of cubicles. Unlike our previous digs though, all staff are located together in one section, it is light, bright, clean and functional. The elevator works, the chairs are adjustable and we



to arrive in just over a month, DMFS is ready to get back to business.

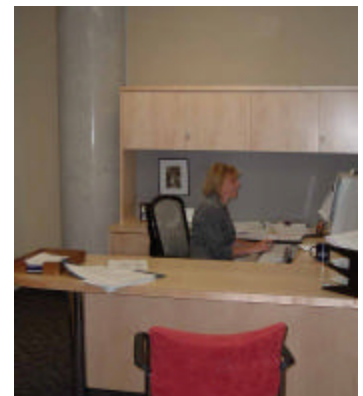
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The Director's Cut-Money-Money-Money ... Moneeey.



**Celine Thompson,
Director**

Photo: Tecklesphoto.com

Of all of the rather momentous changes that have been introduced to the Military Family Services Program in the past 18 months or so, none is more contentious, elicits more anxiety, or piques more interest than the new funding model. Understandably so. We know that it takes adequate resources to provide quality services to military families. As a result, this issue of the Update is devoted to that other thing that makes the world go around ... money.

The changes to our approach to funding were brought about in large part as a result of the evaluation of the Military Family Services Program that was concluded in 2002. There were a number of concerns raised that ran the gamut from insufficient accountability, the arbitrary assignment of resources based solely on CF population, and the allocation of resources to services that were not required in all communities.

The historical practice of

downloading funds and not monitoring expenditures also had the impact of this Directorate not knowing what it costs to provide services, and in many instances not knowing where the funds were being spent. In this day and age of more rigorous accountability practices for public funds, we knew we had to change our approach – and many of the C/MFRCs and members of the CF echoed this sentiment during our consultations.

The quarterly expenditure reports introduced at the beginning of this fiscal year, and the MFSP Funding Application (that all C/MFRCs *must* submit no later than 1 November of this year), mark the beginning of our efforts to address these historical shortcomings. The quarterly expenditure reports reveal where the funds are actually going, and will allow us to reassign surplus funds to better serve all CF communities. The MFSP Funding Application will allow us to see what the actual

requirements are, and to assign the limited funding available in an equitable manner based on community requirements and the priorities of the CF.

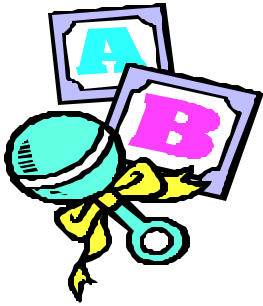
Taken together, these initiatives, over time, will allow this Directorate to establish a baseline of real and required costs to effectively and successfully deliver the Military Family Services Program – something we need to do to have the legitimacy and credibility to move the Program forward.

As we move to this more 'grown up' approach, we realize that this first year will undoubtedly generate a level of anxiety, uncertainty and speculation. To that end, we are working diligently to ensure that the process is as streamlined and simple as possible, as well as transparent and objective. Keep in mind, that your contributions are not only benefiting your community but the Program as a whole.

The Minister of National Defence has appointed Major General D.W. Langton Chief Executive Officer of the Canadian Forces Personnel Support Agency at NDHQ Ottawa.



Mission Information Line Staff Update



DMFS would like to congratulate Christine Sulek, MIL Counsellor, on the safe arrival of her daughter Klara in early August. During Christine's absence, Linda Orrell will be manning the Line.

Linda joins us from the Vanier Community Service Centre where she was an Employment Counsellor. Her knowledge and experience are a great addition to our team.



DMFS Field Operations Managers



DMFS has changed the title for the DMFS Regional Representatives to better reflect their terms of reference and areas of responsibility. Their new title is DMFS Field Operations Manager.



Changes to SLT Manual Online Ordering

There have recently been a number of changes to the SLT online ordering web site. First, manuals are now ordered individually and not in packages of five. This will allow you to order exactly what you need to run your courses and not have to store extra books or worry about having the latest version. Second, certificates can now be ordered from the website.

They will be shipped out with the rest of your order. Third, English modules 5 and 6 are now available. Note that they may take a bit longer to ship, as they will be printed on demand. Finally, the CDs corresponding to the manual levels can also be ordered from the web site. These are the changes you can see. We are also making changes behind the scenes.

Since our move, we have discovered that storage space is at a premium. Therefore, we will be printing the manuals in much smaller quantities, as demand requires. In order to have enough on hand, we will be developing a management information system to automatically monitor our inventory. We hope these changes improve the delivery of service all around.

