



C/MFRCs In Focus

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

February 2005

Prime Minister Paul Martin Visits Valcartier MFRC

By: Christiane Paré, Valcartier MFRC



We were most proud to welcome Prime Minister Paul Martin to our Centre last November. For the event, numerous volunteers, spouses and children of members jammed the community hall in expectation of our prestigious visitor, who spoke to them and saluted the invaluable

contributions families have made to the peace effort the world over. We took advantage of his visit to show him our services and speak to him about our achievements, including Maison Sésame, a day care service for parents in the community to turn to in an emergency, or when they need a break. Martin came to the site after briefly touring the Centre's facilities, where he noted the warm greeting given by the children and the care they receive.

We must mention, in passing, that the Maison, a unique concept among Military Family Resource Centres across the country, is our pride and joy. The Prime Minister's visit shall remain a memorable moment for us and our community.



CANADIAN FORCES
PERSONNEL SUPPORT AGENCY



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DES FORCES CANADIENNES

DMFS Senior Manager, Field Operations Celeste Gotell



Another calendar year is upon us and as I reflect on this past year, at times it has felt like I was a character in a full feature film. The title was, **A Year in the Life of the MFSP**. The movie was a complicated story, with many plots and characters. At times the plot was crystal clear, when the main characters had “AHA” moments and then at other times throughout, the characters were confused and the movie was on fast speed and the picture became blurry. It definitely was one of those films, that had you sitting on the edge of your seat, waiting for the next scene to play out and by the time the movie ended, you knew there would need to be a sequel...

As you all know, the MFSP has experienced considerable change and growth in the past year. There have been hundreds of meetings, focus groups, conference calls and rewrites upon rewrites of policy statements. There was a national leadership forum, regional gatherings, DMFS site visits, additional board meetings and numerous staff meetings as C/MFRCs worked to prepare the new funding application. There were discussions on ineligible expenses, more meetings and telephone calls and finally the 1 November deadline. All have worked tirelessly to get ready for the way ahead and the new way of doing business, yet, it has not been without hard work and commitment from all stakeholders, DMFS staff, C/MFRCs Boards, Advisory Committees, and staff who have done everything possible to meet deadlines and ensure that the growing process continues. There has never been a dull moment!

Watch for, **A Year in the Life of the MFSP: The Saga Continues** coming to a theatre near you.

In Friendship, Celeste

Note: The deadline for submissions for the next issue of C/MFRCs In Focus is 11 March 2005.

Photo Mix-up Doesn't Diminish Recognition



Debi Genereux

It's an editor's worst nightmare come true. DMFS would like to apologize to Debi Genereux and Michelle O'Neil of the Comox MFRC for mixing up their photos in the September 2004 issue of C/MFRCs In Focus.

Debi Genereux, former Employment and Education Assistant Coordinator, has stepped up to full-time Coordinator and is now coordinating most aspects of the Employment & Education Services and Quality of Life Services at the Comox MFRC.

Long time staffer and former Employment and Education Coordinator, Michelle O'Neil, is now a post-graduate student at the University of Victoria.



Michelle O'Neil

Our sincere apologies and best wishes for your future success.

Sharing Stories of Innovation & Creativity ...

Suffield MFRC Celebrates Christmas

By: Jody Cowan

Santa and a few of his little helpers made the long journey down from the North Pole to spend a few hours taking pictures with the families at the CFB Suffield MFRC Annual Christmas Craft Fair on Saturday November 13, 2004. Several talented crafters along with various local business owners set up stalls to offer their wares to the community.

The Craft Fair kicked off the festive season for the Suffield MFRC. Other events held leading up to Christmas were the Volunteer Christmas Luncheon, (*invitations for this event are always in high demand*), the Kiddie Kare Party, and for the second year, we hosted an open house each day during the last week of the year with loads of hot chocolate and cakes.

Borden MFRC “Shares the Spirit”

Submitted by: Borden MFRC

“Share the Spirit ” is a local campaign coordinated by the Borden Family Resource Centre. The purpose of the campaign is to provide food, gifts, and basic need items to individuals and families within the CF team and their families who face financial challenges and added stress during the holiday season. The contributions that were received from the community were truly a demonstration of sharing the spirit, which is so prevalent here in Borden. The Centre realized that it takes a team effort to make this campaign happen. Volunteers, staff and community-minded individuals, have always been there to meet the needs of the community. One may have thought the North Pole was right here in Borden, or at least some of Santa’s Helpers.



