MILITARY FAMILY SERVICES PROGRAM

Parameters for Practice
Foreword

The Director Military Family Services (DMFS) is pleased to present *Military Family Services Program: Parameters for Practice*. This document replaces the 1997 Military Family Support Program Operational Plan, and a number of subsequent DMFS policy and guidance documents.

*Military Family Services Program: Parameters for Practice* reflects the evolution of this CF-wide, community-based, family support program. With stakeholder input, we believe we have designed a guidance document that ensures a coordinated and consistent national program, and that provides a framework for families and communities to have real influence on local priorities and local services.

With your ongoing feedback, this manual will continue to evolve, as will the Military Family Services Program.

We look forward to continuing to work with you.

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Overview of the Military Family Services Program (MFSP)

MFSP: A Brief History

As early as 1914, civilian volunteers provided basic services for the families of the Canadian Militia, as the Canadian military was then called. Although little is known about the exact nature of these services, their existence during this period suggests awareness of the special circumstances of Canadian military families. However, it was many years before significant support was available for Canadian Forces (CF) families.

In the 1980s, family support centres (in some cases more limited services) developed at a number of CF locations with active leadership from civilian spouses of CF members. During this period, spouses became increasingly insistent that the Canadian Forces acknowledge the significant contributions and sacrifices made by CF families, along with the CF member, in the name of national service. They fought for recognition of CF families and CF family policy reform, laying the foundation for the present day Military Family Services Program (MFSP). Advocacy by spouses and CF professionals
working with families led to the *Study Report on Family Support* (1989), which resulted in the launch of a CF-wide, structured and financially-supported family support program in 1991.

Concurrently, a Directorate of Military Family Services (DMFS) was created and located at National Defence Headquarters (NDHQ) in Ottawa. DMFS was given authority to set standards for the MFSP as well as to implement and monitor the funding and the Program on behalf of the Department of National Defence (DND). During the 1990s, Military Family Resource Centres (MFRCs) were opened on CF bases, wings and units across Canada, and Canadian Military Family Resource Centres (CMFRCs) were established in the United States and Europe.

Since its inception, the MFSP has been extensively studied and evaluated. The first evaluation in 1995/96 was conducted by Chief of Review Services to determine whether the stated objectives of the MFSP were being achieved and whether DND should continue to fund the Program. The ensuing report recommended that financial support continue and that improvements in the design and management of the MFSP be made. Funding for standardized universal services become centralized within DMFS and a formal Operational Plan was developed in 1997. This included universal service policies, a funding framework based on Regular Force numbers, and a standardized business plan template for use by Canadian/Military Family Resource Centres (C/MFRCs).

From 1997-1998, the Standing Committee on National Defence and Veterans Affairs (SCONDVA) conducted a review of the quality of life of Canadian military families, and indirectly of the MFSP. As a result of SCONDVA recommendations, in 1999 increased funding was made available to C/MFRCs to establish a number of new universal services.

In 2000-01, a follow-up evaluation to the 1996 review again assessed the MFSP and determined the progress made on previous recommendations. This resulted in comprehensive recommendations relating to the MFSP’s governance, management, accountability, program design and funding. Numerous other recommendations addressed MFRC governance and internal management, and CMFRC organizational structure, accountability
and operations. After the recommendations were reviewed by all MFSP stakeholders, an action plan was developed and subsequently approved by the Assistant Deputy Minister Human Resources, Military (ADM(HR-Mil)) in December 2002.

One key recommendation was to change the way the MFSP is funded. An extensive review of possible funding options determined that MFRCs should be funded through a Memorandum of Understanding (MOU) between DND and each MFRC, and that CMFRCs should be funded through a Service Level Agreement (SLA). Recommendations about the philosophy and rationale of the MFSP, the services to be delivered by C/MFRCs and the funding application process for Centres have been addressed in this new document, *Military Family Services Program: Parameters for Practice*.

The next phase of the Military Family Services Program promises to be exciting as the Program grows to maturity with the full interest and cooperation of government, military and civilian partners. All partners are committed to support the MFSP in efficient and accountable ways, with the overriding common goal of providing quality services to CF families.

**References**


*Follow-up Program Evaluation Study on the Military Family Services Program*, CRS, DND, May 2002

**The Family Resource Movement in Canada**

Canadian/Military Family Resource Centres are part of a broader family support movement that began in several Canadian cities in the early 1970s with the development of toy-lending libraries and parent-child resource centres. The number of family resource programs grew rapidly, in part due to the efforts of parent volunteers. The first national family resource conference was held in Ottawa in 1982, and a national association, the Canadian Association of Family Resource Programs (now known as FRP Canada), was formed in 1988. By the early 1990s, programs existed in all parts of Canada.
FRP Canada defines family support programs as “community-based organizations working with children, families and caregivers to enhance strengths, to build capacities and to promote healthy development.” Programs offer a diverse range of activities and services, depending on community needs and available funding. In general, programs focus on primary prevention, and promote health and well-being.

While programs are diverse, they share common values and approaches to supporting families and fostering healthy communities. Programs are guided by the principles of supportive relationship-building, family and community education, respect for diversity and community development.

Family resource programs are characterized by their diversity. Programs are called by various names, reflecting regional differences. Some programs operate as independent organizations while others are part of large multi-service community organizations. Some serve a single neighbourhood while others provide services to many communities, often through mobile programs or satellite locations. While many programs operate out of their own facilities, some are located in community centres, schools, churches, public libraries and other facilities that can be easily accessed (e.g., hours, location, transportation, wheelchair access, etc.).

All levels of government fund family resource programs. User fees, fundraising, and contributions from foundations and corporations are also significant sources of revenue.

Only recently has family support become a recognized “field” in Canada, with a theoretical base, published research, established principles, specialized training, national, provincial and regional associations, a unique approach to working with families and programs across the country.

References
2002 Status Report on Canadian Family Resource Programs, FRP Canada
Case Studies of Canadian Family Resource Programs, FRP Canada, 1998
Purpose and Format of this Resource

Military Family Services Program: Parameters for Practice is designed for and intended to guide Boards of Directors, Advisory Committees, Commanding Officers, Senior Canadian Officers, C/MFRC staff members and other professionals to implement the MFSP within the context of its mission, vision, values, principles and goals.

The process for developing this resource included extensive consultations and interviews with key stakeholders in Canada, Europe and the United States. A summary of findings, drafts of philosophical and service policy frameworks, and issues related to funding and accountability were presented, discussed and debated at a Summit in June 2003. The Summit convened Executive Directors and Directors of C/MFRCs, Chairs of their Boards of Directors and/or Advisory Boards, Commanding Officers and/or their representatives. Their comments and input, as well as the work of a number of sub-committees and working groups post-Summit, were key considerations in the development of the major elements of this document.

This resource presents the philosophical concepts of the Program and a framework for its structure, governance, accountability, service delivery and funding. It is divided into sections, so that it can be easily updated, as well as reproduced for specific purposes and audiences.

Philosophical Framework
This introduces the underlying foundational values for service delivery — the MFSP vision, mission, values, principles, goals and community development.

Structure and Accountability
This offers an overview of the MFSP organization and its structure in the broader context of DND, DMFS and C/MFRCs. It outlines who is responsible and accountable to whom and for what.

Program Standards
Services delivered by C/MFRCs are expected to comply with certain quality assurance standards. The standards presented in this section are a benchmark for practice that is effective, of the highest quality, and has a clear and direct connection to the MFSP mandate and guiding principles.
Overview

Program Model
The elements of the MFSP model and policies are outlined to help C/MFRCs plan, deliver and evaluate MFSP services.

Funding
Describes how to apply for funding, submission requirements, and assessment and approval processes.

Annexes
- Memorandum of Understanding
- Service Level Agreement
- Local Public Support to C/MFRCs
- Relationship Between C/MFRCs and Day Care
- DMFS Second Language Training Administrative Policy
- Emergency Child Care Services Administrative Policy
- Emergency Respite Child Care Services Administrative Policy
- Emergency Child Care or Emergency Respite Care Beyond 72 Hours
- Support to Reserve Force
- Effective Practices
- Financial
SECTION 1

Philosophical Framework

The philosophy of the Military Family Services Program (MFSP) determines the nature of the Program, what it hopes to achieve and how it goes about it. A philosophical framework provides guidance to and context for the work of the Director Military Family Services (DMFS), and for the Canadian/Military Family Resource Centres (C/MFRC). It outlines why we provide services, and the values and principles that should be reflected in the development, delivery and governance of the services.

Vision

The Military Family Services Program vision is:

Confident, capable and resilient families in a supportive Canadian Forces community.
Mission
The mission should be understood, known and accepted by all stakeholders. The Military Family Services Program mission is:

*To promote and facilitate community-based military family services that strengthen Canadian Forces families and communities.*

Values
The Military Family Services Program:
- Acknowledges the unique nature of family and community life within the CF
- Respects the inherent strengths of CF families
- Embraces inclusion, diversity and community participation.

Principles
The Military Family Services Program:
- Supports the achievement of MFSP goals in diverse and flexible ways
- Operates in an accountable and transparent manner
- Promotes an environment of equality and respect
- Works collaboratively with all stakeholders
- Builds mutually-supportive partnerships with the CF and the broader community to enhance individual, family and community development within the CF
- Recognizes the interdependent nature of individual, family and community life
- Recognizes the inherent resources, skills and capacities of CF families
- Encourages and recognizes the importance of life-long learning, mutual assistance and support
- Promotes leadership, volunteerism and participation in all aspects of community development
- Works towards providing safe, secure family and community environments
- Respects the integrity of all those involved in the Program
- Ensures confidentiality of personal information
- Continually seeks to improve practice
- Advocates for policies, services and systems that strengthen CF communities and enhance the well-being of military families.
Goals
Goal statements identify what an individual or organization hopes to achieve. Goals are broad and difficult to measure, but provide guidance and direction for specific objectives. MFSP goals are:
• To help families of CF members manage the stresses associated with the unique characteristics of the military lifestyle.
• To enhance the quality of life in CF communities by supporting personal, family and community development.
• To foster the active and meaningful participation of CF families – and in particular, civilian spouses of CF members – in the development, delivery and evaluation of military family services.
• To contribute to the operational effectiveness of the CF by strengthening CF families and communities.

Community Development
When talking about family resource programs, the term “community development” is often used to highlight practices common to such programs. Community refers to a group of people united through a common cause, usually sharing a specific geographic location. Development has to do with growth and change. Thus, community development is a process of focused growth and change within a group that is bonded through shared interests and values. Key to the success of community development is how and why efforts are made.

Community development as a dedicated activity became popular in the years immediately following the Second World War. These early approaches generally prescribed what were considered to be appropriate interventions. Outside forces, usually governments and aid organizations, identified problems within a community, determined the best way to resolve these problems and, using professional expertise, applied solutions at the community level. While short-term results were evident, long-term successes were less than satisfactory. Little or no sustainable change was noted within the target communities once the interventions were over.