**DMFS
currently has
a large
number of
manuals and
very little
shelf space.
ORDER YOURS
Now!
[http://www.
cfpsa.com/en/
resources/](http://www.cfpsa.com/en/resources/)**



The Main Event

The rehearsals are over, the curtain has risen and the performance is in the hands of the performers. The transition of the Military Family Services Program (MFSP) is DMFS' first and primary strategic priority for 2004/2005. "The Main Event" will keep you informed about what's happening on various stages to ensure a successful run.

Centre Stage

Funding Application First Level Review

Think of first level review as similar to the process a board of directors uses to review and approve the organizational budget. The board of directors assumes that their senior manager (the ED) has the professional expertise and understanding of the needs of the organization and the community it serves, which has a direct impact on their ability to present the board with a detailed organizational budget. The board of directors is then responsible for understanding that budget, and for making decisions about the activities of the organization and the amount of funds required to achieve organizational priorities.

The C/MFRC funding application is similar in purpose. It is intended to detail for DMFS the priorities of the organization and where it intends to focus its organizational resources to achieve defined priorities. The first level review process is the first (and most detailed) step in reviewing C/MFRC funding applications, and is intended to provide a range of information and assurances to the Directorate, and to other MFSP stakeholders.

First level review is conducted by the DMFS Field Operations Managers, and will occur in two phases using the assessment review criteria defined in *MFSP: Parameters for Practice*. The first phase is the review of the individual funding applications, where the application will be assessed on its own merits, and within the context of the community it serves. The second phase is conducted by the Field Operations Team, and is designed to ensure that recommendations for funding of individual C/MFRCs are within the total budget available. At the conclusion of first level review, recommendations for funding will be based on consensus of the team.

In conducting the first level review, the Field Operations Team will endeavour to achieve a detailed understanding of the individual funding application. They will determine the eligibility of proposed activities and expenses, assess the rationale for provision (and non-provision) of mandated services, and look for evidence of community partnerships and potential service duplication. They will assess whether the budget is reasonable for the local community. Previous funding levels are one of the benchmarks to be considered.

C/MFRCs should remember to work closely with their DMFS Field Operations Manager in the development of their funding applications. The more your FOM knows and understands about what you are requesting for funds, the more comprehensive and reasonable the first level review will be.

Back Stage

The Funding Cycle – Deadlines Critical from Submission of Applications to Approval of Funds

As outlined in *MFSP: Parameters for Practice* DMFS will review C/MFRC Funding Application using a three level process, each level verifying and challenging the one before. For this to be successful, Funding Applications must be reviewed and assessed both on their own merits and in relation to all other applications. As a result, it is imperative that all applications be submitted by the November 1st deadline. Late submissions will have an impact on the entire funding review process, causing delays that may influence all Centres, not just those Centres that submitted late applications. (It should be noted that delays in receiving the signature of the local Commanding Officer on the hard copy of the funding application should not result in a delay in the electronic submission of the document to DMFS.)

Following the three-level review process outlined in *MFSP: Parameters for Practice*, DMFS will notify Centres of their approved funding by 30 January 2005. It is anticipated that this notification will specify, to some extent, how the approved funds are to be allocated among Management and Administration expenses, and costs associated with service coordination and delivery.

Once funding notification has been received, Centres will have approximately one month to submit their Service Delivery Agreement and projected Quarterly Budget outlining how they plan to allocate funds within the parameters specified by DMFS. Once again, it is imperative that Centres respect the deadline established by DMFS in order that the submitted Agreements and Quarterly Budgets can be reviewed and that cheques can be prepared and issued for April 1st.

From this outline it is easy to see how critical deadlines are and how delays can impact follow-on events. DMFS is committed to making this process work and ensuring that Centres have their funds by 1 April 2005. But, DMFS is only one actor in this production and must rely on every other player to do his or her part. Working together, as one cast, we can make it happen.



DMFS Needs Your Help ...

DMFS needs all Funding Applications no later than 1 November 2004 in order to meet its timelines for reviewing the applications and determining funding levels. Your late submission will not only affect your C/ MFRC and the community you serve, but may also impact your colleagues and the military communities across the country. If you are experiencing any difficulties with the Funding Application, please solicit the assistance of your Field Operations Manager *now*.

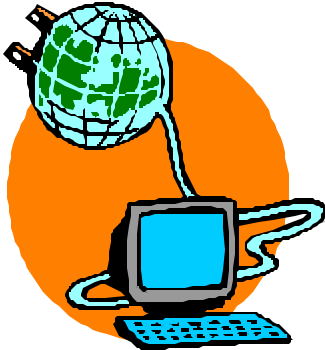
MFSP Funding Application
Deadline is 1 November 2004.