Fundraising, Deployment Support and Outreach Activities Kept Edmonton MFRC Staffers Busy

Submitted by: Edmonton MFRC

The Edmonton MFRC has been busy with numerous fundraising activities. We kicked off fall with a Regal catalogue blitz, moved into a Perogy supper, worked the Road Runners Hockey team 50/50 draw, sold perogys and sausage and then proceeded with our largest fundraising activity...Christmas Gift Wrap at Londonderry Mall. The mall provided a storefront, supplies and advertising for the gift-wrap centre and the MFRC supplied volunteers. All proceeds from this event came back to the Centre. Eager staff and volunteers kicked off the wrapping on November 20, finishing on December 24.

The first full deployment to enjoy the benefits of the Garrison Family Support Coordination Centre (GFSCC) took place in the fall. The GFSCC is a unique initiative, which provides centralized and permanent deployment support to families of all soldiers deployed from Edmonton Garrison. The GFSCC is a joint venture between 1 Area Support Group, CFB/ASU Edmonton, 1 Canadian Mechanized Brigade Group, 408 Tactical Helicopter Squadron and the MFRC. Events included shopping days, family pizza and movie nights, sleigh rides and a chance to chat via live feed to Afghanistan on A-Channels Big Breakfast.

A special “newcomer” bus tour of Edmonton has been coordinated as part of the Outreach program. The tour highlights hospitals, shopping centres, recreation facilities, government buildings and other public areas. The objective of the tour is to help newcomers become familiar and comfortable with Edmonton.

Cause for Celebration ...

Cold Lake MFRC Receives Wing Commander's Commendation

Submitted by: Cold Lake MFRC

"Congratulations to the Board of Directors and staff of the 4 Wing MFRC in Cold Lake on receiving 2 different Wing Commander's Commendations for their work in support of the military families and community initiatives at 4 Wing Cold Lake. You have earned these honours many times over and continue to make us proud!"

MFRC Brat Force Wins Silver!!

Submitted by : Winnipeg MFRC

On August 5, the MFRC Brat Force took to the mighty Red River and conquered her waves. The team, made up of military youth from CFB Shilo & CFB Winnipeg were part of the 2nd Annual Youth Dragon Boat Festival. The weather was perfect for an afternoon on the waves. Our team of 16 youth & adult supervisors paddled hard through two races. The first race saw our team out-paddle the competition by two boat lengths for a decisive win. The final race was very close. The difference between our boat and the winning boat was only 0.6 seconds. The Dragon Boat Fever has struck and the team will be back next year, but this time they plan to rule the waves! Paddles Up!



Gagetown MFRC Recognized for Their Community Impact

Submitted By: Gagetown MFRC

The Gagetown MFRC was recently recognized by the Chamber of Commerce as a finalist for their Community Impact Award. The category included Gagetown MFRC, The Fredericton Food Bank and The Harvest Jazz & Blues Festival. The Fredericton Food Bank won the award but we felt very proud to be amongst the best of the best in the not-for-profit world in the Fredericton Region! We received lots of recognition and a beautiful presentation that states:



"The Fredericton Chamber of Commerce is pleased to acknowledge the Military Family Resource Centre in recognition as a finalist for the 2004 Business Excellence Awards in the Community Impact Category. Acknowledging your established reputation of providing a superior level of customer service, participation and support of community activities and outstanding business practices."

Board and Staff represented the Gagetown MFRC at the event, and over 300 local businesses were in attendance. Each finalist was showcased through video interviews, and we are confident that this event significantly raised the profile of the MFRC Gagetown and the CF community in Oromocto.

Esquimalt and Halifax MFRCs Beneficiaries of Navy Appreciation Day

The Navy League of Canada held a Navy Appreciation Day on Parliament Hill on 20 October 2004. A large number of parliamentarians including the Minister of National Defence, the Speaker of the House and the Leader of the Official Opposition were in attendance at the event, which raised money in support of the Esquimalt and Halifax MFRCs.

Sarah Daviau, Communications and Marketing Coordinator at the Esquimalt MFRC, accepted a cheque for \$1500 from Gary Garnett, VP Maritime Affairs, Dr. Keith Martin, Parliamentary Secretary for the Minister of Defence and MP for Esquimalt-Juan de Fuca and Matt Waterman, Vancouver Island Division President. The presentation to the Halifax MFRC will be made in the near future.