During the 1980s, it became increasingly obvious to community development workers, to communities and to government at all levels that community development works best when community members themselves take primary responsibility for their well-being, and engage government and outside resources as needed. As a result, self-determination, social inclusion and participatory
democracy have emerged as the fundamental approaches in more recent community development initiatives. Long-term successes missing from earlier strategies are becoming more prevalent.

Community engagement and participation in activities and decisions that facilitate the well-being of a community lie at the centre of successful community development efforts. They are also at the heart of the Military Family Services Program. The model chosen for the delivery of military family services was one of family support and community development. In Canada MFRCs are independent, incorporated organizations. Their non-profit status makes them eligible for other sources of funding.

C/MFRCs encourage and facilitate the voluntary participation of CF families, particularly spouses, in all facets of their operations – from program planning and delivery to organization governance and leadership. At least 51% civilian spouses of CF members must sit on each MFRC Board of Directors for in-country operations and on each Advisory Committee for out-of-country CMFRCs. This is a significant, non-negotiable way to fulfil the community development values of the Program.

Community development practices continue to change and evolve. Previously, attention was primarily focused on a community’s problems. Now, attention is equally focused on preventing situations that cause problems, and on identifying, building and sustaining the strengths of both the individuals within a community and the community itself. This prevention- and asset-based approach is now widely practised in personal self-help, community development, community education and family resource programs – all of which contain common elements: self- and community-determination, community education, and self- and community-reliance.

Community development works best when community members themselves take primary responsibility for their well-being.
Section 2

Structure and Accountability

Broad Organizational Context

The Military Family Services Program (MFSP) is a publicly funded, Canadian Forces (CF)-wide initiative established to further the federal mandate to support CF members and their families. The Minister of National Defence delegates accountability for the MFSP to the Assistant Deputy Minister (Human Resources - Military) (ADM(HR-Mil)), who in turn charges the Director Quality of Life (DQOL) with establishing strategic CF family policy, and the Director Military Family Services (DMFS) with the corporate management of the MFSP.
DMFS is part of the Personnel Support Programs (PSP) Division of the Canadian Forces Personnel Support Agency (CFPSA). The PSP Division manages other publicly funded Programs on behalf of DND. For example, these include the Health Promotion Program (on behalf of Director General Health Services), Support to Deployed Operations (on behalf of Deputy Chief Defence Staff), and the CF National Sports Program (on behalf of ADM(HR-Mil)). CFPSA is an agency of DND/CF, whose Non-Public Property (NPP) activity is overseen by the NPP Board of Directors and chaired by the Chief of Defence Staff, and whose public activities are overseen by ADM(HR-Mil) as indicated above.

**MFSP Structure**

The internal structure of the MFSP consists of three components. DMFS is the MFSP’s Office of Primary Interest (OPI), or national-level “focal point”. Military Family Resource Centres (MFRCs) in Canada, and Canadian Military Family Resource Centres (CMFRCs) outside the country, serve as the MFSP “focal points” at locations where CF members and their families are posted in significant numbers. These three components work together and share responsibility for the successful delivery of the Program.

As part of its oversight responsibilities, DMFS is responsible for the ongoing monitoring and evaluation of the national MFSP, for providing professional and technical advice on all aspects of the Program, and for the development of MFSP policies and services. In addition, DMFS provides dedicated resources (funding and expertise) to the C/MFRCs.

C/MFRCs deliver the MFSP with the funds received from ADM(HR-Mil) through DMFS. In addition to being responsible for the delivery of the MFSP, C/MFRCs are also responsive and accountable to the communities they serve.

In Canada, MFRCs are incorporated, not-for-profit organizations. They work in partnership with the local Commanding Officer (CO), but are
third-party corporations that exist and operate independent of the formal DND/CF organizational structure and chain of command. MFRCs are governed by elected volunteer Boards of Directors. The relationship between DND/DMFS and the MFRCs is formalized with a Memorandum of Understanding (MOU) (see Annex A).

In Europe and the United States, CMFRCs cannot be provincially incorporated with a not-for-profit status and therefore are not third-party organizations. As a result, CMFRCs are within the local CF command structure and report to the delegated CF authority for the MFSP in theatre. Appointed volunteer Advisory Committees support the local CMFRC, but members of the Advisory Committee are not responsible or accountable for governing the organization. For the purpose of providing the MFSP outside of country, the relationship between the local command and DND/DMFS is formalized within a Service Level Agreement (SLA) (see Annex B).

**Governance**

*Effective governance ... means ensuring that the appropriate process and structures are in place to direct and manage an organization’s operations and activities, and to ensure that they function well. The ultimate goal of good governance is to ensure the effectiveness, credibility and viability of the organization.*

Building on Strength: Improving Governance and Accountability in Canada’s Voluntary Sector, The Panel on Accountability and Governance in the Voluntary Sector, 1999, p.40.

**MFRCs**

The Board of Directors of any Canadian not-for-profit organization has the obligation to: fulfill the responsibilities with which it has been entrusted; be accountable for its financial management; ensure that the organization’s mandate is fulfilled; protect its image; guard the organization against undue risk; determine priorities; and generally direct organizational activities. Elected, volunteer Boards of Directors govern MFRCs in Canada.

Collectively, through its articles of incorporation, the Board of Directors is the legal entity that is the MFRC. As a result, the Board of Directors assumes
responsibility and liability for the organization. The Board of Directors is the “employer of record” for MFRC staff, and it acts as the steward or trustee of the organization’s human and financial resources. Each MFRC’s Board of Directors is responsible for ensuring the effective planning, delivery and evaluation of MFSP services offered at their Centre (in accordance with national-level policies and standards of practice).

By mandate, MFRC Boards of Directors must be comprised of at least 51% civilian spouses of full-time serving CF members. MFRC board members are nominated and elected by the CF community served. This ensures that the military community is able to hold the MFRC accountable to its constituents, and is one of many ways for communities to have input into the decisions and strategic direction of the organization. The CO’s ex-officio representative on the Board of Directors facilitates the expected local partnership between the MFRC and the CF.

**CMFRCs**

CMFRCs in Europe and the United States are part of the local CF command structure. As such, the responsibility for governance of CMFRCs is not vested with Boards of Directors. In Europe and the United Kingdom, the Canadian National Military Representative (CA NMR) assumes this responsibility. Responsibility for governance of the CMFRCs in the United States is vested in the local CO. Both the CA NMR and the COs in the United States delegate the numerous functions of governance to individuals and allocate available resources within their chain of command, but retain authority for the sound management of the CMFRC and the MFSP outside the country.

Notwithstanding that the Canadian Forces has ultimate responsibility for governance of CMFRCs outside the country, the mandated CMFRC Advisory Committees play a critical role in the operation of these organizations. Advisory Committees are comprised of at least 51% civilian spouses of full-time serving CF members, are supported by a CO’s representative, and are nominated and appointed by the
CF community served by the CMFRC. Advisory Committees ensure that the community’s needs and wishes are adequately represented when decisions are made. Further, CMFRC Advisory Committees play a role in the effective planning, delivery and evaluation of MFSP services offered at their centres (in accordance with national-level policies and standards of practice).

**Accountability**

As outlined in the MOU and SLA, accountability refers to 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. Accountability 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 the 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 services provided 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
- DMFS site visits
- DMFS commissioned program audit reviews
Effectiveness of services is measured by:
• the service policy accountability framework
• quarterly service performance reports
• C/MFRC conducted evaluations and community needs assessments
• DMFS site visits
• DMFS commissioned program audit reviews

Performance according to MFSP standards is measured through:
• DMFS site visits
• DMFS commissioned Program audit reviews
• quarterly reports
• adherence to MOU/SLA requirements
A standard is a measure of quality that services are expected to meet or exceed. Canadian/Military Family Resource Centres (C/MFRCs) are expected to comply with the following quality assurance standards when providing the Military Family Services Program (MFSP).

Compliance with MFSP standards is monitored through C/MFRC site visits conducted by Director Military Family Services (DMFS), audits conducted on behalf of DMFS by Director Internal Audit and Review Division (IA&R) and the C/MFRC quarterly reports.

The MFSP is provided in accordance with:
- Memorandum of Understanding (MOU) / Service Level Agreement (SLA)
- MFSP Privacy Code (for MFRC services)
- The federal *Privacy Act* (for CMFRC services)
- The Canadian Code for Volunteer Involvement
- The Official Languages Act; i.e., bilingual to the level required by the local Canadian Forces (CF) community as determined by the Board of Directors in Canada and recommended by the Advisory Committee in Europe.
Program Standards

- Applicable federal, provincial and municipal legislation
- Applicable base/wing regulations and standards
- A defined funding application developed by the C/MFRC
- MFSP service policies
- C/MFRC organizational policies.

Characteristics of the MFSP

- Flexible and responds to the documented needs of the local community
- Designed with an awareness of the unique nature of the military lifestyle
- Reflects the characteristics, backgrounds, needs and circumstances of participants
- Offered in collaboration with other agencies and organizations when feasible
- Publicized regularly through a variety of means
- Delivered by staff and volunteers who are appropriately trained and supervised
- Incorporates the involvement of adult and youth volunteers as much as possible
- Delivered in a professional, ethical manner
- Timely and accessible to CF families, on and off base
- Provided in a confidential environment
- Evaluated periodically by the C/MFRC to assess quality, efficiency and effectiveness
- Involves participants in planning, designing and evaluating services
- Does not duplicate services available through other agencies and organizations
- Ensures seamless, integrated service delivery.

Privacy Code

The Privacy Code for Military Family Services Program (the Code) helps MFRCs protect personal information of CF members and their families that is provided to or collected by MFRCs.

The Code along with any applicable provincial, territorial or federal Privacy Legislation, establishes the standard under which MFRCs within Canada collect and use personal information about CF members and their families. Use of personal information, including nominal roll information provided directly by the CF when a member is posted or deployed, is necessary in order to provide mandated services to members and their families. The Code protects this personal information as well as other information collected by MFRCs.
Privacy Code Principles
The principles reflect universal, fair information practices, which combine individual privacy rights with strong obligations to protect personal information collected and used by organizations.

Principle 1 – Accountability
MFRCs are responsible for personal information under their control. The Board of Directors of an MFRC is accountable for the MFRC’s compliance with the Privacy Code.

Principle 2 – Identifying Purposes
The MFRC identifies the purposes for which personal information is collected at or before the time the information is collected.

Principle 3 – Consent
The knowledge and consent of the individual are required for the collection, use or disclosure of personal information (Refer to MFSP Privacy Code for exceptions).

Principle 4 – Limiting Collection
The collection of personal information is limited to what is necessary for the purposes identified by the MFRC. Information collection is by fair and lawful means.

Principle 5 – Limiting Use, Disclosure and Retention
Personal information is not to be used or disclosed for purposes other than those for which it was collected, except with the consent of the individual or as required by law. Personal information is kept only as long as necessary to fulfil those purposes.

Principle 6 – Accuracy
Personal information is as accurate, complete and up-to-date as necessary for the purposes for which it is intended.