Food and Beverage Eligibility Reviewed

Based on feedback expressed by some MFRCs through the DMFS Field Operations Managers, DMFS has reviewed the identification of food and beverages as ineligible expenses for DMFS funding consideration (as listed on page 18 of the Funding Application Users Guide). DMFS has determined that this decision stands as written. The only possible exception that may be considered is the support to members of military families in a crisis situation without access to other resources.

Stage Left

Web Based Funding Application Becomes a Reality

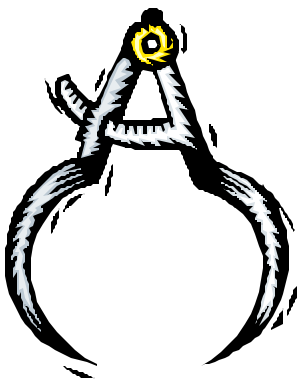


Earlier this year, DMFS secured funds from National Defence Online (NDOL) to create an Online Funding Management System. This is an ambitious project being spearheaded by both DMFS and CFPSA Web Management. In the first stage, all the templates used in the MFSP Funding Cycle, including the Funding Application, Service Delivery Agreement and Quarterly Budget and Quarterly Reporting template, will become web-based. Then, reporting functions will be added for both C/MFRC users and DMFS. These reports are still under development but are expected to include a Financial Summary, historical data, and to aid DMFS in the review process, comparative analysis information.

Why, you may ask, is this project happening now? Why not wait until we have completed the Funding Cycle? The answer is that NDOL will not have any funds to allocate after 2004-05. Ideally, we would complete the cycle, evaluate the templates and the process, identify what needs to be changed and then develop the online system. In reality, the development of the online system must occur concurrently with, albeit a few steps behind, the existing process.

It is expected that this online system will replace the current Excel templates for the 2005-2006 Funding Cycle. With some corrections and adaptations, the web-based system is expected to overcome the limitations of the Excel templates and facilitate the whole funding process for everyone involved. Watch for more details as this exciting project unfolds over the next six months.

Technical Review of the Excel Based Funding Application



In order to achieve our ambitious objectives for the web-based project, DMFS would like to hear your comments about the Excel version of the Funding Application. This review will be limited to the technical aspects of the worksheets and the preparation process for completing them, not their actual content. The evaluation will provide valuable and timely feedback for the development of the web-based templates. It is expected that the content will be evaluated after DMFS completes the review of the Funding Applications. This will enable DMFS to assess the value of the data gathered in the context of the entire funding cycle.

The technical evaluation will have two components. First, in early November, a short questionnaire will be placed on our web site. C/MFRCs will be able to provide feedback to DMFS at their convenience. Second, a DMFS representative would like to have face-to-face conversations of roughly half a day with selected Centres willing to provide more detailed feedback. If you feel that you have valuable insight that you are willing to share, please indicate your interest to your Field Operations Manager by 30 September 2004.

Stage Right

The Funding Cycle- Service Delivery Agreement and Quarterly Budget and 2005-06 Reporting Templates

After Funding Applications are approved by DMFS, C/MFRCs will have some latitude to determine how these approved funds will be allocated. In the event that the amount of funds approved differs from that requested in the Funding Application, Centres might decide to change some aspects of their service plans. The Service Delivery Agreement template to be completed by C/MFRCs will show what services will be offered for the funds provided by DMFS. The Agreement template is linked to a Quarterly Budget template that will allow Centres to project which period DMFS funds will be expended in. It is expected that the quarterly payments to Centres will reflect these projected amounts.

DMFS has developed the templates for the Service Delivery Agreement and Quarterly Budget and is currently working on the accompanying users' guide. Both are expected to be released later this Fall. The templates will be in Excel format and will follow the format of a simplified Funding Application: there will be five worksheets, one for Management and Administration and one for each of the four Service Categories. Centres will list the activities to be provided in each Service Component, most likely by cutting and pasting from the Funding Application. The Quarterly Budget will allow for quarterly breakdown of the funds allocated for Centre management and administration, management and coordination of each Service Category and funds allocated for delivery of service components.