The principle goal of Navy Appreciation Day was to introduce parliamentarians and other government decision makers to today's Navy in an atmosphere that would foster goodwill and generate opportunities for future dialogue on naval issues. The media awareness and fundraising effort for Esquimalt and Halifax MFRCs are an additional and very welcome bonus.

Kingston MFRC Expanding Community Outreach: CFB Kingston Contributes to Purchase of Van

By: Kimberly St-Louis, PR Coordinator, Kingston MFRC



Thanks to the generosity of CFB Kingston and the Cataraqui Kingston Rotary Club, The Kingston Military Family Resource Centre (KMFRC) is now better able to provide outreach services to our community.

“Only 20% of military families live on the base of CFB Kingston, while 80% of families live in the Greater Kingston community. The new van will assist us in reducing isolation and reducing barriers to accessing our programs and services such as the Good Food Box and special events (day trips/evening trips). The van will also increase our visibility in the community,” says Lisa Salley, Executive Director, at the KMFRC.

The KMFRC is a registered non-profit, charitable organization that supports and enhances the health and well-being of the military community. The KMFRC is Kingston's primary agency dedicated to meeting the unique needs of the military community. Programs and services are designed to promote community development and to provide social, educational and volunteer opportunities, empowering the military community and enhancing their health and well-being.

Wasn't That a Party!

Submitted by: Dundurn MFRC

Let it never be said that those flatlanders stuck way out on the bald-faced prairies don't the Annual General Meeting/Meet 'N Greet/Family Fun Day held 11 September..

Immediately following the AGM, the happy throng of over a hundred moved outdoors to enjoy a delicious western beef-on-a-bun lunch. . .



complete with all the trimmings, of course! Lunch was followed by a full afternoon of family activities including: Kiddie Combat, Child ID Clinic facilitated by the MPs, a display by the Fire Fighters, face painting, fish pond, children's miniature golf and games in the Saturn Community Events tent - all topped off with the ever-popular pie toss fundraiser! A great time was had by all.



Valcartier Family Party

By Christiane Paré, Valcartier MFRC

This year, some 5,500 persons took part in the Family Party, where clowns, make-up artists, farm animals and other attractions a waited children, adolescents and parents under a warm sun. This was a record turnout, given the large number of current deployments. From year to year, this event is always anxiously awaited...and well attended.



"SPOOK-TACULAR" Event Hosted by Borden MFRC

Submitted by: Borden MFRC

In partnership with the Base Borden Community Council, Community Recreation, Girl Guides and Scouts, the Borden MFRC Youth Program hosted the 2004 Annual Halloween Haunted House on Saturday, October 23 from 7pm - 9pm. A \$2.00 donation was collected from the 375 children, youth and adults that were given the scare of their lives raising \$750 for United Way. A "Boo-tiful" time was had by all.



Volunteer Appreciation Event at the CMFRC – United Kingdom

Submitted by: United Kingdom CMFRC

Unlike MFRC's in Canada, most of the families served by the CMFRC-UK rarely set foot in our office. Our clients are dispersed throughout the United Kingdom, which is about the same size as Prince Edward Island, New Brunswick, Nova Scotia and the island of Newfoundland all put together! While many of our approximately 150 families live within a 2 – 3 hour drive of our support unit and CMFRC office, a substantial number are much, much further away.



Here in the UK we have an extraordinary breed of volunteers, who must literally go the extra mile to work for the betterment of our entire community. On Tuesday, October 5, 2004 a special luncheon, sponsored by SISIP, was held to honour our most dedicated volunteers. A total of 17 people were in attendance, including special guests Celeste Gotell, DMFS Senior Field Operations Manager and Madeleine Lafleur, DMFS Field Operations Manager for Europe as well as all of the CMFRC and PSP-UK staff. Volunteers were presented with certificates of appreciation and lapel pins as a token of thanks for their valuable contributions.

News from Moose Jaw MFRC

Submitted by: Moose Jaw MFRC

The teamwork and cooperation of everyone has enabled this MFRC to achieve goals and achievements beyond all expectations. Everyone shares in an ideal, summed up in our mission statement. This ideal is embraced, and regardless of our differences, we work together confident in each other's commitment. In essence, we all believe in each other and our mission.