Principle 7 – Safeguards
Personal information is protected by security safeguards appropriate to the sensitivity of the information.

Principle 8 – Openness
MFRCs make specific information readily available to individuals about policies and procedures that relate to the management of personal information.
Principle 9 – Individual Access

Upon request, a member/family, MFRC staff or third party is informed of the existence, use and disclosure of his/her personal information, and can have access to that information. An individual can challenge the accuracy and completeness of the information and have it amended as appropriate.

Principle 10 – Challenging Compliance

A member/family, MFRC staff or third party can address a challenge about compliance with the above principles to the Director of an MFRC that is accountable for the MFRC’s compliance.

CMFRCs must comply with the requirements of the federal Privacy Act that also deals with the collection, retention, use, storage and disclosure of personal information. This Privacy Act may be found on the Justice Canada website at http://laws.justice.gc.ca/en/index.html. More information, such as guides, may also be found on the Privacy Commissioner of Canada’s website at http://www.privcom.gc.ca/index_e.asp.

Volunteers

_Volunteering is the most fundamental act of citizenship and philanthropy in our society. It is offering time, energy and skills of one’s own free will._

(Volunteer Ontario, 1996)

The size and scope of the voluntary sector in Canada is extensive. The sector’s success depends upon staff and volunteers working in partnership to develop and deliver services that improve and enhance the quality of life in their communities.

Consistent with the principle of community development, the MFSP is designed to incorporate volunteer involvement into all aspects of the Program, from a governance/advisory capacity at the Board of Directors/Advisory Committee level, to the planning, design, delivery and evaluation of services at C/MFRCs.

The Canadian Code for Volunteer Involvement, developed by Volunteer Canada in 2001, clearly states the important values and benefits received from volunteer involvement, and provides a framework for organizations to work with volunteers. The Code provides values, guiding principles and organizational standards for volunteer involvement. The MFSP has adopted this Code’s guidelines and standards with respect to the involvement of volunteers at C/MFRCs.
Standards for Volunteer Involvement

1. The Board of Directors/Advisory Committee and senior management acknowledge and support the vital role volunteers play toward achieving the organization’s mission.
2. The organization adopts policies and procedures to provide a framework that defines and supports the involvement of volunteers.
3. A qualified person is designated to be responsible for the volunteer program.
4. A screening process is in place that is clearly communicated and consistently applied.
5. Volunteer assignments fulfill the organization’s purposes and involve volunteers in meaningful ways, reflecting their various abilities, needs and backgrounds.
6. Volunteer recruitment and selection reaches out to diverse sources.
7. Volunteers are oriented to the organization, and to its policies and procedures. They receive training for their volunteer assignments.
8. Volunteers receive appropriate levels of supervision according to their task, and are given regular opportunities to receive and give feedback.
9. Volunteers are welcomed, and treated as valued and integral members of the organization’s human resources.
10. The contributions of volunteers are regularly acknowledged, both formally and informally.


Official Languages Act (OLA) Guidelines

1. C/MFRCs provide services in both official languages in accordance with the needs of the local CF community.
2. The Board of Directors/Advisory Committee and staff of each C/MFRC are aware of the parameters of the OLA as it applies to their area of responsibility and recognize the language requirements of their community. Notwithstanding community language profiles, each C/MFRC has some ability to function in both official languages.

Community Needs Assessment

Community needs assessments (CNAs), along with service evaluations, are essential community activities in family resource programs that operate from a community development perspective. A CNA involves deliberate community involvement to identify and understand what that community needs.

A variety of methods can be used to assess community needs. These include community surveys, focus groups, key informant interviews, community forums, surveys of specific target groups, reviews of demographic and socioeconomic data, and reviews of service evaluation data.
Evaluation is viewed as an essential activity leading to improved programming, more efficient use of resources and greater accountability – these are foundational to more effectively helping and supporting children and families.

(Dr. Peter Gabor, The Evaluation of Family Resource Programs, FRP Canada, 2003)

There are many ways to evaluate services. These include community surveys, focus groups, surveys of participants, interviews, participant feedback forms, and a review of the data a service uses, financial statements and other service documentation.

C/MFRCs will establish an annual plan in consultation with staff, Boards of Directors/Advisory Committees that:
• Identifies services to be evaluated
• Identifies the evaluation methods to be used
• Establishes the anticipated number of respondents and the timing of the evaluations

The evaluation process allows C/MFRCs to:
• Assess community awareness and usage of C/MFRC services
• Determine whether the service is responding to community needs and expectations
• Assess cost-effectiveness
• Identify any required adjustments to services
Program Model

Service Model

The MFSP model visually depicted on the next page shows the integration of various parts of the program. The inner circle represents Family Health and Well-Being, which is the central purpose of the MFSP. The placement of the concentric circles highlights the priority relationship of mandated and site-specific services to the central purpose of the MFSP. The outer circle represents the essential contributions of community volunteers who support and maintain the entire model. The four quadrants represent the four service categories within the MFSP.
Volunteer Leadership

Volunteering leads to personal growth and development, and to community engagement, both of which are key MFSP goals. Opportunities exist throughout the MFSP for meaningful volunteer involvement – on Boards of Directors and Advisory Committees of Canadian/Military Family Resource Centres (C/MFRCs), at the service delivery level, and in service design and evaluation. C/MFRCs support this volunteer leadership involvement through sound volunteer principles and practices incorporated into their services, including recruitment, screening, training, orientation, evaluation and recognition. Where no suitable volunteer opportunities exist within a C/MFRC, volunteers can be referred to volunteer opportunities elsewhere in the community.

Community Involvement

When members of a community are actively engaged in the life of their community, the community as a whole benefits. Since members of a community are often in the best position to know their own needs, true
community involvement engages family members in planning, designing, delivering and evaluating services. The MFSP supports communities to meet their changing needs and encourages community members to take advantage of opportunities for personal growth and development.

**Mandated Services**

These are services approved by DND/CF to respond to essential needs of CF families that arise from their unique lifestyle and/or support personal, family and community development. These services will be offered by C/MFRCs where demonstrated need exists, and in accordance with the policies published by Director Military Family Services (DMFS). Mandated services are publicly funded by Assistant Deputy Minister Human Resources, Military (ADM (HR-Mil)) through DMFS.

**Site-Specific Services**

These are locally-funded family services, consistent with the goals and objectives of the MFSP, offered at individual C/MFRCs. Site-specific services are offered in response to identified and documented community needs, if acceptable to the Commanding Officer (CO), and in Canada, to the MFRC Board of Directors. Site-specific services offered by C/MFRCs may be supported through public and non-public funds provided by DND, through the CO to the MFRC, or through fundraising, donations, grants, fees for services or other revenue-generating avenues available to not-for-profit organizations.

**Mandated Service Categories**

Mandated services are grouped into four categories.

1. **Personal Development and Community Integration:** Since mobility is an inherent part of the military lifestyle, the MFSP helps families integrate into their new communities, enhances quality of life, and promotes and supports personal, family and community development.

   Mandated service components in this category:
   - Welcome and Community Orientation
   - Information and Referral
   - Employment and Education Assistance
   - Personal Growth and Development
   - Second Language Services

When members of a community are actively engaged in the life of their community, the community as a whole benefits.
2. Child/Youth Development and Parenting Support: Positive parenting and support for the care and development of children and youth contribute to the health and well-being of families and communities. The MFSP supports parents in their caregiving role, and provides opportunities for the healthy development of children and youth.

Mandated service components in this category:
- Activities and Initiatives for Children and Youth
- Parent/Caregiver Education and Support
- Emergency Child Care
- Emergency Respite Child Care
- Casual Child Care

3. Family Separation and Reunion: The operational and training requirements of the Canadian Forces (CF) often result in the absence of the CF member from his/her family. Associated increased risk factors for CF members may heighten family concerns and anxieties. The MFSP provides information, outreach and support to these families.

Mandated service component in this category:
- Outreach, Information, Support and Assistance to CF Family Members

4. Prevention, Support and Intervention: Individual and family well-being has a significant impact on military readiness. The emphasis of the MFSP is to strengthen the existing capacity of individuals and families through primary preventative services.

Mandated service components in this category:
- Education and Prevention
- Self-Help Groups
- Assessment and Referral
- Short-Term Intervention and Crisis Support

**Populations Served**

Funding for the MFSP supports the delivery of services to:
- Married or common-law, full-time serving CF members and their spouses. The term “spouse” should be broadly interpreted; CF policy recognizes both common-law and same-sex partners.
- Children and youth (up to the age of 18) of full-time serving CF members.
- Full-time serving CF members who are single parents with children (up to the age of 18).
- Class A Reservist families, before, during and after deployment.
Restrictions, limitations and exceptions to specific services of the MFSP, where they exist, are detailed in the relevant administrative policy.

Funding from DMFS is specific to the populations served, as noted above, and to the mandated services identified in these service policies. However, with the concurrence of the CO, individual C/MFRCs can respond to unique local community needs by expanding the range of services and/or the populations served.

Introduction to Service Policies

The four service areas described above are guided by policies that help C/MFRCs plan, deliver and evaluate MFSP services. They were developed following extensive consultation with all key stakeholders, and respect the diverse nature of CF families and communities. Further, these service policies recognize the distinct and separate roles and responsibilities of Director Military Family Services (DMFS) and the C/MFRCs.

DMFS is overall program manager and funder of the MFSP. As such, it is responsible for ensuring a coordinated and effective approach to delivering MFSP services by providing:
• Central funding for services
• Goals and objectives for each service component
• An accountability framework for measuring the outcomes of these services
• Standards and best practices for the Program as a whole
• Reporting requirements for C/MFRCs

C/MFRCs, which deliver the MFSP, determine:
• What services are required in their community
• How best to deliver these services
• The cost of delivering services
• How to measure the effectiveness of services

The following service policies form an overarching framework for the MFSP. They are designed to give guidance and direction to C/MFRCs, while remaining flexible enough to be implemented and integrated in ways that best meet the unique needs and circumstances of each community.
Frequent relocations are a reality of military life and may contribute to a sense of isolation and lack of connection with a community. This policy guides the design and delivery of services and activities that support the integration and interaction of individuals and families when they relocate from one community to another. To enhance CF quality of life, this service area promotes and facilitates personal, family and community development.

Mandated service components included in this category —
- Welcome and Community Orientation
- Information and Referral
• Employment and Education Assistance
• Personal Development
• Second Language Services
— are designed to ease the transition from one community to another, and to provide supports that enhance social interaction, employment and education opportunities, and individual and family growth.

Welcome and Community Orientation

Service Goal
• Welcome and orient families to their new community.

Service Objectives
• Family members receive relevant information about their new community.
• Opportunities are available for newcomers to connect with members of the community.
• Ongoing opportunities exist for social and personal interactions.
• Family members feel welcomed into their new communities.
• Family members transition smoothly from one community to another.

