

# C/MFRCs In Focus

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

May 2004

## Halifax MFRC Kicks Off Advertising Campaign “Military Families the Strength Behind the Uniform”

By: Sonya Bridge, PR & Development Halifax MFRC

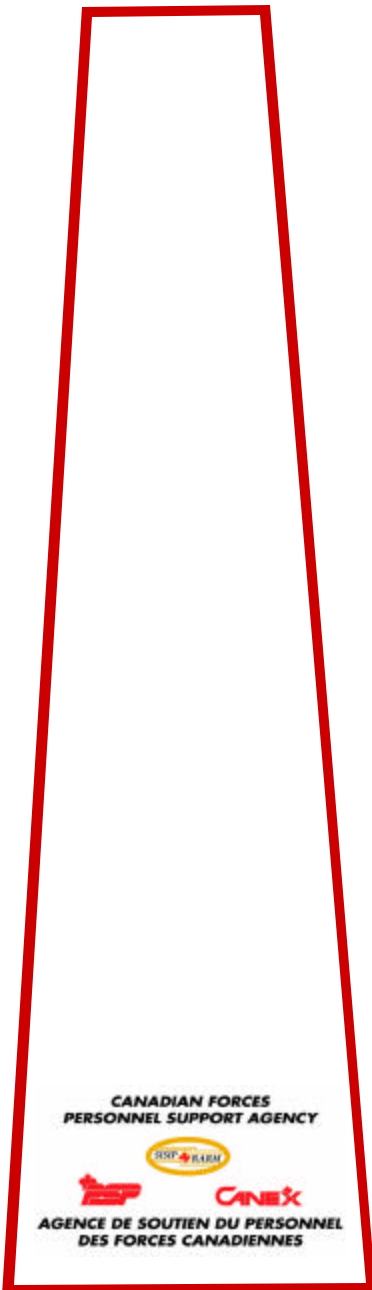
When one thinks of a slogan it is usually a statement about a product or service that an organization offers or in most cases sells to the public. As you are all well aware, procedures that are effective in the for profit world don't usually apply in the not-for-profit. The intent of a slogan or tag line is to grab the attention of your target market and motivate them to, “stop in to your store and purchase the product ” or in the case of MFRCs “drop-in to your centre and register for a program.”

The board of directors of the Halifax MFRC identified the need and made the financial commitment for staff to develop an image that would lead to heightened awareness of the MFRCs mission.

We set out to develop an advertising campaign and after much deliberation about slogans that described the MFRC, we decided that a statement that spoke of military families, instead of MFRC is what we needed. We realized that we can say all we like about the great services and programs offered at MFRC but when it comes down to the nuts and bolts, a bold and positive statement about who we serve is more apt to speak to that community.

The new slogan, “Military Families the Strength Behind the Uniform,” ties in with the words we use on a daily basis to describe military families, words such as resilient, determined and adaptable. At the Halifax MFRC we recognize the strength that all families possess and we focus our efforts on building on that strength. We accomplish this by offering a wide array of programs and services that speak to the interests of

*(Continued on page 2)*



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## Cause for Celebration ...

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SHILO MFRC-Congratulations to Marion Sembalerus (Children's Services Coordinator), Genella Macintyre (Executive Director) and Garry Reid (Quality of Life/ Youth Services Coordinator) for 10 years of outstanding service to the Shilo Military Family Resource Centre. Genella Macintyre resigned from the Shilo MFRC in April 2004. We wish her all the best in her new endeavours.



WINNIPEG MFRC-On November 6, 2003 during the MFRC Coffee Break, Gwen Kerr, Chair of the Winnipeg MFRC Board of Directors, presented Don Brennan, Executive Director, with a plaque to mark his 10 years of dedicated service to the Winnipeg MFRC. Congratulations Don and thank you!

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the families we serve.

Each advertisement in the campaign includes the slogan and a photo of a military family alongside the HMFRC website and logo. Since the advertisements first started to appear late last summer visits to the website have dramatically increased and feedback from the community has been great.

As we continue to roll out the campaign we plan to use a variety of photos depicting the diversity of the military community. It was important to us that the photos stir the emotions, so it is fitting that the first photo is of a child from HMFRC daycare, as his father kisses his cheek, just moments after returning from a six month deployment. Gregory was only 6 weeks old when his father, Brian, deployed with Operation Apollo on the HMCS Charlottetown in the Fall of 2001.