The volunteers and staff of not only the MFRC, but also PSP/FS&R, make a difference everyday in the quality of life for everyone in our community. Their presence and involvement enable our organizations to offer programs and services beyond our mandate. A prime example of this was the hugely successful 15 Wing Family Fun Day and Open House/Community Registration held last fall. The reality is that apart we could not offer such a fabulous event, but together, working in cooperation, it was a resounding success. I cannot say enough about the staff and volunteers of both organizations who went well beyond the call of duty in their involvement with this successful special event.

The event itself was spectacular, with over 450 in attendance. With Mother Nature fully cooperating, child and adult alike had the opportunity to get information about everything from Wing recreation clubs, to Moose Jaw sports and cultural organizations, MFRC and PSP programs, and everything in between. Throw in some crafts for the children, a free BBQ, a ride in the Military Police cruiser, llamas, jolly jumps, a gyro ride, a bungee run, trampolines, clowns, face painting, a magician and other various attractions, and you get a fabulous family event.

News from Bagotville!

By: Nathalie Sergerie, Employment Counsellor, Bagotville MFRC

The team from the Bagotville MFRC is happy to announce three initiatives, which will give a new spark to daily activities in our community!

First of all, we have received confirmation for the “Amis-Amis Project” thanks to the Federal-Provincial program on the “Mobilisation des communautés”. This project will allow us to give teens of the military community and of La Baie, the necessary tools to help others.

“La Maison des jeunes” of La Baie is collaborating with the Bagotville MFRC on this one-year project. The youth of La Baie and the 3 Wing will work together to get to know and help each other better!

Speaking of our volunteer program, Julie Guénette, our coordinator, is currently working with a committee in La Baie in order to develop common initiatives on acknowledging volunteers. The members of this committee will also put together a “Guide des activités de reconnaissance”, which will allow organisations who rely on volunteers to have original and inexpensive ways of thanking them. “There will also be television interviews to promote volunteerism among adults and kids”, adds Madame Guénette.

I have just returned from a ten-day conference in Bordeaux, France. I had the chance of being selected to participate in the “Colloque universitaire de la formation, education et emploi” which was held for the tenth year in Bordeaux. The Quebec delegation, which I was part of, consisted of seventeen members well surrounded by l’Office Franco-Québécois de la jeunesse. I will be happy to share this experience with you all once I get the time to put my notes and my pictures in order!

The Priority of Maintaining Families’ Quality Of Life

By: Christiane Paré, Valcartier MFRC

Accompanying persons and their families as they develop their potential and promoting solidarity in the military community, an exciting mission that the Valcartier Family Centre fulfills, have taken on a new meaning this year with the numerous deployments that have taken place over the past 12 months. The needs of families in the military community, which are usually numerous and varied, were to become more complex due to operational considerations, a first for Valcartier. Given the upheaval and disruption this would cause, it appeared at the start of the year that maintaining the priority of family life would be difficult to achieve and maintain. However, we turned to the approach which has served us well every since the Centre opened its doors, and that is remaining focused on responding to the needs of individuals and military families, listening, being inventive, creative and in motion. The Centre’s staff and volunteers worked together to achieve this goal. As a result, there was a record number of participants in activities by the support service during prolonged absences and by the intervention and prevention service; and in activities for children, parents with their children and the family.

With the progress made in providing families with support, we can conclude on a positive note. The mission was achieved and priority on the families’ quality of life was maintained and achieved, which exceeded our hopes.

Formerly Known as Western Area Training Centre MFRC...

Submitted by: Wainwright MFRC

In addition to welcoming Trish MacGregor as our new Executive Director, the Board of Directors of the Wainwright MFRC are pleased to announce that the Centre name is now officially “Wainwright Military Family Resource Centre”. We are excited about the future, and look forward to the challenges facing us as we move into 2005.

All “ABOARD”

A Column dedicated to C/MFRC Board Members

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

Part 6 - Interview Planning-Part 2



Lorraine Stewart, CHRP

This article will focus on the actual **content** of the interview from the perspective of the interviewers. Consider first what your ultimate goal/end result is-to get the most suitable candidate for the position of Executive Director for your MFRC. S/he will report to the board, and will lead all the agency’s personnel in accomplishing the goals of your organization. There are four key relationships to consider in evaluating the suitability of each candidate:

1. The organization itself – mission, purpose, values, client group;
2. The Board, and in particular the Executive Committee;
3. The role and responsibilities of the job itself – Executive Director, and;
4. The community at large.