Sample Activities
• Offer welcome services such as welcome packages, home visits and phone calls.
• Develop community orientation sessions and tours.
• Schedule briefings and information sessions.
• Plan social and special events such as Family Fun Days, picnics and barbecues.

Information and Referral

Service Goal
• Inform and connect family members to community services and programs.

Service Objectives
• Current, relevant information about community services is available in a variety of media.
• Family members are referred, as appropriate, to community services.
• Family members are aware of relevant community services.
• CF families and Reserve Forces are aware of the MFSP and the services of their local C/MFRC.
Program Model

Sample Activities
• Prepare and deliver information packages.
• Create and maintain a website.
• Provide and display written materials.
• Conduct promotional activities and events.
• Create and distribute a newsletter.
• Develop a database of community resources.
• Provide referrals to community resources, programs and agencies.
• Give briefings to Reserve Force.
• Maintain ongoing communication with Reserve Force.

Employment and Education Assistance

Service Goal
• Assist civilian spouses and youth in meeting their educational and employment goals.

Service Objectives
• Civilian spouses and youth have access to information about options for training and education.
• Civilian spouses and youth have access to information about employment resources available in the community.
• Civilian spouses and youth have access to job search and career development assistance.
• Families with children have access to information about local schools when posted to a new community.
• Civilian spouses and youth make successful career/educational transitions.
• Local employers are aware of the benefits of employing civilian spouses.

Sample Activities
• Facilitate job-finding clubs.
• Offer sessions on career exploration, self-assessment, job search techniques, résumé development and interview preparation.
• Maintain an employment- and education-related resource library and database.
• Organize employment/education fairs.
• Liaise with local employers and service providers.
Personal Development

Service Goal
• Promote personal growth, skills development, and social and community engagement.

Service Objectives
• Family members have opportunities to share common experiences and to develop informal, supportive relationships with peers.
• Family members have access to programs, services and resources that support skill development and personal growth.
• Family members meet the goals they have established for their personal development.

Sample Activities
• Schedule guest speakers to present topics of relevance to the community.
• Coordinate classes, workshops and training sessions to develop new skills and knowledge.
• Offer peer support groups.
• Organize special events and social gatherings such as coffee mornings, family days, barbecues and picnics.

Second Language Services

Service Goal
• Support language needs and choices of individuals.

Service Objectives
• Civilian spouses and youth have opportunities to learn either of Canada’s official languages.
• CF families have opportunities to learn the predominant official language of their community for day-to-day living.
• CF families have opportunities to interact with members of their own first language community.
• Resources and information are available in the official language(s) required by the local CF community.

Sample Activities
• Offer class-led second language training according to DMFS Policy (see Annex C).
• Maintain a language resource library.
• Organize a mentoring program or peer support.
• Host informal language development activities such as coffee mornings, pot lucks and special events.

**Sample Ways to Involve Volunteers**
• Establish and maintain contact with family members, particularly recently relocated families.
• Provide peer support for new CF families.
• Contribute to the development of newsletters.
• Facilitate groups.
• Be a guest speaker.
• Organize social activities and events.

**Related Policies/Resources**
• CANFORGEN 098/00 ADM (HR-MIL) 060 111430Z AUG 00, Provision of Nominal Rolls to Military Family Resource Centres
• MFSP SLT administration policy, 2004

**Employment Assistance:**
• *Quality of Life Report*, October 1998, House of Commons Standing Committee on National Defence and Veterans Affairs, Chapter V, Recommendation #69
## ACCOUNTABILITY FRAMEWORK

### Personal Development and Community Integration

#### Welcome and Community Orientation

**Service Goal:** Welcome and orient families to their new community

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>INDICATORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Family members receive relevant information about their new community.</td>
<td>a) number and percent of eligible families receiving information</td>
</tr>
<tr>
<td></td>
<td>b) family members report that information was useful and relevant</td>
</tr>
<tr>
<td>2) Opportunities are available for newcomers to connect with members of the community.</td>
<td>a) number and percent of eligible families participating in welcome events</td>
</tr>
<tr>
<td></td>
<td>b) family members report that welcome events were helpful in connecting them with members of the community</td>
</tr>
<tr>
<td>3) Ongoing opportunities exist for social and personal interactions.</td>
<td>a) family members report that they were provided ongoing opportunities for social connections</td>
</tr>
<tr>
<td>4) Family members feel welcomed into their new communities.</td>
<td>a) family members report feeling welcomed into their new community</td>
</tr>
<tr>
<td>5) Family members transition smoothly from one community to another.</td>
<td>a) family members report that welcoming and orientation services helped make their transition smooth</td>
</tr>
</tbody>
</table>

#### Information and Referral

**Service Goal:** Inform and connect family members to community services and programs

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>INDICATORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Current, relevant information about community services is available in a variety of media.</td>
<td>a) number and percent of eligible families receiving information</td>
</tr>
<tr>
<td></td>
<td>b) family members report that information about relevant community services was available to them</td>
</tr>
<tr>
<td></td>
<td>c) document listing information available, by medium</td>
</tr>
<tr>
<td>2) Family members are referred, as appropriate, to community services.</td>
<td>a) number of referrals made</td>
</tr>
<tr>
<td></td>
<td>b) list of services to which referrals were made</td>
</tr>
<tr>
<td>3) Family members are aware of relevant community services.</td>
<td>a) family members report knowledge of relevant community services</td>
</tr>
<tr>
<td>4) CF families and reservists are aware of the MFSP and the services of their local C/MFRC.</td>
<td>a) CF families and reservists report knowledge of the MFSP and the services of their local C/MFRC</td>
</tr>
</tbody>
</table>
Employment and Education Assistance

**Service Goal:** Assist civilian spouses and youth in meeting their educational and employment goals

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>INDICATORS</th>
</tr>
</thead>
</table>
| 1) Civilian spouses and youth have access to information regarding options for training and education. | a) civilian spouses and youth report that they had access to information about training and education options  
   b) number and percent of eligible families receiving information         |
| 2) Civilian spouses and youth have access to information on employment resources available in the community. | a) spouses and youth report that they had access to information about employment resources  
   b) number and percent of eligible families receiving information         |
| 3) Civilian spouses and youth have access to job search and career development assistance. | a) civilian spouses and youth report that they were assisted in job search and career development |
| 4) Families with children have access to information about local schools when posted to a new community. | a) family members report that they had access to education information for their children  
   b) number and percent of eligible families receiving information         |
| 5) Civilian spouses and youth make successful career/educational transitions. | a) civilian spouses and youth report that they made a successful career/educational transition |
| 6) Local employers are made aware of the benefits of employing civilian spouses. | a) listing of local employers contacted                                      |

Personal Development

**Service Goal:** Promote personal growth, skills development, and social and community engagement

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>INDICATORS</th>
</tr>
</thead>
</table>
| 1) Family members have opportunities to share common experiences and to develop informal, supportive relationships with peers. | a) family members report that they had opportunities to share common experiences  
   b) family members report that they had opportunities to develop informal, supportive relationships with peers |
2) Family members have access to programs, services and resources that support skill development and personal growth.

- a) family members report that they had access to programs, services and resources that supported their skill development
- b) family members report that they had access to programs, services and resources that supported their personal growth
- c) listing of services available

3) Family members meet the goals they have established for their personal development.

- a) family members report that they have met their own personal development goals

Second Language Services

**Service Goal:** Support language needs and choices of individuals

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>INDICATORS</th>
</tr>
</thead>
</table>
| 1) Civilian spouses and youth have opportunity to learn either of Canada’s official languages. | a) civilian spouses and youth report that they had access to second language training  
  b) number of eligible family members receiving second language training |
| 2) CF families have opportunities to learn the predominant official language of their community for day-to-day living. | a) family members report that they had opportunities to learn the basics of the predominant official language of their community |
| 3) CF families have opportunities to interact with members of their own first language community. | a) family members report that they had opportunities to interact with members of their own first language community |
| 4) Resources and information are available in the official language(s) required by the local CF community. | a) family members report that resources and information were available in the official language of their choice |
Some aspects of military life require CF families to address the challenges of child development and parenting in a unique context.

This policy guides the design and delivery of services that enhance family well-being by fostering positive parenting, and providing support for the optimal care and development of children and youth up to age 18.

Some aspects of military life require CF families to address the challenges of child development and parenting in a unique context, and many of the services and activities outlined in this policy can be integrated into other components of the MFSP.

Mandated service components in this category —
• Activities and Initiatives for Children and Youth
• Parent/Caregiver Education and Support
• Emergency Child Care
• Emergency Respite Child Care
• Casual Child Care
— are designed to promote healthy child development, support positive child/adult interactions, enhance parenting and caregiving skills, and foster youth engagement in their communities. Emergency and respite child care respond to the needs of families in times of emergency or crisis, and casual child care allows parents to participate in C/MFRC activities.

Activities and Initiatives for Children and Youth

Service Goal
• Promote optimal development of children and youth.

Service Objectives
• Children have opportunities for social interaction and learning.
• Children and youth, to the extent they are able, participate in planning, evaluating and monitoring services and activities.
• Youth are engaged in community activities.

Sample Activities
• Offer parent-child interactive activities such as drop-ins and parent-tot sessions.
• Organize parent-child playgroups.
• Coordinate special events, such as field trips, dances and theme days.
• Offer life-skills training, such as self-esteem, babysitting and healthy choices.
• Establish a youth council.
• Make available computer-based learning and activities.

Parent/Caregiver Education and Support Services

Service Goal
• Promote positive parenting and healthy child and youth development to support family cohesion.

Service Objectives
• Parents and caregivers are actively involved in planning, evaluating and monitoring key services and activities.
• Parents and caregivers have access to child- and youth-related information and resources.
• Parents have access to information about their child care options.
• Parents and caregivers have opportunities to develop their parenting and caregiving skills.
• Parents and caregivers have access to resources to help them identify and find high quality child care.
• Parents and caregivers have access to current, appropriate information and referrals for children with special needs.

Sample Activities
• Make available print, web-based and audio resources on effective parenting.
• Organize parenting education and information sessions.
• Offer caregiver training.
• Coordinate parent-child interactive activities such as playgroups.
• Provide life skills training such as first aid, stress management and coping skills related to parenting.

Emergency Child Care
Service Goals
• Families have a child care plan in place to address their child care needs.
• Support the ability of CF members to be available for duty if their child care plan fails.

Service Objectives
• Families understand the importance of a child care plan.
• Families are assisted with the development of a child care plan.
• C/MFRCs respect the emergency child care choices of parents.
• Families have access to emergency child care services that respond to sudden and unforeseen needs.
• Families are aware of their eligibility for emergency child care.
• Families are prepared for emergency situations requiring child care.

Sample Activities
• Organize briefings and information sessions.
• Recruit, screen and train child care providers.
• Offer education and resources about making quality child care choices.
Please refer to Annex E for more detailed information on the administrative and technical details of this service policy.

Emergency Respite Child Care

Service Goal
• Support family well-being of deployed CF members and relieve some of the stressors related to child care.