The 2005-06 Reporting template is different than the one currently being used in this fiscal year. Unlike the 2004-05 version, the items to be reported on are fixed and will be common to all Centres. This will facilitate the management of funds across the MFSP. As well, each Centre will report on actual expenses in comparison to their quarterly projections, instead of reporting a declining balance. This will allow closer monitoring of any surpluses or deficits from one quarter to another. In an effort to streamline the reporting process, this template will be linked to the Quarterly Budgets so that only the actual expenditures must be manually entered.

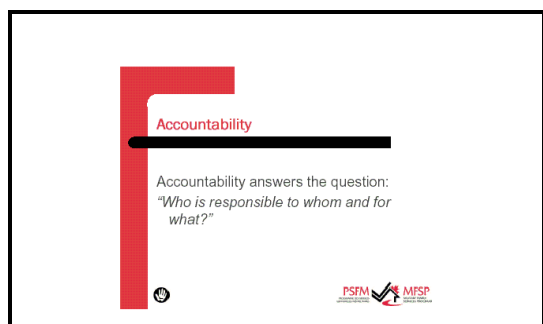
Like the Funding Application, the Service Delivery Agreement and Quarterly Budget, and Reporting Template are designed to be as simple and user-friendly as possible, while still collecting the required information.

- 1) Funding application development
- 2) Submission of the funding application
- 3) Review of applications by DMFS
- 4) Funding approval letter from DMFS to the C/MFRC
- 5) Submission by the C/MFRC of a projected quarterly budget and service delivery agreement, based on approved funding
- 6) Submission of quarterly expenditure reports
- 7) Request for retention of surplus (optional)

Off Broadway

MFSP Implementation Resources Well Received

In line with DMFS' commitment to the successful implementation of *MFSP: Parameters for Practice*, a number of tools and resources were produced for use by C/MFRCs in their strategic planning efforts and by DMFS Field Operations Managers in their site-visits to C/MFRCs. These resources included a multi-part PowerPoint presentation explaining everything from the history of the Program to the accountability framework and background notes and posters to emphasize the new service model. DMFS Field Operations Managers reported that these tools and resources were extremely well received. Undoubtedly though, the Service Model Worksheets and accompanying Facilitator's Guide were the resounding favourites among users.



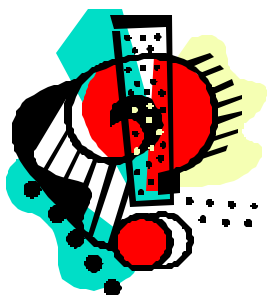
Sue McCormack, DMFS Field Operations Manager, attributes the high-quality, professional result to a “great collaboration by all DMFS staff.” Indeed, it was a mighty effort to return from the MFSP Leadership Forum in April and without pause, gear up to produce all the required elements in a very limited amount of time.

DMFS is thrilled to hear reviews like “we found the visit and facilitator package a worthwhile approach...and recommend it,” from Mike Spooner, Executive Director, Comox MFRC. Other comments heard repeatedly from East to West included “simple and straight forward” and “concise and easy to follow”.

Tools and resources alone do not a successful site-visit make. Field Operations Managers indicate that everyone who has participated in recent visits has arrived prepared, well read and with a positive frame of mind. This has had a huge impact on the success of the orientation session. Of their session, Toronto MFRC Board Chair, Cynthia Plant-Hansen commented that board members were “thrilled to be able to come” and as a result “proud to be [board members]”.

It is comments like this that make the struggle worthwhile. There are many more documents, decisions and templates to come over the next few months as we all strive “to promote and facilitate community-based military family services that strengthen Canadian Forces families and communities.”

Since you asked ...



On the Funding Application what do I include for Employer Costs and for Employee Benefits Insurance?

The personnel cost indicated on the Funding Application should reflect what it costs the organization for a particular position, which in reality is more than just salary and other cash incentives. The amount that the employer contributes to the Canada Pension Plan (CPP), Employment Insurance (EI) and in some provinces a provincial health premium, comprise Employer Costs. These Employer Costs plus Salary and any cash incentives equal the total Personnel Cost for the position and it is this amount, which should be reflected on the Funding Application.

The Employee Benefits Insurance line item on the Funding Application is to include only Long

(Continued on page A6)

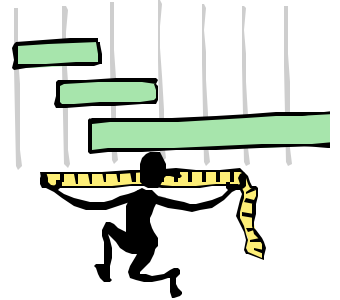
Off Broadway

Update On Priority Indicators

On 16 July 2004 DMFS sent an official communiqué to C/MFRCs announcing the established strategic and service indicators priorities for FY 2005/06. In the same document, DMFS advised centres of the following:

- 1) The tools to gather data and facilitate reporting on the indicators were being developed and that DMFS anticipated these tools to be available in late fall together with a training component.
- 2) By the end of August, DMFS was expecting to add a few new priority indicators focused on values and principles to the current list .