The questions you develop for this important meeting with each candidate is critical. Of equal importance is your ability to actively listen (ears, eyes and heart/intuition). Are the words spoken by the candidate consistent with the body language, facial expression, and vocal expression? Are there inconsistencies between the resume and the self-report? Be sure to probe in the areas you have concerns about, or are unclear of. In doing the assessments at the conclusion of the interviews you need to provide evidence to substantiate your assessment.

The interview plan has a beginning, middle and end. You will have set timelines – approx. 1 to 1.5 hour at this level. The beginning and the end should take approximately 5% of the time each, leaving the remaining 90% to the middle. At each interview’s conclusion you should have a good idea of the attitude and motivations, the competencies – knowledge, skills and abilities, and suitability in terms of leadership style, accomplishments, etc. of each candidate.

We BEGIN the interview process when we meet and greet the candidate outside the interview room. In the interview room, introductions to the interview committee, and reviewing the “agenda” and timelines give the candidate a chance to get comfortable in the environment and have some sense of whom s/he is meeting with. (I prefer that each interviewer introduce him or herself – “Hi – I’m _____, the board chair – I’ve been a board member with the MFRC for several years”. Some small talk at this point is helpful in setting a friendly tone – often a comment about the weather, some local event, hobby or sport interest that you have in common, a question about traffic or parking relative to the interview.

The MIDDLE of the interview generally begins with a question that is broad, asking for the candidate to summarize his background, relative to the position. E.g. – “Would you give us a summary of your background – education and related experience?” Because this is the candidate’s area of greatest familiarity, s/he will begin to get comfortable when describing events leading to the present. The interview panel will get some sense of the candidate’s motivations, decision-making, ability to summarize, ability to relate to the interviewers, skills of organizing and prioritizing, perhaps sense of humour, etc. Be prepared to interrupt when you have a question, or want more information on a particular facet of that background. Some interaction with the interviewers will help to set the candidate at ease. You might interject – “what led to your leaving that job?” “What were the reasons YOU were selected for promotion?” “If we were to contact your supervisor from that job, what would s/he likely tell us about you?” If you could ask only two questions, after that, they would best be – “What is it about this position that attracts/ interests you?” And “What do you have to offer to the position, (the MFRC, our clients, our employees, the community?)” We’re now into the critical part of the interview and assessment of suitability – matching the candidate to your needs.

(Continued on page 10)

1. Use open-ended questions (Who, What, Where, When, How - - be cautious about Why questions – they can sound confrontational and raise anxiety)
2. Close ended questions are used sparingly as they seek a one word answer – generally yes or no. An example of appropriate closed questions would be – “*Do you have a valid Nova Scotia driver’s license? Did you bring a copy of the transcript of your degree? Do you have a list of references with you?*”
3. **Behavior Description** questions are the best way to determine if the candidate has the competencies you require. These replace hypothetical/situational questions with a request for a specific example from the past experience of the candidate, demonstrating certain competencies. E.G. “*Give us an example of a time when you had a problem employee to manage, what were the circumstances, how did you handle it, and with what outcomes*”.
A good follow-up to that questions would be - - “*In retrospect, if you had a similar situation, would you do anything differently – and why?*”

The responses provide information regarding the candidates’ analytical skills, decision-making abilities, resources they will use, values, understanding of their role and responsibilities as a leader or manager, effectiveness, and lastly, self/evaluation and commitment to growth.

Refer to the profile of the ideal candidate – the competencies you listed as needing. Develop Behavior Description questions for each – but bear in mind that you will likely not have to use them all, depending on the responses of the individual. You may get your answers regarding several competencies with one certain question.

Some additional examples might be – To determine initiative, and commitment to developing relationships with the key players, community groups and/or staff - - “*Tell us how you went about developing relationships with key groups in your present position when you were first hired into it – your first priorities, your plan – and reactions you experienced*”. You’ll learn a great deal about initiative, style, planning, organizing, analyzing, empathizing, decision-making, presentation skills, evaluation, values, etc. You might gain some insights into how adaptable, resourceful, or flexible s/he is as well. Again, you’ll want to use a follow up such as “*would you do anything differently if you had it to do over? And why?*” And a good follow-up to this would be “*If you’re the successful candidate for this position, how would you go about establishing relationships with the various key groups?*”