This advertising campaign includes a variety of tools that the image and slogan have been featured on. The one we are most proud of is the 10 x 20 foot billboard displayed at various locations around metro Halifax. Two bus stop benches in Halifax display a 2 x 5 foot sign and cable TV ads are soon to be released.

**Note: The deadline for submissions for the next issue of C/MFRCs In Focus is 20 May 2004.**

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# Sharing Stories of Innovation & Creativity ...

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## Child Abuse Handbook produced by Halifax MFRC

By: Rose Dean and Shelley Brown

The Halifax MFRC has produced a *Child Abuse Handbook* for presentation to all HMFRC staff as a professional development activity. This handbook covers extensive legal proponents as outlined in the Children and Family Services Act. The different types of Child Abuse are clearly defined and outlined for staff to refer to.

We recognize that reporting a situation of child abuse can be a stressful experience, but it requires

immediate attention and clear thinking in order to provide as many details as possible. The most important messages for staff is that they are obligated to ensure that community services is contacted and that the person directly involved is the one who should make the initial contact.

A copy of the Child Abuse Handbook was collated in a bright red binder for each staff member to keep in their workspace for quick reference.

## Creative Outreach and Marketing Approaches for the St. John's MFRC

Submitted by: Eva Marks MacIsaac, DMFS Regional Representative

Over the last year or so the St. John's MFRC has made great strides with their outreach and Marketing of the MFRC. This has been accomplished through the use of special events, which place the MFRC name in the eyes of the general public.

The Invisible Ribbon Campaign has been a positive method of promoting the contribution of the families of the Canadian Forces for some time now at the St. John's MFRC. Over 20,000 pins have been distributed in Newfoundland through the three MFRCs. This year on Nov 12<sup>th</sup> the Deployment Support Group of the St. John's MFRC was granted their request for the Lt. Governor of Newfoundland to host a launch of the Invisible Ribbon Campaign at Government House.

For the last several years the St. John's MFRC has placed a float in the annual City Santa Clause Parade, which is watched by thousands of individuals from the greater St. John's area. The float always has a theme and is prepared in

cooperation with the Station. This years theme was Sea to Sea - Serving our Community and highlighted the contribution of the CF and it's families in supporting Canadians during times of crisis such as the Floods, Ice Storms and BC fires.

A new twist was put on the annual Christmas Tree Lighting ceremony last December when the MFRC invited the general public to join them for the lighting of a Peacekeeping Christmas tree. The tree had 13 different colored lights representing the 13 different peacekeeping missions of the Canadian Forces. The local evening news station covered this event live.

In addition to these events the MFRC has a regular presence at a major local mall where Invisible Ribbons are distributed, deployment support networks promoted, and general information about the MFRC and its programs and services are displayed.

For more information about any of these creative outreach/marketing activities please feel free to contact the St. John's MFRC at (709) 570-4636.

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# Volunteers Make the World Go 'Round ...

## Borden MFRC Volunteers Organize Christmas Craft Show

The Borden Family Resource Centre held their Second Annual Frosty Frolic Craft Show this past December pooling all resources on base to pull it off.

Two years ago, the Centre Volunteer Coordinator, with the assistance of a dynamic committee of Volunteers, developed an idea to hold an annual event that would raise funds for the Centre's yearly volunteer appreciation dinner in the spring. The committee also wanted to use the venue to bring together as many community programs as possible.

This year the two-day event was held in a large hall in Borden, where the Centre was able to accommodate 68 vendors. Many area crafters and some small businesses displayed their wares during the event, which enticed over 350 visitors. A recognized Christmas gathering, the fund raiser also offered a venue for various non-profit organizations including Trinity Chapel, Girl Guides of Canada and the Centre's Youth Centre.

Craft enthusiasts, who visited the show, were given ballots for a draw for donated door prizes. Children used tables and chairs provided for colouring and other Christmas fun while waiting for Santa to make his guest appearance.

It took many dedicated volunteers to coordinate the large showcase of talent including those who baked goodies, made crafts, coordinated local media and manned the Centre tables.

In 2004, the Centre plans to begin planning in July so the event can continue to grow.

## Greenwood MFRC Annual Christmas Breakfast

### A special way to thank our Military Partners, Volunteers and Families

Over the years, the Greenwood Military Family Resource Centre's Annual Christmas Breakfast has become a Christmas tradition at 14 Wing Greenwood. For 8 years now, a large number of Wing personnel, GMFRC Registered Volunteers and families of deployed members have looked forward to enjoying a complete homemade breakfast prepared by the GMFRC personnel.