Service Objectives
• Families of deployed CF members have access to emergency respite child care services.
• Families are aware of their eligibility for emergency respite child care.

Sample Activities
• Provide emergency respite care.
• Recruit, screen and train child care providers.
• Help to develop the family’s child care plan.

Casual Child Care

Service Goal
• Facilitate access to casual child care.

Service Objectives
• Casual child care is available so that members can participate in C/MFRC services.
• Casual child care services are readily available to meet parents’ needs.

Sample Activities
• Recruit, screen and train volunteers and staff.
• Provide casual child care.
• Coordinate child care cooperatives.

Ways to Involve Volunteers
• Organize activities for preschool and school-age children and youth.
• Provide casual/respite care.
• Plan and organize recreational and social activities for children and youth.
Related Policies/Resources

Emergency Child Care Services:
- *Quality of Life Report*, October 1998, House of Commons Standing Committee on National Defence and Veterans Affairs, Chapter V, Recommendation # 65

Children and Youth:
- *National Youth Model* (information kit and poster), March 2003, Director Military Family Services, Canadian Forces Personnel Support Agency
- *MFSP Policy #14*, Relationship between C/MFRCs and Day Care Centres, January 2000, Director Military Family Services, Canadian Forces Personnel Support Agency
- *Quality of Life Report*, October 1998, House of Commons Standing Committee on National Defence and Veterans Affairs, Chapter V, Recommendation # 66
ACCOUNTABILITY FRAMEWORK
Child and Youth Development and Parenting Support

Activities and Initiatives for Children and Youth

**Service Goal:** Promote optimal development of children and youth

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>INDICATORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Children have opportunities for social interaction and learning.</td>
<td>a) parents and caregivers report that their children have opportunities for social interaction and learning</td>
</tr>
<tr>
<td>2) Children and youth, to the extent to which they are able, participate in the planning, evaluation and monitoring of services and activities.</td>
<td>a) record of youth involvement in planning, evaluation and monitoring activities</td>
</tr>
<tr>
<td>3) Youth are engaged in community activities.</td>
<td>a) youth report they are engaged in the community activities</td>
</tr>
</tbody>
</table>

Parent/Caregiver Education and Support Services

**Service Goal:** Promote positive parenting and healthy child and youth development to support family cohesion

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>INDICATORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Parents and caregivers are actively involved in planning, evaluation and monitoring key services and activities.</td>
<td>a) record of parent and caregiver involvement in the planning, evaluation and monitoring of services and activities</td>
</tr>
<tr>
<td>2) Parents and caregivers have access to child and youth related information and resources.</td>
<td>a) parents and caregivers report that they have access to child and youth related information and resources</td>
</tr>
<tr>
<td>3) Parents have access to information about their child care options.</td>
<td>a) parents report that they had access to information regarding their child care options</td>
</tr>
<tr>
<td>4) Parents and caregivers have opportunities to develop their parenting and caregiving skills.</td>
<td>a) parents report that they increased their parenting knowledge and caregiving skills.</td>
</tr>
<tr>
<td>5) Parents and caregivers have access to resources to help them identify and find high quality child care.</td>
<td>a) parents and caregivers report that they had access to resources that helped them find high quality child care</td>
</tr>
<tr>
<td>6) Parents and caregivers have access to current and appropriate information and referrals for children with special needs.</td>
<td>a) parents and caregivers who have children with special needs report that information applicable to the child was available to them</td>
</tr>
</tbody>
</table>
Emergency Child Care

**Service Goals:** Families have a family care plan in place to address their child care needs; Support the ability of CF members to be available for duty if their child care plan fails

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>INDICATORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Families understand the importance of a child care plan.</td>
<td>a) family members rate highly the importance of having a child care plan</td>
</tr>
<tr>
<td>2) Families are assisted with the development of the child care plan.</td>
<td>a) family members report that they received assistance to develop their child care plan</td>
</tr>
<tr>
<td>3) C/MFRCs respect the emergency child care choices of parents.</td>
<td>a) parents report that C/MFRCs respect parents’ choices for emergency child care</td>
</tr>
<tr>
<td>4) Families have access to emergency child care services that respond to sudden and unforeseen needs.</td>
<td>a) parents report that they received emergency child care when they needed it; b) number of families receiving this service; c) number of hours of service provided</td>
</tr>
<tr>
<td>5) Families are aware of their eligibility for emergency child care.</td>
<td>a) parents can describe the circumstances under which they are eligible for emergency child care</td>
</tr>
<tr>
<td>6) Families are prepared for emergency situations requiring child care.</td>
<td>a) parents report that they have plans for child care arrangements in event of an emergency</td>
</tr>
</tbody>
</table>

Emergency Respite Child Care

**Service Goals:** Support family well-being of deployed CF members and relieve some of the stressors related to child care

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
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</tr>
</thead>
<tbody>
<tr>
<td>1) Families of deployed CF members have access to emergency respite child care services.</td>
<td>a) family members report that they received high quality emergency respite child care when they needed it; b) number of families receiving this service; c) number of hours of service provided</td>
</tr>
<tr>
<td>2) Families are aware of their eligibility for emergency respite child care.</td>
<td>a) parents can describe the circumstances under which they are eligible for emergency respite child care</td>
</tr>
</tbody>
</table>
Casual Child Care Services

**Service Goal:** Facilitate access to casual child care

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>INDICATORS</th>
</tr>
</thead>
</table>
| 1) Casual child care is available so that members can participate in C/MFRC services. | a) family members report that casual child care is available to enable them to participate in C/MFRC services  
    b) number of families receiving this service  
    c) description of arrangements to ensure availability of casual child care |
| 2) Casual child care services are ready available to meet parents’ needs.   | a) parents report that casual child care services are readily available to meet their needs            |
Family separation and reunion occur at most military sites, whether through deployment, training or other tasks. This policy details a framework to provide outreach, information, support and assistance to CF families in response to needs arising from the extended absence of the military member.

The mandated service component in this category —
• Outreach, Information, Support and Assistance to CF Family Members — enhances the ability of CF members to be ready for duty and supports the well-being of family members before, during and after periods of separation 30 days or longer.
Outreach, Information, Support and Assistance to CF Family Members

Service Goals
- Provide resources and support that meet families’ needs as a result of separation, including prior to, during and after separation.
- Enhance the ability of CF members to be ready for duty.

Service Objectives
- Families are aware of and have access to relevant programs and services designed to help them manage CF-related separation and reunion.
- Families are aware of and prepared for the challenges they may encounter before, during and after separation.
- Families have opportunities to connect with and support each other during periods of separation.
- Families are supported during periods of separation.
- Families have help to deal with crises before, during and after periods of separation.
- Families manage the challenges and circumstances associated with separation and reunion.
- Services are developed in coordination and partnership with all stakeholders; e.g., MFRC, rear parties, COs, etc.

Sample Activities
- Develop information packages related to deployment and separation.
- Host briefings and information sessions related to deployment and separation.
- Coordinate peer support groups.
- Organize warm lines.
- Offer workshops on coping strategies related to deployment and separation.
- Plan social events.
- Maintain a resource library.
- Liaise with other stakeholders, such as MFRCs, rear party, COs and families.

Warm lines are informal telephone support networks.
Program Model

Sample Ways to Involve Volunteers

- Operate a warm line.
- Organize briefings and workshops.
- Facilitate a workshop.
- Provide respite care.
- Offer peer support.
- Mentor.
- Plan and organize recreational and social activities.

Related Policies

- DAOD 5044-1: Families
- DAOD 5044-2: Notification of Family Death, Illness or Injury
- DAOD 5043-3: Deployment Support Groups
- DAOD 5018-0: Injured Members and Military Casualties
- DAOD 2008-3: Issue and Crisis Management
- DDIO Chapter 12 Sections 5 and 6
- CFAO 34-35: Management of Critical Incident Stress in the CF
- CANFORGEN 098/00 ADM (HR-MIL) 060 111430Z AUG 00, Provision of Nominal Rolls to Military Family Resource Centres
ACCOUNTABILITY FRAMEWORK
Family Separation and Reunion

Outreach, Information, Support and Assistance to CF Family Members

**Service Goals:** Provide resources and support that meet families’ needs as a result of separation, including prior to, during and after separation; Enhance the ability of CF members to be ready for duty

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<tr>
<th>OBJECTIVES</th>
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</thead>
</table>
| 1) Families are aware of and have access to relevant programs and services designed to help them manage CF-related separation and reunion. | a) families report knowledge of services available to help them manage separation and reunion 
                                                                                      b) family members report they had access to such programs and services |
| 2) Families are aware of and are prepared for the challenges they may encounter before, during and after separation. | a) families know of challenges that may be encountered before, during and after separation 
                                                                                      b) family members report that they felt prepared for challenges related to separation |
| 3) Families have opportunities to connect with and support each other during periods of separation. | a) family members report that they were provided opportunities to connect with each other during periods of separation 
                                                                                      b) number of families using this service |
| 4) Families are supported during periods of separation. | a) families report they felt supported during period of separation |
| 5) Families have help to deal with crises before, during and after periods of separation. | a) number of families receiving this service |
| 6) Families manage the challenges and circumstances associated with separation and reunion. | a) family members report that they have managed separation effectively 
                                                                                      b) number of repatriations for family reasons |
| 7) Services are developed in coordination and partnership with all stakeholders; e.g., MFRC, rear parties, COs, etc. | a) description of how this issue is addressed within the service |
Military life presents unique challenges to families, including frequent relocation and extended family separation. These challenges may require special attention to protect individuals and families who may be particularly vulnerable. Education and a supportive community environment help to minimize the impact of these stressors.

Mandated service components in this category —
- Education and Prevention
- Self-Help Groups
- Assessment and Referral
- Short-Term Intervention and Crisis Support
— are designed to be preventive in nature, as well as to enable individuals and families to manage crises and periods of high stress.

This policy guides the design and delivery of services to enhance the social functioning and emotional well-being of CF families. Military life presents unique challenges to families, including frequent relocation and extended family separation. These challenges may require special attention to protect individuals and families who may be particularly vulnerable. Education and a supportive community environment help to minimize the impact of these stressors.
Education and Prevention

Service Goal
• Individuals and families understand and can manage general health and lifestyle stressors.

Service Objectives
• Individuals and families are educated about general health and lifestyle stress.
• Individuals and families have and use strategies to prevent crises.
• Individuals and families have and use strategies to manage general health and lifestyle stressors.

Sample Activities
• Offer workshops about general health and lifestyle stress.
• Organize information sessions and briefings.
• Collect and make available web-based and print resources relating to stress management.
• Collaborate with other services on and off base.

Self-Help Groups

Service Goal
• Connect individuals to others for mutual support and help.

Service Objectives
• Family members have opportunities to share common experiences and to develop peer support networks.
• Participants are involved in the planning, design, facilitation and evaluation of groups.
• Individuals feel connected and supported.

Sample Activities
• Establish ongoing links with community-based self-help groups.
• Facilitate self-help groups to help individuals cope with separation and divorce, single parenting, bereavement, etc.