While drafting the indicators for values and principles, and developing the reporting “tool kit” DMFS decided to follow the same process as during the development of the *MFSP: Parameters for Practice* accountability framework. This meant convening a small Reference Committee composed primarily of representatives from C/MFRCs for purposes of reviewing, testing, and soliciting input on drafted materials. In trying to establish possible dates for such a meeting, (which would likely need to be scheduled for the latter part of October to meet the originally established timelines), DMFS realized that the timing for such an event would be problematic in view of the 1 November 2004 deadline for submission of funding applications. Therefore DMFS now anticipates the new timeframe for the finalization of priority indicators focused on values and principles and the “tool kit” to be mid December, with training to occur in the early part of the new calendar year.

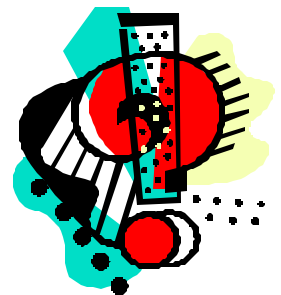


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Term Disability and Group Life benefits. These are the benefits that were recently switched from RBC through Modern Benefit Planning Brokers to Manulife Insurance through the broker Halpenny Insurance Benefit Partners Limited. Currently, MFRCs* are invoiced monthly for this insurance and then submit an invoice to DMFS to be reimbursed for eligible employees only. The Funding Application will get DMFS out of the reimbursement business. The amount to be included on the Funding Application should be this monthly reimbursement (based on historical data) multiplied by twelve months.

DMFS recognizes that there are about as many different human resources and compensation packages as there are MFRCs. Those Centres with additional benefit plans (e.g. dental, health) should include this cost as a separate line item. If it is the intent of the C/MFRC to request funding from DMFS to offset these expenses, or a portion of these expenses, these costs would need to be inserted under ‘DMFS Public.’ Please note that DMFS is not obligated to pay these additional expenses, but has made a commitment to view each Funding Application within the total context of human resources costs. As such, each Funding Application will be assessed on its own merits, within the broader context of all applications received, and also against the reality of the funds available.

* Exceptions are C/MFRCs that may have NPF employees providing MFSP mandated services, or MFRCs in Quebec where special reimbursement arrangements have been made due to their provincial regulations governing employee benefits.



Family Violence in Canada Report

Director Military Family Services

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On July 6, 2004, Statistics Canada released the report Family Violence in Canada: A Statistical Profile 2004. A description of major findings can be found on Statistics Canada's web-site in The Daily at www.statcan.ca.

In addition, a free downloadable version of Family Violence in Canada is

available in English and French on the Internet under products and services, free publications at www.statcan.ca. Free printed copies of the Family Violence in Canada report are available through the National Clearinghouse on Family Violence at 613-957-2938 or toll free at 1-800-267-1291.

Voluntary Sector Forum (VSF) News

Interested in the impact that the regulatory changes announced in the March 2004 Federal Budget will have on charities? Bob Wyatt, former co-chair of the Joint Regulatory table recently gave a presentation on this in Calgary. To access the presentation go to: <http://www.calgarycvo.org/presentations.html>.

launching a new organization in September that will bring together charitable and nonprofit organizations, the private sector and governments to work for social progress and vibrant communities. CCP and NVO are seeking nominations for the new organization's first Board of Directors. Check this link <http://www.ccp.ca/display.asp?id=103#directors> for information about the kind of people they are looking for and how you might suggest potential candidates.

The Canadian Centre for Philanthropy and the Coalition of National Voluntary Organizations will be

The following documents have been distributed electronically to all C/MFRC Board Chairpersons and Executive Directors between 1 June and 31 August 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
Deployment Support Operation Santa Claus Letter	5390-1	1 Jun 04
MFRC Accountability Checklist Letter	5390-35	9 Jun 04
Facilitator's Guide to the MFSP Service Model	5390-35	15 Jun 04
Risk Management Good Practice and Resource Guide Annexes	5390-6	21 Jun 04
DMFS Update June 2004	5390-12	24 Jun 04
Conduct of Community Surveys and Deployment Related Research by C/MFRCs Letter	5390-5	26 Jul 04