Staff members, out of their own pockets, cover the cost of the breakfast, and this year our Board of Directors generously agreed to help out by contributing from their "Board Recognition Fund". The breakfast was held on December 15th 2003, and attracted over 150 people despite the stormy weather, which caused the Base to go "minimum manning" later that day. Our first sitting included those Wing personnel who are instrumental in our effective service delivery - from the WAdminO to our Central Registry personnel, and everyone in between. It is a pleasure for us to be able to personally thank our Wing partners at Christmas. Family members of deployed personnel and Centre volunteers had the honour, at the second sitting, of the company of our special guest, Colonel Gerald M. A. Morey, 14 Wing Commander who has become a regular breakfast participant.



Photo: Nicole Godin, GMFRC

The breakfast was introduced back in 1996 when the Centre was a lot smaller, as a friendly way of personally thanking those people who help us do our jobs well because of their support. This demonstrates how a small idea can go a long way!



## 19 Wing Comox Celebrates Their Volunteers

The First Annual 19 Wing Volunteer Recognition Event sponsored by SISIP was held at the Fitness and Community Centre Wednesday, November 12. More than 115 adults enjoyed a fabulous lunch while an 'Improv' Theatre Group provided entertainment. Community youth volunteers were delighted with a pizza night including a clown for entertainment. Wing Commander, Colonel Randy Price, Senior Wing Staff and SISIP representative, Janet Scotland, were at the

celebration to congratulate all 19 Wing volunteers and thank them for their contributions. At 19 Wing Comox, more than 350 people volunteered 15,000 hours of their time last year, contributing to the MFRC, the Wallace Garden Community Association, the Museum, various Wing Clubs, the Terry Fox run, the United Way Campaign and the Snow to Surf event. Next year's goal is 20,000 volunteer hours.

## Volunteer Garden Symbolizes How Volunteers Beautify The Community

By: Nicole Johnson

On 20 September 2003, 17 Wing Winnipeg Wing Commander and Winnipeg MFRC Executive Director unveiled a Garden dedicated to the Winnipeg MFRC Volunteers. "The Volunteer Garden" is dedicated to the many volunteers past and present who have donated time and expertise to the programs and services of the Winnipeg Military Family Resource Centre. Forget-Me-Nots are planted in the garden as recognition of their service.

During the International Year of the Volunteer, the Winnipeg MFRC presented the 17 Wing Wing Commander with a mock cheque for \$10,064.00 and 10,064 Forget-Me-Not seeds, representing the total amount of Volunteer hours donated to the Winnipeg MFRC during 2001. It is these Forget-Me-Nots that are planted in "The Volunteer Garden".



17 Wing WComd – Col Kummel, MFRC Executive Director – Don Brennan

## Edmonton MFRC Volunteers Wrapped It Up

By: Julie Devlin-Hiscock

The Edmonton Garrison MFRC is always looking for new and innovative ways to partner in our community, and when a local mall approached the centre with a unique idea, we jumped at the chance.

Londonderry Mall had historically hired mall retailers to provide a gift-wrapping service during the holiday season. Thanks in part to a previous partnership with the MFRC, the mall approached the centre about taking over the Christmas Wrap project. The mall picked up all of the costs and provided an honorarium, and in return the MFRC would staff the entire project for the six-week duration.

In theory, a great plan, in practice, a lot of effort.

Thanks to our newly revamped Volunteer department, MFRC volunteers provided more than 1,200 hours of volunteer time, supported by MFRC staff who acted as supervisors. In a six-week period, over 1400 gifts were wrapped, tied, and tagged, helping to raise over \$7,000 for The Edge, the MFRC's teen centre.

And the scariest part? This endeavour was a success on all sides, and plans are already in place to do it again next year. 1,200 hours and counting...

## ... Education and Quality of Life Services

### New Moms and Dads Get Together at the Petawawa MFRC

By: Chris Quigley, Deployment Coordinator, Petawawa MFRC

Once a week, the South-side kitchen of the Petawawa MFRC comes alive with aromas as the prenatal nutrition class prepares another healthy meal. With the help of Health Canada and the Killaloe Community Resource Centre, moms-to-be and new moms (and dads) have a place to come and enjoy a nutritious meal and meet with others who have something in common - babies. For many, it is their opportunity to vent about the sleepless nights or to figure out how to gain back some sanity after discovering that baby number 2 is nothing like his sibling when it comes to sleeping, eating or for that matter just being!