Assessment and Referral

Service Goal
• Link individuals and families to relevant community resources.

Service Objectives
• Family members develop a better understanding of their assets and needs through the assessment process.
• Family members are referred to appropriate community services and resources.
• Family members are supported throughout the referral process.
• Family members deal effectively with their concerns.
• Community resources are responsive and appropriate.

Sample Activities
• Provide intake/assessment services.
• Provide pertinent referral information to CF families.
• Establish and maintain a database of community services that provide counselling, support and assistance to families.
• Establish ongoing working relationships with other agencies/organizations in the area to facilitate referrals and the exchange of information.

Short-Term Intervention/Crisis Support

Service Goal
• Support family members in times of crisis.

Service Objectives
• Family members have access to immediate and appropriate support and intervention in times of crisis.
• Follow-up and ongoing support is available to families in times of crisis.
• Family members feel supported during crisis.

Sample Activities
• Offer or arrange prompt intervention assistance to individuals in crisis.
• Facilitate referral to appropriate agencies/organizations.
• Provide follow-up and ongoing support as required.
• Where applicable and appropriate, participate in the Base/Wing Family Crisis Team, Critical Incident Stress Team and/or Emergency Response Crisis Team (Canada only).

Sample Ways to Involve Volunteers
• Facilitate groups.
• Offer peer support.
• Coordinate meetings on service providers.
• Do community outreach.

Related Policies
• DAOD 5017-0: Mental Health
• DAOD 5044-1: Families
• DAOD 5044-4: Family Violence
• CFAO 56-15: Canadian Forces Social Work Services
ACCOUNTABILITY FRAMEWORK
Prevention, Support and Intervention

Education and Prevention
Service Goal: Individuals and families understand and can manage general health and lifestyle stressors

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>INDICATORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Individuals and families are educated about general health and lifestyle stress.</td>
<td>a) individuals and family members report that they received information about general health and lifestyle stresses. b) number of individuals and families receiving information.</td>
</tr>
<tr>
<td>2) Individuals and families have and strategies to manage general health and lifestyle stressors.</td>
<td>a) individuals and family members know of use strategies to manage their stress level. b) individuals and families report that they use strategies to manage these stressors.</td>
</tr>
<tr>
<td>3) Individuals and families have and use strategies to prevent crises.</td>
<td>a) individuals and family members report that they have skills and strategies to prevent crises.</td>
</tr>
</tbody>
</table>

Self-Help Groups
Service Goal: Connect individuals to others for mutual support and help

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>INDICATORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Family members have opportunities to share common experiences and to develop peer supports.</td>
<td>a) family members report that they had opportunities to share common experiences. b) family members report that they had opportunities to develop peer supports.</td>
</tr>
<tr>
<td>2) Participants are involved in the planning, design, facilitation and evaluation of groups.</td>
<td>a) record of participant involvement in planning, design, facilitation and evaluation of groups.</td>
</tr>
<tr>
<td>3) Individuals feel connected and supported.</td>
<td>a) individuals report that they feel connected and supported.</td>
</tr>
</tbody>
</table>
### Assessment and Referral

**Service Goal:** Link individuals and families to relevant community resources

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>INDICATORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Family members develop a better understanding of their assets and needs through the assessment process.</td>
<td>a) family members report that they acquired a better understanding of their strengths and needs through the assessment process.</td>
</tr>
<tr>
<td>2) Family members are referred to appropriate community services and resources.</td>
<td>a) family members report that they were referred to appropriate services.</td>
</tr>
<tr>
<td></td>
<td>b) number of referrals recorded.</td>
</tr>
<tr>
<td></td>
<td>c) list of services to which referrals were made.</td>
</tr>
<tr>
<td>3) Family members are supported through the referral process.</td>
<td>a) family members report that they received appropriate support from MFRC during the referral process.</td>
</tr>
<tr>
<td>4) Family members deal effectively with their concerns.</td>
<td>a) family members report that the assessment and referral helped them deal with their concerns.</td>
</tr>
<tr>
<td>5) Community resources are responsive and appropriate.</td>
<td>a) family members rate the community resources to which they were referred as responsive b) family members rate the community resources to which they were referred as appropriate.</td>
</tr>
</tbody>
</table>

### Short-Term Intervention/Crisis Support

**Service Goal:** Support family members in times of crisis

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>INDICATORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Family members have access to immediate and appropriate support and intervention in times of crisis.</td>
<td>a) family members report that they received prompt assistance in dealing with crisis b) number families receiving this service c) list of services provided</td>
</tr>
<tr>
<td>2) Follow-up and ongoing support is available to families in times of crisis.</td>
<td>a) family members report that they received follow-up services and ongoing supports in times of crisis.</td>
</tr>
<tr>
<td>3) Family members feel supported during crisis.</td>
<td>a) family members report that they were supported during crisis.</td>
</tr>
</tbody>
</table>
SECTION 5

Funding

Eligibility for Funding
Establishing Eligibility

Director Military Family Services (DMFS) is committed to funding the Canadian/Military Family Resource Centres (C/MFRCs) to provide the mandated services of the Military Family Services Program (MFSP) to Canadian Forces (CF) families and communities. To be eligible to receive MFSP funding, C/MFRCs must meet certain eligibility criteria.

Military Family Resource Centres (MFRCs) in Canada must be incorporated as non-profit organizations, and be established to provide services consistent with the goals and objectives of the MFSP. There must be, at minimum, seven (7) voting members on the Board of Directors, of whom at least 51% are civilian spouses of full-time serving CF members. The CF community served by the MFRC must be given the opportunity to nominate and elect the Board of Directors, which, in turn, represents their interests. To facilitate the critical local partnership with the CF, a representative of the Commanding Officer (CO) sits as an ex-officio member of the Board.

Canadian Military Family Resource Centres (CMFRCs) outside Canada are established to provide the MFSP to local CF members and families. An Advisory Committee comprised of at least 51%
DMFS is responsible for ensuring that only those organizations that meet the Department’s obligations to CF families receive MFSP funds.

civilian spouses of full-time serving CF members must support the CMFRC. For larger CMFRCs (i.e., those serving fifty or more CF families), there must be at least seven (7) community representatives serving on the Advisory Committee; for smaller CMFRCs, an Advisory Committee of five (5) representatives is required. The CF community served by the CMFRC must have the opportunity to nominate and elect an Advisory Committee to serve their interests. The local CO or Senior Canadian Officer appoints a representative to the Advisory Committee.

At all times, funding from DMFS is subject to the availability of adequate funding in the DMFS corporate account, and is at the sole discretion of DMFS/Assistant Deputy Minister (Human Resources Military) (ADM (HR-Mil)).

**Demonstrating Continued Eligibility**

To continue to be eligible for funding, MFRCs must meet the provisions of the Memorandum of Understanding (MOU) signed with the ADM (HR-Mil), and CMFRCs must meet the provisions of the Service Level Agreement (SLA) between Canadian Forces Personnel Support Agency (CFPSA) and the designated CF military authority in theatre.

DMFS is responsible for ensuring that only those organizations that meet the Department’s obligations to CF families and communities receive MFSP funds from ADM (HR-Mil). There are a number of ways for C/MFRCs to provide that assurance, including quarterly financial and service reports, participation in DMFS site visits, and program and financial audits.

In addition to assuring DMFS of their performance, both MFRCs and CMFRCs must submit documentation that verifies or attests to their continued eligibility for funding. Unless otherwise specifically indicated, this documentation is required at the same time as C/MFRCs submit their application for funding.

**MFRC Eligibility Documentation**

Each year, MFRCs must submit to DMFS:

- a letter confirming that the MFRC is an incorporated, not-for-profit organization in good standing (i.e., the MFRC has met all reporting requirements of the provincial, territorial or federal statutes under which it is incorporated) and further attesting that the MFRC adheres to applicable labour legislation and the DMFS Privacy Code
- a detailed membership list of the Board of Directors
• a statement confirming insurance coverage to the minimum standard as required by DMFS
• a community needs assessment and a service evaluation plan.

A template will be provided in the Funding Application package to help you complete this documentation.

In addition, DMFS must receive a copy of the MFRCs audited financial statements within one month of the audit, and a copy of the annual report and the minutes of the Annual General Meeting (AGM) within two months of the AGM.

CMFRC Eligibility Documents
Each year, the CMFRC must submit to DMFS:
• a detailed membership list of the Advisory Committee
• a community needs assessment (CNA) and a service evaluation plan.

A template will be provided in the funding application package to help you complete this documentation.

Note: Typically, DMFS does not continue funding a C/MFRC should the CF community served by the organization be reduced to less than 30 (regular force) CF families. DMFS will work with community stakeholders to determine an alternative strategy for family support and services.

Applying for Funding from DMFS
Components of the Funding Application

Once a year, C/MFRCs apply for funding from DMFS using the MFSP Funding Application form. Although specific application requirements may be amended from year to year, all C/MFRCs can anticipate submitting the following:

1. Detailed Budget: A detailed budget template allows C/MFRCs to summarize the proposed services, the projected costs and the projected source of funds. It also allows C/MFRCs to link their proposed services to relevant mandated service objective(s).

2. Community Profile: A community profile gives meaning to the budget details of funding applications. The profile includes demographic information (number of families, children and youth), a brief community summary, and an overview of its community needs assessment and service evaluation activities.
In addition, C/MFRCs must submit a brief summary detailing how the proposed services respond to identified community needs and how the service evaluation results contribute to the services to be offered. A summary of how the C/MFRC plans to partner and collaborate with other service providers (military and civilian) rounds out the Funding Application.

3. Authorization for Submission: The Funding Application must be signed by the relevant authority for the C/MFRC organization, its senior staff person, and its significant community partner. (In the case of CMFRCs, the significant community partner is the Advisory Committee Chair; in the case of MFRCs, it is the local CO.) The submission must also include supporting documentation demonstrating that the C/MFRC is eligible for funding from DMFS (see Demonstrating Continued Eligibility above, p. 54-55).

C/MFRCs are not required to submit detailed business or strategic plans. C/MFRCs are nonetheless required to develop such plans in the interest of good Centre management.

MFSP Funding Application Review and Approval Process

C/MFRCs are encouraged to work with their assigned DMFS Regional Representative as they develop their funding applications. DMFS Regional Representatives can: provide first level support and clarification of the funding application review process; communicate DMFS strategic priorities for the funding year in question; and provide coaching and guidance, which increases the likelihood that the funding application is ultimately approved by the Director. In addition, by engaging the DMFS Regional Representative early in the process, DMFS will have a better understanding of the C/MFRC’s needs.

Funding Applications are subject to a three level review process. MFSP Funding Applications must be submitted annually to the C/MFRC’s assigned DMFS Regional Representative no later than the first business or working day of November; timely submissions ensure that funding decisions are finalized by DMFS and communicated to all stakeholders no later than January 30th the following year. C/MFRCs that are unable to meet these timelines may place their funding in jeopardy.
In the event of emergency or unanticipated contingency (e.g., unscheduled, massive deployment or community crisis), C/MFRCs can submit a request for emergency funding throughout the fiscal year. In such instances, the C/MFRC can submit the request as soon as is feasible, and DMFS will speed up the review process.