Be sure to cover the critical competencies you are seeking – e.g. if new fund-raising initiatives and particular expertise in that area is needed, your question might be “*As our traditional sources of funding have changed, and an ongoing challenge is to find new or different ways of raising money for our programs, could you demonstrate through past examples, your resourcefulness as a fundraiser, and ability to motivate Board and staff to participate enthusiastically in this vital function.*” Once again you’ll learn so much about the candidates’ initiative, creativity, knowledge of resources, ability to influence and lead effectively, commitment to goal and ability to achieve or exceed a goal. You’ll also learn about his/her understanding of Board/staff relationships and responsibilities. Be sure to find out “*What success did you have? And what might you do differently another time?*”

Other questions you will want to include in this middle stage of the interview might be: “*What do you know about us?*” This will give you some insights into the amount of research done by the applicant, resources used, genuine interest and motivation.

The END stage of the interview will include something like “We’ve gained considerable information about you and your interest and suitability for the position – “*Do you have any questions for us?*” This allows for some information giving which should be kept brief. “*Is there anything else you wanted us to know about you?*” Other information giving you will want to leave the candidate with would include timelines. “*We expect to be finished with our interviews tomorrow, then after references are done, we should be able to contact the participants by Friday. The plan is that the top (two or three) candidates will be invited to meet with the board at our next scheduled meeting, and a final decision as to who to offer the position to will be made approximately 2-3 days later. If you’re in the top two or three you’ll get a call Friday, or Monday, otherwise, you will receive notification of your status in the mail. Thanks so much for your interest – and the interview today.*”

Throughout the process remember your PR role for the MFRC in the community, demonstrating respect and interest in the candidates, and demonstrating your pride and commitment to the MFRC and its clients.

Strengthening the Forces - An Update on Healthy Families Program

By now some of you have no doubt heard about the next health promotion program currently known in the US as the *Preventive Relationship Enhancement Program (PREP)*. Over the past 6 months, representatives of Director General Health Services (DGHS) have been referring to this program in many different ways such as Family Readiness & Resiliency Program, Healthy Families Program, because in Canada it still has no official name. We asked the folks at (DGHS), Strengthening the Forces, whose mandate continues to be the CF member, to provide a bit of information. The Preventive Relationship Enhancement Program (PREP), is definitely not a parenting program. It is a preventive health promotion program for CF members, geared at helping them build skills to develop and maintain healthy relationships with an intimate partner. DMFS has been actively involved in developing a Canadian version of PREP. DMFS will keep you posted as we know more in the coming weeks.



CFPSA Deployed Operations

The following article was written by Deployed Ops at the request of DMFS. Recently a CFPSA employee returned home from a deployment and contacted a MFRC to inquire about accessing post deployment support. A query on the part of the MFRC to their Field Operations Manager lead to queries here at HQ and this is what we learned. The MFRCs are mentioned in the information provided to NPF employees deployed and it has been suggested that they can access the services of the MFRC in their community upon their return. DMFS has met with the staff at deployed ops and will be working with them to revise the wording in their information so the staff have a better understanding of the role of the MFRC and how they might be able to be supported. As NPF employees on deployment, they are integral members of the defense team, and while we know that MFRCs are always willing to provide support, we want to ensure that all parties are informed and understand that the local services available may vary in each community.



Take the challenge to the edge is what best defines a job within CFPSA's Deployed Operations. CFPSA has been serving deployed troops for over four years now. Energetic and adventurous employees from all parts of Canada have been diligently building CFPSA's reputation of excellence in customer service in Bosnia, Afghanistan and Haiti. All are in agreement that the challenge is great and the experience is unforgettable. New employees are recruited, trained and deployed for each six-month rotation. This life-changing experience is as disturbing as it can be memorable. These positions include fitness, retail operations (cashiers, bartenders, barbers), travel and administrative personnel. All of these individuals contribute to the provision of the highest level of quality of life for the soldiers and truly live up to CFPSA's motto of Serving those who Serve.

The Human Resources Line

Provided courtesy of HR Group Management Consultatns

Test Your Assumptions About Time Management

As we all struggle to fit everything we have to do in our day we need to occasionally remind ourselves of how best to use our time. Try these time management assumptions – are they True or False? See the answers on page 14.