The class is all about learning how to care for a newborn. While eating, moms and dads participate in a variety of information sessions including: how to properly install a car seat, how to make 'homemade baby food', and how to gently say "no". Special guests show new

moms how to do things they'd never think of, like taking care of their hands. With all those diaper changes, moms will be washing their hands more often and who wants rough hands on baby-soft skin? Nurses from the local health unit and "experienced" moms join the group to formally and informally pass on information and inspiration as well as a little adult conversation.

The weekly session ends with a plan for the next meal, a hearty good-bye and a grocery bag. Yes, that's correct, until their newborn is 3 months old, each new mom will take home a bag of milk, some juice and a veggie, fruit or protein. Health Canada finances the weekly grocery bag to counter the 'low birth weight' of babies, a growing concern over the past few years. For many of the women who come to this group, it is their only outing for the week, especially if their military partner is deployed. The biggest benefit though according to the Petawawa MFRC, is the friendships formed as a result of the class.

### Canada Career Week Celebrations at the Borden MFRC- November 2-8, 2003

This annual event is designed to assist people during the decision making process as it relates to individual professional choices. This year's theme was "Find the work you love". In acknowledgement of Canada Career Week, the Borden Family Resource Centre held an **Information Session with Employers on Base**. Many people attended this session and it was a great opportunity for them to find out additional information about the organizations, hiring practices and jobs available on Base.

For the employers and organizations that was "a great way to get their names out and to share information". Many thanks to all employers that

participated in this event (Civilian Human Resources Office Borden, Non Public Funds (CFPSA), Tim Hortons, Sunlite Floors Cleaners, Borden Cirled Pine Golf Club, École de langues La Cité and the Borden Family Resource Centre).

**Find the Work you Love Contest:** This contest was run thorough Canada Career Week by many community organizations in the area including the Borden Family Resource Centre. Three participants won an opportunity to try their Dream Job for a Day, lunch their Job Mentor and receive Employment/Career Counselling. Congratulations to the three winners: a new entrepreneur, an Helicopter Pilot for the Military and a make-up artist for a Day!!!

## 19 Wing Comox Education, Employment and Career Fair 2004

The 3rd Annual Education, Employment and Career Fair at 19 Wing Comox on Feb 9th was another successful event for the 19 Wing committee. In attendance were all the regular educational institutions. Of the 45 Exhibitors who displayed at this year's event, were new exhibitors such as McDonald's Restaurants, Canadian Film and Acting School, Re-Max, RBC Royal Bank, Okanagan University College, JobWave and Triumph. We received many positive responses from both the public and Exhibitors who attended. Some comments included: "well organized event", "received a very warm welcome", "helpful and friendly staff / volunteers", "excellent layout of the floor plan", "a great variety of Exhibitors", "very informative", "great community event" and "looking forward

to next year's event".

A change to this year's event was an "orange" colour theme. All the volunteers wore "orange t-shirts" which made them highly visible and more readily able to provide assistance to visitors and exhibitors alike. This year's event also included a separate "quiet" area where attendees could fill out job applications that the exhibitors really appreciated. Over 700 participants attended from all over the Island and included school bus loads from outlying towns.

This event was a combined effort of MFRC and Wing Personnel Selection Officer staff and 70 volunteers from across the Wing without whose dedication and commitment this event would not be possible. Thanks to all who contributed.

## 3rd Annual Ladies Spa Night Was Big Success

By: Susan Murray, Information & Referral Coordinator, Comox MFRC

On Friday, November 14th, we hosted our 3rd Annual Ladies Spa Night to welcome newcomers to 19 Wing Comox. Spa Night is a fun filled evening of pampering and relaxation that has garnered rave reviews. This event gives Military Spouses / Female Members new to the Valley and those who have been here awhile, a chance to network while learning about some of the wonderful services available in the Valley. The ladies enjoy such decadent pleasures as massage, reflexology, manicure, pedicure, facials, hair styling and much more. All of the Facilitators for this event graciously donate their time and services. The attendance this year was the highest ever with 93 ladies and 25 facilitators.

With the support of the FS&R staff, we are able to take over most of the Fitness and Community Centre for the event. The centre piece room is the pool where we create a relaxing and cozy atmosphere with subdued lighting pool lights, a quartet playing in the corner, individual booths for

facilitators and free frothy drinks and food. The ladies can enjoy a swim or sit in the hot tub between sessions. The Aerobics Room is turned into a mini

beauty salon complete with a comfortable waiting area with a sofa, magazines and soft music. You can then move to the classrooms and conference rooms for fun group sessions like bath balm making, mendi art, healing touch instruction and more.