The DMFS Regional team conducts the first level review of the MFSP Funding Applications. The first review ensures that all elements of the funding application have been submitted, verifies as much as possible the accuracy of the submission, and ensures that there is sufficient information on which to base a decision. Funding applications are assessed individually and collectively, using the criteria listed below. Additional information may be sought from the applicant during this process. If requests for funding exceed the funds available in the DMFS corporate account, the DMFS Regional team works with the C/MFRCs. C/MFRCs will be advised if their funding application has not been endorsed by the First Level Review committee.

The DMFS senior management team, plus one member from each of their staffs, and invited external participant(s) conduct the second level review. The second level review assesses the recommendations tabled by the DMFS Regional Team, and further ensures that the funded services are in keeping with Department of National Defence (DND)/CF priorities. Further clarification may be sought from the applicant. If the MFSP Funding Application is not supported by the Second Level Review committee, C/MFRCs will be advised.

The final level of review and the responsibility for final approval rests with the Director Military Family Services. Please note that funding decisions cannot be considered “approved” or “final” until C/MFRCs receive formal written verification from the Director.

If a C/MFRC wishes to express a concern regarding the funding decision, the concern should be expressed in writing, addressed to the DMFS and received no later than 15 February. DMFS will review the business case as presented, consult with other CF stakeholders on an as required basis and prepare a reply for ADM (HR-Mil).
How Funding Applications Are Assessed

Each MFSP Funding Application is reviewed and assessed by DMFS staff to approve and determine the rate of funding to be provided by DMFS. The following factors will be considered when reviewing your application:

**Does it fit?**
Are the proposed initiatives and services consistent with the mission, principles, priorities and standards of the Military Family Services Program? Can the service goals and objectives be met through the proposed services? Do they address DMFS strategic priorities?

**Are the activities realistic?**
Do initiatives and activities proposed relate to mandated service goals and objectives? Can they be carried out with the planned number of people within the given time frame?

**Is there a clear link between the needs of the community and the services proposed?**
Can the C/MFRC demonstrate the community’s need for a specific service, and make the link between the service and the need? Is there evidence of community interest and participation in the initiative?

**Has the service or activity been evaluated? How has the service or activity been tailored in response?**
Was the service evaluated to make sure that it addresses the needs of the community and the objectives of the service? Was it modified or adjusted to increase its appeal or effectiveness?

**Can the organization do it?**
Is the C/MFRC able to do the activities and administer the Program? Is it administratively sound enough to undertake what it has proposed? Can the C/MFRC reasonably accomplish what it has set out to do?

**Is there clear evidence of community collaboration and partnership?**
To the extent possible, has the C/MFRC linked with other community groups and agencies (military and civilian) to achieve the goals and objectives of the MFSP? Is there evidence of volunteer and community support? Are other partners willing to devote resources to the initiative?
Does the service duplicate what is otherwise available in the community?
Do the proposed activities complement (rather than duplicate) the work of existing community supports and activities?

Is the budget realistic and reasonable?
Are projected expenses reasonable in light of community norms? Has everything been included? Do historical financial and service activity reports support the request?

How does the funding application compare?
How does the amount requested compare with previous DMFS funding allocations to this C/MFRC? How does this application for funding compare with applications from other C/MFRCs of similar size and/or circumstance? Are differences in funding levels or services offered adequately justified from the information available?

Are there sufficient resources to support the request?
Does DMFS have sufficient resources to support the funding request, and still meet its obligation to the rest of the MFSP? Is the request in line with other C/MFRC submissions? If the funding request cannot be supported in its entirety, can the request be supported in part?

During the first and second level review, DMFS staff may consult with the C/MFRC and seek additional information or clarification on any of the above.

Eligible Costs
Funding from DMFS gives C/MFRCs enough resources to effectively manage and coordinate the delivery of mandated services, and to meet unique Operations and Maintenance (O&M) requirements. C/MFRCs are encouraged to enhance all aspects of program development and delivery through the various fundraising mechanisms at their disposal.

Funds provided from DMFS are to be used solely to provide MFSP mandated services, and only for the purpose for which they were approved. Eligible costs can include: personnel costs (salaries and benefits, contracting and consulting fees); transportation; publication and promotional material; training and development; evaluation and data collection expenses; audit and legal fees (in relation to mandated services); and program costs.

The local CO provides the C/MFRC with infrastructure (including facilities and maintenance), furniture and equipment, standard stationery and supplies,
Information Technology and Automatic Data Processing (ADP) support. Thus, these expenses normally are not considered eligible by DMFS.

**Expectations for Local Fund Management**

Approved funds are allocated to C/MFRCs on a quarterly basis, in advance of service delivery. Normally the allocation is provided in four equivalent payments over the course of the public fiscal year (i.e., 1 April to 31 March).

Management of the financial resources of any C/MFRC is the responsibility of the C/MFRC. C/MFRCs are expected to govern their financial records and affairs in accordance with generally accepted accounting principles. MFRCs are encouraged to consider any particular provisions or guidelines for financial reporting of not-for-profit organizations (see section 4400 of the Canadian Institute of Chartered Accountants (CICA) handbook). CMFRCs manage their financial records and affairs in accordance with established non-public funds (NPF) accounting procedures.

DMFS requires that each MFRC commission an annual financial audit by a certified accountant. Financial audit requirements for CMFRCs are determined by each CMFRC, as negotiated between DMFS and the designated local CF authority.

C/MFRCs are expected to report on the expenditure of DMFS-provided funds; therefore the C/MFRC chart of accounts must segregate these funds. C/MFRCs are also expected to retain receipts, invoices, and/or other records that demonstrate the purpose for which the funds were spent for a period of five (5) years, and to make these records available to DMFS or its representative on request.

DMFS funds are to be used solely to provide mandated services of the MFSP, and only for their approved purpose. If a C/MFRC wants to redirect the approved funds toward any other activity, service or purpose during the fiscal year, written approval from the Centre’s DMFS Regional Representative is required. This written approval must be held on file with the C/MFRC for a period of five years for audit and review purposes.

Should a C/MFRC receive DMFS funding that is surplus to the C/MFRCs’ requirements within a given fiscal year, normally the identified surplus amount will be reduced from the following year’s DMFS allocation to the Centre. The C/MFRC may apply to the DMFS Regional Representative to use up to 10% of the surplus amount for a special project or initiative. Approval is at the sole discretion of DMFS.
Annexes
ANNEX A

Memorandum of Understanding (MOU)
ANNEX B

Service Level Agreement (SLA)
ANNEX C

Local Public Support to C/MFRCs

Overview
Philosophical Framework
Structure and Accountability
Program Standards
Program Model
Funding
Annexes
ANNEX D

Relationship between C/MFRCs and Day Care
ANNEX E

DMFS Second Language Training Policy

The following policy applies if an MFRC offers class-led second language training based on identified community needs.

Goal

Families of CF personnel function with increased comfort and confidence in an environment where the predominant language is not their first language.

Objective

Domestically

The delivery of a flexible yet standardized English/French language training program that meets the varying needs of families of CF personnel.

Internationally

The delivery of a flexible yet standardized English/French language training program that meets the varying needs of families of CF personnel; and

The provision of language training to assist the families of CF personnel in adjusting to the language of their local area.

Purpose

To facilitate integration, enhance life skills and improve the quality of life of families of CF personnel posted to locations where the primary language is unfamiliar.

Definitions

Anglophone: Any person, of whatever ethnic origin or mother tongue, whose first language (as defined under the Government of Canada’s Official Languages Act) is English.

Beginner level LT: Ability to ask and answer simple questions, and give simple instructions or uncomplicated directions in routine situations.
**Class-led instruction:** Instruction by a teacher in a formal setting (classroom) with student-teacher interaction.

**COL:** Coordinator of Official Languages.

**Families of CF Personnel:** The civilian spouse, parent, child/ren, step-child/ren of full time serving CF personnel, as per the Military Family Services Program’s “Populations Served”.

**Francophone:** Any person, of whatever ethnic origin or mother tongue, whose first language (as defined under the Government of Canada’s Official Languages Act) is French.

**Intermediate level SLT:** Ability to sustain a conversation on concrete topics, report on actions taken, give straightforward instructions and provide factual descriptions and explanations.

**Life Skills:** Basic communication skills required to carry out daily activities and perform specific tasks independently in the community.

**MFSP L-E:** Military Family Service Program – English language curriculum.

**MFSP L-F:** Cours d’enseignement de langue française (French curriculum), developed specifically for families of CF personnel.

**Online Language Training:** Informal self-directed learning using online or electronic resources to support language learning.

**Semester:**
- Spring: April-June
- Summer: June-August
- Fall: September-December
- Winter: January-March

**Tutoring:** English or French instruction to one or more students.

**Program Guidelines**
The Language Training Program is comprised of, but not limited to, the following program components:
- Class-Led Instruction
- Online Language Training
- Tutoring
- Other learning opportunities developed by local MFRCs
Class-Led Instruction

Class-led instruction is the backbone of the DMFS Language Training Program. Listed below are the specifics of the program:

- Day or evening classes may be offered, depending on local need.
- MFSP L-E and L-F curricula must be followed.
- Class-led language training must be delivered by qualified instructors.
- Class-led language training must be provided free of charge to the families of CF personnel.
- Class-led language training may be offered directly by an MFRC or in partnership with Base/Wing/COLs or other community agencies.
- Class-led language training should follow the semesters as defined in this policy.
- Class-led language training must be offered a minimum of 6 hours per week to a total of 60 hours per semester.
- A minimum of five participants is required in order to offer a class. Ideally the five participants would be civilian CF family members, however, in order to reach the minimum participation levels, vacant positions may be offered to CF personnel and/or non CF family participants at fair market rate.
- Families of CF personnel are required to pay a deposit of $50 upon registration. This deposit is to be reimbursed upon successful completion of the class and with at least 85% attendance.
- CF personnel and/or non-CF family participants are required to pay 100% of fair market value prior to commencement of the first class. Fair market value is to be established locally by the C/MFRC. There is no refund upon completion of the training.
- Casual child care services must be available to families of CF personnel undertaking class-led language training as per the Casual Child Care Policy.

Requirements for Class-Led Instruction

- Records of attendance must be kept.
- Placement tests administered by a certified second language instructor for each student must be conducted prior to the start of initial training.
- Optimal teacher/student ratio to be maintained: minimum 1:5; maximum 1:10.
- Language training instructional materials, resources, and equipment are provided to the students by the C/MFRC.
Online Language Training

To increase language learning opportunities and provide improved service to families of CF personnel, online language training may be available.