- 1. If you really look, you can probably find ways to save time.**
- 2. Being busy and active is the best way to get the most done.**
- 3. Time problems can usually be solved by working harder.**
- 4. “If you want it done right you better do it yourself” is still the best advice.**
- 5. Most of the ordinary day-to-day activities don’t need to be planned – and you probably can’t plan them anyway.**
- 6. Managing time is essentially a matter of reducing the time it takes to accomplish various tasks.**
- 7. A good way to reduce time waste is to look for short cuts in managerial/work functions.**
- 8. No one ever has enough time.**

GET CONTROL OF YOUR TIME AND YOUR LIFE!

- ✓ Get organized – one minute spent organizing your space can provide 3 minutes of productive activity
- ✓ Put things away when you have used them
- ✓ Use a “system”, could be electronic, an agenda book – whatever works for you
- ✓ Set objectives
- ✓ Know priorities
- ✓ Have “To Do” list – check it daily
- ✓ Avoid procrastination – recognize it and deal with it, break tasks down into smaller segments.
- ✓ Learn to say “NO” and mean it.
- ✓ Remember the 80/20 rule – if you are spending 80% of your time to get 20% of the results you have it backwards!

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

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Communications Corner

Marion Grobb is Director Communications at CFPFA, an author, a Toastmaster and a member of Canadian Association of Professional Speakers (Ottawa Chapter). She may be reached at grobb.marion@cfpsa.com 613-996-6826.



Taking Better Photos

By: Lyndon Goveas, CFPFA Audio and Visual Communications Specialist

Admit it. ... You take bad pictures. If you have ever held a camera, it's destined that the bulk of the pictures you have taken with it include such greats as headless grandma blowing out her 75th birthday cake (how could you screw up such an important shot?). Even professional photographers of the film era worked with the expectation of getting only one good picture per roll of film, which is to say that we take a lot of bad pictures, too.

Of course, technology has changed. As digital photography eliminates the largest everyday cost in photography – film – shooting twenty pictures now costs the same as shooting two. And so we enter into a new era, one where images are in focus, well composed and interesting.

For the next event that you're asked to cover, take 10 times more pictures than you would normally.



Move around and try shooting from different angles. Delete any images that are not technically or otherwise properly 'exposed'. Keep other pictures that look good but don't represent your best work in a separate folder that you can easily delete once the needs for the picture you have submitted have been met.

Below are more tips that address other common problems.

- Photography is a subtractive art. Your viewfinder contains a canvas packed with activity. Your challenge is to creatively and judiciously eliminate anything that isn't necessary to your image.

- Scan the top, sides and bottom of your viewfinder. Your main subject should nearly touch these boundaries. If it doesn't, move

closer to the subject.

- Always use a flash when taking pictures of people outdoors, especially when it's sunny. The sun casts harsh shadows and the face is a veritable landscape of hills and valleys.

- When shooting indoors, move your subject away from walls to avoid your flash casting heavy shadows. It is also good form to avoid reflective surfaces (such as the mirrors in gyms).

After you've mastered the above, make sure at least one of your shots in every series breaks at least half of these rules.

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Assumptions About Time Management Answers

They are all False!

1. You get 24 hours a day, use it or lose it. If I put \$1million dollars in your bank account every night and said you had 24 hours to spend it, what would you do?
2. This may be at risk of losing quality, and not getting things done.
3. Working smarter is better – use the 80/20 rule – 80% of the value comes from 20% of the effort.
4. Possibly not the best use of resources – need to learn to prioritize (what really has to be done and what doesn't) and delegate (who is the best person to do it – what is the best use of your time).
5. Necessary for setting priorities – get less important things done at the expense of more important.
6. Only have one bank account of time, need to set priorities not short change.
7. At risk of losing quality – need to work smarter, not “short cut”.
8. Everyone has 24 hours every day – it's enough – it's what you do with it that makes the difference.

People on the Move ...

Dundurn MFRC – Director Tammy Leach will be taking a leave of absence until May 2005. Val Pelletier will be Acting ED during this time.

Elmendorf CMFRC – Farewell to Advisory Committee Chair Don Devin, welcome to Tracey Murphy.

Wainwright MFRC – Farewell to Executive Director Denis Mailloux, welcome Trish MacGregor.

Goose Bay MFRC – Farewell to Board of Directors Chairperson Dawn Rellinger, welcome to Michelle Loose.

Gander MFRC – Farewell to Board of Directors Chairperson Cheryl Gough, welcome to Judy Tromp.

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

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