Many of the businesses in the Comox Valley generously provide wonderful door prizes, including gift baskets, champagne, sessions at the

new Hydro Spa and gift certificates to local businesses.

A wonderful evening was had by all with comments from the ladies like "Wonderful relaxing evening." "Great Welcome to Comox" and "So awesome!! I loved meeting newcomers".

A great big thank you to all the staff, volunteers and local businesses that helped make this huge undertaking a great success.



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# Deployment Support Services ...

## Yellow Ribbon Campaign Comes to Borden

The 'World's Largest Yellow Ribbon Campaign' has come to Borden. Following an invitation from the Edmonton MFRC for other MFRC's to take part in their very successful campaign, the Borden Family Resource Centre adopted and launched the Yellow Ribbon Campaign in January 2004. The Campaign has been taken on by the Deployment Support Program and all proceeds raised from the sale of the Yellow Ribbon lapel pins will go towards the activities and initiatives that support the families of deployed military members. Although Borden does not experience a high volume of deployment, there are additional challenges associated with lower deployment rates. Families are likely to receive limited global and/or unit support when few members are deployed. Furthermore, families are more isolated within the community because it is unlikely that they have a neighbour or friend, etc. who is experiencing the same situation at the same time and therefore support becomes very limited. The Deployment Support Team is currently promoting the Campaign on the Base and hopes to expand the promotion into the greater community. The BFRC looks forward to a successful campaign.

## Petawawa MFRC -"We Support Our Troops" Lawn Signs

By: Diane Carlucci

During these last deployments Valerie Hyska wanted to do something to raise the spirits of the soldiers and military families in her community and the country. She created lawn signs that announce to the neighborhood, the community and the world that "We Support Our Troops."

The idea of the lawn signs was generated from a dinner conversation with her family here in Petawawa. She is a military spouse and her husband was deployed with the OP Athena in Afghanistan and she is the Promotions Manager at Moncion Grocers Petawawa Market. Her husband served with the 2<sup>nd</sup> Royal Canadian Horse Artillery on Roto 0. In the anticipation of his deployment she felt the need to do something. She wanted her husband and the other soldiers deploying to know that they were never far from her mind. The idea of the lawn signs evolved from here.

She approached Mr. and Mrs Moncion, local grocers in Petawawa, with the idea and they came on board whole-heartedly. Not only did they finance the project by putting up the money to buy 500 signs at a time, but they gave the venue from which to sell the signs . . .their local grocery store.

The signs retailed for \$5.99 plus tax and \$0.50 from the sale of each sign was donated to the Petawawa Military Family Resource Centre to be used for deployment services.

This project was very successful in our community and Valerie was very excited by the provincial and national attention it received. Canadian Forces Base Petawawa had close to 3000 troops deployed to Afghanistan and Bosnia this year. With so many important members of our community and other communities around the nation participating in these deployments, Valerie and her committee thought that there could be no better time to let them know that the entire community supported them in a most visible way.

If you would like more information on the "We Support Our Troops" lawn signs call Valerie at 1-613-687-5000. Thank you Valerie for making it possible for us to show our soldiers that they were in our minds and hearts.

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## NCR MFRC Invisible Ribbon Campaign a Visible Success

November 3rd, marked the launch of this year's Invisible Ribbon Campaign at the Military Family Resource Centre of the National Capital Region with guest of honour, the Honourable John McCallum, then Minister of National Defence, and Senator Lucie Pépin. Minister McCallum and Senator Pépin assisted resource centre volunteers in making invisible ribbons that were distributed by the thousands across the NCR.

With local television media attention contributing to the incredible success of the campaign launch, the



phone at the MFRC-NCR was ringing off the hook with interested Canadians asking where they can get their ribbon. Word of the campaign also reached the attention of Parliament with a request for support coming from the House of Commons.

"I hope all members of the House and indeed all Canadians will join me in wearing an Invisible Ribbon to demonstrate that we very much appreciate military personnel and their families for a job well done." said Mr. Sarkis Assadourian the Liberal MP for Don Valley North addressing the House on October 31, 2003.

By distributing nearly five thousand invisible ribbons across the region, the

MFRC-NCR saw tangible results for their efforts over the past several months. "Congratulations to everyone who worked hard to make this happen. What it says to military families is that the people in our community support military families. This is an important message for military families to hear," said Maureen McCann, military spouse and MFRC employee.