The details of the Online Language Training Program, when available, will be released by Director Military Family Services (DMFS) and profiled on www.FamilyForce.ca

Language Training Eligibility and Priority

Language training is for civilian CF family members, thus, they must receive booking priority during registration. However, when space is available or when additional people are required to meet the minimum class-let requirements of five students, military personnel and/or non-CF related students may be enrolled and charged fair market value to participate.

Language Training Funding

Class-led language training funding requests are to be submitted as part of the annual funding application. Language training funding allocations are based on available resources identified community need, and the ability to meet the priorities identified in this policy.

Other Language Training Considerations

Exceptions to this policy (e.g. less than five participants per course, private tutoring, etc) that nonetheless serve the policy’s goal and purpose will be considered for approval by DMFS on a case-by-case basis. Requests for special consideration must be forwarded to the DMFS Filed Operations Manager for review.

Obtaining Language Training Resources

Manuals for Class-Led instruction can be ordered though the DMFS website at: www.cfpsa.com/en/psp/dmfs/resources/slt/index.asp

Online resources, when available, can be accessed through the Canadian/Military Family Resource Centre and www.familyforce.ca. Contact your DMFS Field Operations Manager for details.
Emergency Child Care Service (ECS) Administrative Policy

Goals
• Families have a child care plan in place to address their child care needs.
• Support the ability of CF members to be available for duty if their child care plan fails.

Objectives
• Families understand the importance of a child care plan and are prepared for emergency situations.
• Families are assisted with the development of a child care plan.
• C/MFRCs respect the emergency child care choices of parents.
• Families have access to emergency child care services that respond to sudden and unforeseen needs.
• Families are aware of their eligibility for emergency child care.

Purpose
• To help CF families meet unexpected child care needs that are a direct result of their CF duty requirements.
• To enhance and support the Family Care Plan (FCP).
• To support CF families during short-term crises until they are able to make longer-term child care arrangements.

Guidelines
• Emergency child care is available to CF families at all times, day or night.
• Emergencies do not include recurring events during the course of a year. Such circumstances should be addressed in the family child care plan.
• Emergency situations are expected to be resolved within a 24- to 72-hour period.
• If a family’s FCP fails, C/MFRCs are authorized to fund up to 72 continuous hours of emergency child care under the following circumstances:
  a) when a CF member is away on duty and the spouse/caregiver is unavailable due to illness
Overview

b) when CF member is away on duty and the spouse/caregiver is unavailable due to a family emergency
c) when the CF member is required to report for duty on short notice and the spouse/caregiver is unavailable
d) when a single parent or both parents are CF members and CF duty requirements are such that the regular child care provider is unavailable
e) when a child is ill and the parent is unable to access their usual child care arrangement at a time when the CF member’s presence at work is critical to the military operation
f) when other circumstances are not covered in the above and emergency child care is deemed necessary, the Director/Executive Director is required to contact the Regional Representative for approval

Funding

Projected funding requirements for emergency child care are submitted annually to DMFS using the Funding Application template.

• Funding of emergency child care for up to 72 hours is available to all CF members and their spouses under the guidelines outlined in this document.
• In exceptional cases, allocation of an additional 96 hours (as per Annex F) is available to all CF families.
• Records of ECS expenditures must be maintained on file at the C/MFRC for a period of 5 years. Such documents are confidential and must be kept in a secure area.
• Requests for funding for special cases that do not meet the requirements of this policy must be forwarded to the DMFS Regional Representative for consideration.
Emergency Respite Child Care Services Administrative Policy

Goal
- Support family well-being of deployed CF members and relieve some of the stressors related to child care.

Objectives
- Families of deployed CF members have access to emergency respite child care services.
- Families are aware of their eligibility for emergency respite child care.

Purpose
- To provide the spouse/caregiver of a CF member with emergency respite child care when the CF member is away on duty.

Guidelines
- C/MFRCs are responsible to assess the need for emergency respite child care.
- Emergency respite child care is available to CF families when it has been determined that a period of respite is absolutely essential for the family’s continued health and well-being, (i.e. critical to the mental health of the child or caregiver).
- Each case must be documented and maintained on file by the C/MFRC for a period of 2 years.
- Families in need of ongoing emergency respite care (i.e. long term physical and/or mental disability) are required to develop a plan.
- When other circumstances are not covered in the above and emergency respite child care is deemed necessary, the Director/Executive Director is required to contact the respective Regional Representative for approval.
- All child care providers must be screened and registered.
- C/MFRC employees or volunteers may not act as child care providers at the same time as they are working or volunteering at the C/MFRC.
Funding
Projected funding requirements for emergency respite child care are submitted annually to DMFS using the Funding Application template.

- C/MFRCs are authorized to fully fund up to 72 hours (need not be continuous) of emergency respite child care.
- In exceptional cases, funding of an additional 96 hours of emergency respite child care is available (as per Annex F) to all CF families.
- Records of Emergency Respite Child Care expenditures must be maintained on file at the C/MFRC for a period of 5 years. Such documents are confidential and must be kept in a secure area.
- Requests for funding for special cases that do not meet the requirements of this policy must be forwarded to the DMFS Regional Representative for consideration.
ANNEX H

Emergency Child Care or Emergency Respite Care Beyond 72 Hours

<table>
<thead>
<tr>
<th>Total Family income (gross) per annum</th>
<th>Percentage of child care costs covered by the C/MFRC in case of ECS/ERC required beyond 72 hours, to a maximum of four additional days</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over $65K</td>
<td>MFRF: nil, CF Family: 100%</td>
</tr>
<tr>
<td>$60K-$65K</td>
<td>25% MFRF, 75% CF Family</td>
</tr>
<tr>
<td>$55K-$60K</td>
<td>30% MFRF, 70% CF Family</td>
</tr>
<tr>
<td>$50K-$55K</td>
<td>35% MFRF, 65% CF Family</td>
</tr>
<tr>
<td>$45K-$50K</td>
<td>40% MFRF, 60% CF Family</td>
</tr>
<tr>
<td>$40K-$45K</td>
<td>45% MFRF, 55% CF Family</td>
</tr>
<tr>
<td>Under $40K</td>
<td>50% MFRF, 50% CF Family</td>
</tr>
</tbody>
</table>

The above sliding scale of subsidization by the C/MFRC applies to emergency child care and emergency respite child care beyond the first 72 hours of care, to a maximum of four additional days for the first child in the family. Full subsidization (100%) continues for the second and subsequent children in the family to a maximum of four days. Emergency child care and emergency respite child care beyond three full days is not expected, except in unusual and rare situations.
Example

A spouse diagnosed with post-partum depression is allocated the additional 96 hours of emergency respite care. Her husband is deployed and will not be returning for another 4 months. They have 3 children ranging in ages from 3 months to 4 years old. The family’s income is under $40K.

Scenario 1

Designated ECS child care providers offer emergency respite child care at a flat rate of $24/hour. Based on the family’s income, the C/MFRC subsidizes 50% of the $8/hour cost to care for the first child ($24/hour divided by 3 children) plus the additional $16/hour it costs to care for the other two children.

Total cost of providing care: 96 hours x $24 = $2,304.00
Total cost to the family: 96 hours x $4 = $384.00
Total cost to the MFRC: 96 hours x $20 = $1,920.00

Scenario 2

A designated local child care agency provides emergency respite child care to this family. The agency charges $15/hour for the first child and $8/hour for each additional child (totaling $31). Based on the family’s income, the C/MFRC subsidizes 50% of the $15/hour cost to care for the first child plus the additional $16/hour it costs to care for the other two children.

Total cost of providing care: 96 hours x $31 = $2,976.00
Total cost to the family: 96 hours x $7.50 = $720.00
Total cost to the MFRC: 96 hours x $23.50 = $2,256.00

Note: When providing emergency respite care to CF families, C/MFRCs are encouraged to look at alternative cost-effective ways to offer emergency respite care to families (i.e., after-school programs, summer camps, child care offered through the MFRC, etc.).
Support to Reserve Force

The Reserve Force is that component of the Canadian Forces (CF) consisting of members who are enrolled in the Canadian Forces for other than continuing, full-time military service. The primary role of the Reserve Force is to augment, sustain and support deployed forces. Secondary roles are to provide a base for expansion and mobilization, and to provide a vital link between the CF and communities across Canada.

With today’s operational tempo, many reservists are tasked with overseas service (active duty), or ongoing operational duty within Canada, as is the case of the Naval Reserve. In addition, reservists may be tasked with active duty within Canada during times of national crisis or natural disaster.

At such times of deployment, families of reservists need information, resources and support that are similar to the needs of families of regular force members. They may actually be under greater stress since they are not used to having a family member away for an extended period, and may not have direct access to the CF community.

Reserve Force and the Military Family Services Program

DMFS policy is that all families of reservists on active duty have access to all mandated services available at an MFRC, as detailed in MFSP: Parameters for Practice. In addition, there may be special programs or activities initiated during periods of extended absence of regular force members, to which the families of reservists should have access. For the purpose of this policy, family of a reserve force member is defined as the reservist’s primary next of kin, e.g. spouse and children or, in the case of a single reservist, parents.

Many family members of reservists do not live in close proximity to an MFRC and may not be able to attend programs or activities at the Centre. Thus, outreach activities and initiatives play an important role in supporting these families. Regular contact with the Reserve Units in an MFRC’s area of responsibility enhances the ability of the MFRC to implement effective communication and outreach strategies.
Eligibility

In the case of reservists on active service within Canada, families are eligible for support prior to and during deployment, and for up to one year following the member’s return. For those on active service outside Canada, families are eligible for support prior to and during deployment, and for up to two years after the member’s return.

Related Resources

*Handbook for Canadian Military Life*

Available through the Defence Information Network (DIN) website at http://hr.ottawa-hull.mil.ca/hr/qol/handbook/engraph/home_e.asp
Effective Practices

Risk Management
Risk refers to the chance or possibility of danger, loss, injury or other adverse consequence. Risk management is the process an organization uses to identify and prioritize the risks it faces, the strategies it develops and implements to address these risks, and regular reviews of these priorities and strategies.

C/MFRCs take reasonable, appropriate and effective measures to manage the inherent and foreseeable risks in their services and activities. C/MFRCs respond to increasing demands for greater accountability as they arise from changes and developments in the law, public opinion and community standards.

Because CMFRCs are within the chain of command, the Centres in Europe and the US are obligated to develop a formal Risk Management Plan. In Canada, MFRCs are encouraged to develop individual Risk Management Plans based on sound risk management principles and best practices. (See Good Practice and Resource Guide: Risk Management Planning for MFRCs).

Risk Management Plans identify specific measures through which C/MFRCs can protect themselves, and can better protect and enhance the safety of their clients, participants, paid and unpaid staff, Boards of Directors, Advisory Committee members and other volunteers.

The most effective protection against risk is a fully-informed, attentive Board of Directors or Advisory Committee, combined with appropriate organizational policies and procedures, and well-managed staff, volunteers and resources.
ANNEX K

Financial

Overview
Philosophical Framework
Structure and Accountability
Program Standards
Program Model
Funding
Annexes