## Christmas Spaghetti in Gander

By: Julie Tolmie, Deployment Support Coordinator

Every year, the Gander Military Family Resource Centre sends Christmas care packages to troops who are serving overseas and in Alert. The care packages are filled with items that are donated by local businesses and individuals. This year's campaign was not proving to be very fruitful and since we did not want to disappoint our troops, we had to come up with another way to fund the care packages.

We approached Dominion, a local grocery store, and inquired about using their community room to hold our fundraiser. Dominion provides all of the food, we provide the manpower, and all the proceeds are ours. What a deal! In the end, we served about 75 people and fundraised a total of \$370!



This event was a great success on many levels. Not only did we make enough money to send 40 large, well stocked care packages overseas, but we had the opportunity to network with downtown resources. This was also a great PR opportunity for us as well. In addition the response from the troops was very positive.

# All "ABOARD"

A Column dedicated to C/MFRC Board Members

## Hiring the "Right" Person for Executive Director/ Director Targeted Selection Process (continued from December 2003)



Lorraine Stewart, CHRP

### 4. Media and Marketing Strategy – Part 2

Ad Copy: (derived from your position description for ED and the profile)

Headline is generally the position title - - - Executive Director

Use descriptive adjectives to give the reader a sense of the kind of organization you have, the nature of the position, and the type of person you're looking for. Use the KISS principle - - KEEP IT SIMPLE, SPECIFIC AND SHORT! ENTICING AND INFORMATIVE.

Example: "A multi-program high profile not-for-profit organization, the (name)Military Family Resource Center in (location) serving over \_\_\_thousand military families, is looking for a dynamic, effective leader for the position of Executive Director". The ideal candidate will have a background of successful, results-oriented management experience, demonstrated leadership, communication and program development skills, knowledge of military family needs, and strong commitment to the voluntary and not-for-profit sector. A proven record of successful change management and community development is needed to support the ongoing progress of SFMRC. Integrity, initiative, energy, enthusiasm and influence are characteristics that also describe our "ideal candidate". Military background or experience and French language would be assets. Various combinations of education and experience will be considered, with emphasis being placed on the range of related management experience and demonstrated results within not-for-profit organizations.

Tailor your copy to the target group in each case. e.g. - for your national advertising, include brief highlights of the features of your city/town, resources, climate, etc. (The selection committee might brainstorm what they consider to be the "advantages" of living in this community - from your list of ideas take a few and incorporate them into your "marketing", whether it be e-mails, letters or ad copy - your purpose is to attract the best - and to inform and influence interest by promoting your features.

-----is an active community of 3,000, on the ocean where fishing, watersports, and outdoor leisure activities abound. 20 minutes from (city), with a moderate climate year round.

In every instance, regardless of whether it is e-mail, internal memo, letter, advertising, close with the "closing date". Generally two weeks following the formal advertising is sufficient time for interested people to respond. If you wish you may include a "for further information, contact \_\_\_\_\_ at \_\_\_\_\_-(ph. No. or e-mail address)

As you plan your target markets, media, messages, and the dates for each, and set the closing date for applications, NOW is the time to set the dates for the selection committee to meet and screen applications, as well as dates for the interviews. A classic mistake of organizations in the hiring process is to delay following receipt of applications. You risk losing the best candidates, and may create the impression that filling this critical position within your organization is not a high priority. Everything that you do communicates something good or bad about your organization. Your public relations role in this process is critical. Ideally, meet to screen the day after the competition closes. Establish your interview dates back to back for no more than one week after the screening has been done. E.G. - you advertise on the 10th, close on the 24th. Screen on the 25 or 26 and interview week of the month following - - approx. 3-5th. Inform all who are involved directly of the dates that have been set. e.g.- receptionist or clerical assistant who will actually contact the candidates you want to interview.

Ensure that you have the boardroom, or whatever office you will be using for the interviews also booked. It is ideal to conduct the interviews in your MFRC - and of course you want a private room that will accommodate the interview panel and applicant comfortably. We'll discuss the "professional" interview environment in a future article.

In the next issue, Topic 5-Screening Applicant Resumes.

Note: DMFS recognizes that Advisory Committees do not have hiring authority but do, however, play a role when hiring a CMFRC Director.

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# The Human Resources Line

provided compliments of HR Group Management Consultants

## Performance Management Starts Before You Hire ...

it is the responsibility of both the supervisor and the employee

The Executive Director is responsible and accountable to the Board for the productivity and individual employee performance at the agency. This responsibility may be delegated to supervisors who are then held accountable by the Executive Director.

The Board is responsible for the productivity and performance of the Executive Director. It cannot be delegated. There must be appropriate Board processes and policies in place to ensure this responsibility is not neglected. The Board holds itself accountable.

### Know what you are looking for

For every position in your agency there should be a clear understanding and expectation of what it takes to succeed in the position. Employees must be hired or placed into positions with the following requirements in mind:

- Knowledge – may be academic but doesn't have to be, depending on the position
- Skills – “technical” ability
- Experience – in a same or similar position or environment
- Attitudes and behaviour – most often overlooked but the most critical, “how” things are done

### Start the employee off on the right foot

Plan the orientation process and make your expectations clear. Let the employee know what resources are available and where to find them. Help them set priorities. Know what the training plan is.

### Provide constant ongoing feedback

Tell them how they are doing. Ask them how you can help, what they need. Be their coach. **Tell** them how to do it, **Show** them how to do it, **Let** them do it, **Watch** them do it and provide feedback. Feedback must be timely to be effective.

### Focus on the employee's development

Coach, provide feedback, evaluate, and provide more feedback. An annual **review** of performance provides an opportunity to summarize feedback and plan for another period, setting appropriate goals and objectives.

### Discipline only when all else fails

If you are sure that you have made your expectations clear, coached, provided timely feedback, and the employee should know better, start a process of progressive discipline.

### Employees share the responsibility for their performance

If the expectations are not clear – ask: “Am I on the right track?” If feedback is not forthcoming – ask: “How am I doing

***Your HR Help Line is available at 1 888 474 5463. We can provide advice and tools for performance management. 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](mailto:hrgroup@hrgconsulting.com).***



## **Halifax Mooseheads Quebec Major Junior Hockey Team Drops In To Shearwater!**

The line up started early with over 40 pre-teens and 25 teens turning out to play against their hockey heroes. The night was a buzz with friendly floor hockey! Four members of the Halifax Mooseheads Quebec Major Junior hockey team showed us what community volunteerism is all about. For three hours, the Mooseheads played against the pre-teens, teens and even a parent line who could not resist the opportunity to play against tomorrow's NHL future stars!

Moosehead players in attendance were Jason Churchill, Goalie, Jan Steber, Forward, Justin Saulnier, Center/Wing, and Jimmy Sharrow, Defence. The Thrashers selected Sharrow as an Atlanta prospect in the fourth round, 110th overall in the 2003 NHL entry draft.

The four Moosehead players took on the slightly outnumbered Shearwater Flyers on the floor, and managed to put on quite a performance of their talents. From passing and receiving to shooting and stick handling, their conditioning and accuracy was second to none. We're practicing for next year and look forward to seeing the Mooseheads again in Shearwater!

## **Goose Bay Military Family Resource Centre Annual Skating Party**

By: Donna Smart, Child & Youth/Emergency Childcare Coordinator

The Goose Bay MFRC held its Annual Skating Party at the E.J. Broomfield arena on February 8th, 2004. The Skating Party was a great hit with approximately 60 people in attendance. The children came out in all ages, from being pushed in a stroller around the ice, to showing off new figure skating moves. Everyone who attended had a great time. The skating took place for one hour followed by warm refreshments of hot chocolate and home made cookies. Despite some bumps, bruises and sore feet, all members were in great appreciation for the family afternoon and look forward to the next family event.

## **dK Wear Starting New Trend as Military Family Resource Outlet in Trenton**

Tina Barker may be a new business owner in Brighton, having celebrated the grand opening of dK Wear, which carries designer discount fashions for teens and young adults, but she is already giving back to her community - particularly the military community. Brighton-area military families no longer have to make the drive to the Trenton MFRC to drop off mail destined for deployed loved ones; they can just drop off their parcels and letters at dK Wear. Tina and her husband, Master Corporal Brian Barker, have also put together a cozy corner in their store where military family members can sit, sip coffee and read about upcoming or ongoing programs and events at the MFRC.

## St John's MFRC Children's Literacy Library

Submitted by: Eva Marks MacIsaac, DMFS Regional Representative

The St. John's MFRC celebrated the opening of their Children's Literacy Library in April 2003. Approximately 50 people attended the launch along with representatives from the provincial Literacy Council. All Children received a handmade book bag tote with a free book and parental literacy information. In addition the new MFRC literacy logo "Reading Right On" was introduced. The reading area now provides MFRC children with their own special reading space.

## The Stars Were Shining on Montreal MFRC

By: Line Bellavance, Information and Referral Coordinator

Those of you who followed *L'Union fait la Force*, the televised game show that aired during the week of January 26, know that we participated. Our team, represented by Nathalie Girard-Berg, Julie Tremblay, comedian Denis Bernard and yours truly took on some admirable opponents and waged a hard-fought battle. When the dust settled, MFRC ended up winning \$4,000.

**What an experience!** What can you say? This experience will go down in the annals of the Centre and remain etched in our memories. We enthusiastically participated and hoped to give a good account of ourselves. At the very most, I was hoping to return with \$1,000 to finance our activities. The adventure turned out to be quite something, much to our delight.

**The start.** Things got off to a somewhat shaky start. Mr. Bernard cautioned us before the shoot, "Girls, don't count on me too much, because I'm not that good at this type of game." And our friend Julie, who knew two of the three competitors on the opposing team, told us, "I know those two and they are *whizzes*." Hey, what's a little pressure?

**The comeback.** We lost the first game, and although we were not discouraged, we felt the tension and pressure from our supporters, who were really banking on our coming through. Fortunately, the first show chased away our jitters. In a game where speed is of the essence, we left a vapor trail. We gave it all we had (even to the point that I injured my thumb...and that was not staged!). Even Mr. Bernard amazed us with his lightning-fast and accurate answers. I believe that had it not been for him, we would not have performed nearly as well.



**Our supporters.** Not enough can be said about our supporters. They were more than just a part of our team. They kept us motivated by giving us encouragement and providing valuable assistance during the group games, when they were the ones who came up with the right answers. Without their energy, enthusiasm and words of encouragement, the week would have pretty much mirrored the first game. A huge thank you to everyone for being there!

**The outcome.** Much to the delight of Nathalie, the moderator at the Centre des Jeunes and the initiator of this adventure, we exceeded our expectations. In private, we were hoping to win two or three shows... but four, what a surprise! Thanks again to everyone who, directly or indirectly, contributed to this resounding success.



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Provided compliments of Aimee Igloliorte-Marketing Coordinator SISIP Financial Services. To find out more about how military families can benefit from SISIP's services visit their web site at [www.sisip.com](http://www.sisip.com) or call 1-800-267-6681 (in Ottawa, 233-2177).

Military family life can be challenging, particularly when it requires loved ones to serve in operational theatres. SISIP Financial Services (SISIP FS) provides products and services that can make this experience easier for spouses and families of deployed personnel.

While SISIP FS offers life insurance to protect families of deploying Canadian Forces (CF) members during the Departure Assistance Group session, it is also important for spouses to be aware of the services available to them while the member is deployed. Spouses need to know that a SISIP FS Financial Counsellor can provide such services as budgeting assistance, creditor negotiations, emergency funds, etc. If a financial crisis occurs, the SISIP FS Financial Counsellor is in a position to help the spouse with direct assistance in determining the nature and scope of the problem, developing an action plan to rectify the situation, and implementing the plan with the spouse.

Spouses of deployed personnel should also know that as a SISIP FS Financial Planning client, they have access to their Financial Planner, who can provide objective and unbiased investment advice as well as other related financial planning services such as tax preparation. They should also ensure that they have a power of attorney or a letter signed and dated by the CF member before deployment in order to access information on their SISIP FS life insurance contracts.

SISIP FS is proud to have a strong presence in the military community and to contribute to the quality of life of military families. SISIP FS thanks you for ensuring that military families are kept well informed on their products and services.

*In the next issue we will discuss how SISIP FS can help military families post-deployment.*

## Acclaimed Ottawa Artist is NCR MFRC Employee

Born in Montreal and the daughter of an artist, art has always been an integral part of Monique Geishardt's life. Being a military wife (more recently also a MFRC staff at the Career Centre), she submitted in 1995 and 1996 some of her black and white hand-coloured photographs in the Canadian Forces photo contest, receiving an award for each one of them. As a result, she was awarded the title of "Amateur Photographer of the Year" for 1996, making her the first woman to receive this honour.

Because of this success, Monique extended her artwork to photo restoration, specializing in the lost art of hand colouring. 2001 marked the 5<sup>th</sup> anniversary of this business. Several exhibits of restored work were on display at different libraries throughout the city during the year 2002.

Although bringing an old photograph back to life is very rewarding, art photography is what is closest to her heart. For the past two years, she has been creating and preparing a showing called "**Portraits Reflecting on Life**". To view the works featured in this exhibit, you can visit her web site at [www.mgeisartphoto.com](http://www.mgeisartphoto.com).