



**MILITARY FAMILY SERVICES  
ADVISORY COMMITTEE  
TERMS OF REFERENCE**

**United States**

**1 April 2017**

**Purpose:**

The Advisory Committee is established to provide support, input and advice to the Military Family Services Coordinator (MFSC) in fulfilling the mandate of the Military Family Services Program (MFSP) in their respective communities in the United States. *The MFSP mission is “To contribute to the well-being of Canadian Armed Forces families, enabling a mission-ready force that protects Canadians and Canadian interests across the country and around the world.”*

The MFSC’s role, through successful implementation of the MFSP, is to enhance the quality of life for Canadian military families posted to an Out of Canada (OUTCAN) location and to assist with transitional challenges of that posting.

This voluntary group of individuals is not authorized to act as decision-makers or policy-makers. Their primary role is to provide advice to the Military Family Services Coordinator about the needs of the community it serves, to help the MFSC keep a “pulse” on the community members and to evaluate the effectiveness of the program.

The Advisory Committee is intended to support the principles of the MFSP by engaging in Community Development as well as creating and facilitating the delivery of programs and services “By Families, For Families”.

**Background:**

In recognition of the significant contributions of Canadian military families and in response to their expressed needs, the MFSP was established in 1991. During the 1990s, Military Family Resource Centres (MFRCs) were established on Canadian Armed Forces (CAF) bases, wings and stations across Canada, and Canadian Military Family Resource Centres (CMFRCs) were established in the United States, Europe and the United Kingdom. In 2002, the staff of CMFRCs became Non-Public Fund (NPF) employees.

In 2012, Canadian Forces Morale and Welfare Services (CFMWS) adopted the European Model for USA OUTCAN in terms of Command & Control and Delegation of Authority (DOA). Joint Task Force North/Yellowknife’s MFRC, North of 60, became part of this DOA because it remains the sole Canadian MFRC with NPF employees. Thus, Yellowknife and the United States both use these Terms of Reference for their Advisory Committees. .

MFRCs in Canada are legal, family governed, federally funded, provincially incorporated not for profit organizations with charitable status. As an incorporated organization, each MFRC is governed by Articles of Incorporation that define its legal status, and Letters Patent that specify the objectives of the organization and Bylaws that govern the operations of the MFRC. CAF community members elect a volunteer Board of Directors to govern and collectively assume legal responsibility for the organization.

In Canada, the MFRC Board is responsible for the governance of the organization. This includes determining the overall priorities and goals of the MFRC, developing policies, and monitoring the effectiveness, quality, efficiency of services, and the financial stability of the organization. The Board also recruits, selects and monitors the performance of the MFRC Executive Director. MFRC Boards of Directors are also responsible for ensuring the effective planning, delivery and evaluation of MFSP services offered at their Centres (detailed in MFSP: Parameters for Practice). They are legally and financially responsible for the organization and its staff.

MFS in the United States cannot be incorporated as non-profit organizations due to their out-of-country status. Accordingly, the responsibility for governance of MFS is not vested with a Board of Directors. Instead, in the United States and Yellowknife, the MFS Senior Manager, North America, is responsible for

implementing the MFSP through the MFS and retains authority and accountability for the management of MFS in the United States and Yellowknife.

In each of the defined locations in the United States (see Page 16), and in Yellowknife, an Advisory Committee is established to ensure that the voice of families is heard and that the staff of the MFS are able to have input and feedback on the programs and services that it offers to achieve the MFS mandate. This document comprises the Roles and Responsibilities of the Advisory Committee.

**Core Characteristics of MFAC members:**

Team Player

Collaborate with others to achieve common goals. Seek and welcome others' ideas.

Community Focus

Understand community needs and be responsive. Ensure that community needs are the primary focus. Believe in the MFS and the MFSP.

Positive Attitude

Take pride in being part of the Advisory Committee. Learn from setbacks or failures as well as from successful efforts.

Excellence

Perform high quality meetings and tasks, in a timely and efficient manner. Take responsibility for playing a major role in the success of the MFSP implementation.

Competence

Seek learning opportunities and participate in training and other self-development activities as a committee.

**Definition of Roles Involved with MFAC:**

Senior Manager MFS, North America

Senior Manager MFS, North America is responsible for overseeing the overall management of the Military Family Services and implementation of the Military Family Services Program (MFSP) in the United States and Yellowknife.

Chain of Command (COC)

The Chain of Command plays an integral role in supporting the MFSP in their area of responsibility and supporting the MFS Coordinator and the Advisory Committee. He/she will supply a military representative to the Advisory Committee to assist in assuring his/her community needs are being met and the COC is represented.

Military Family Service Coordinator (MFSC)

The MFSC is responsible for the daily operations and implementation of the MFSP in their particular location. They are under the direct supervision of the Senior Manager for MFS North America; however, they are responsive to the COC.

Community Service Provider

Assist in the planning, organization and delivery of community based programs such as, but not limited to Information and Referral program for Canadian Armed Forces families in the Military Family Services (MFS) area of responsibility.

### Extended Community

The extended community is all military families posted within 60 miles of an MFSC but not located in the community where the MFSC is located.

### Remote Community

The remote community is all military families posted outside the 60 mile radius of an MFSC.

### **Composition:**

The Advisory Committee comprises an executive which includes a Chair, Vice-Chair and Secretary. It also has members at large, the MFSC and a representative of the Chain of Command, referred to as the Military Representative (Military Rep). There should be at least 3 voting members. At least 51% of the voting members of the Advisory Committee will be Canadian military family members to ensure the voice of families is prominent on the committee. Every attempt will be made to include those within the community who wish to be involved but the appropriate ratios must be maintained.

The AC Chair's role is to maintain impartiality; therefore, the chair only votes when their vote will change the outcome. The MFSC and Military Rep are ex-officio (non-voting) members of the Advisory Committee and are not included in the minimum membership guidelines. ACs may recruit other Canadian or US community members, either military or civilian, to enhance the composition of the Committee if appropriate.

Any deviation from this composition must be approved by the MFS Senior Manager.

Spouses cannot both serve as voting members on the Advisory Committee at the same time unless approved by the MFS Senior Manager. If a youth member (age 16 years or older) serves alongside their parent, they must do so without influence from the parent. In the case of a dual CAF couple, one member may serve as a voting member of the Advisory Committee. Immediate family members of employees of MFS are not eligible to serve on the Advisory Committee as voting members.

The Advisory Committee will encourage inclusion of all interested parties where possible, either on the Advisory Committee itself or on sub-committees. The process will be as follows;

1. Volunteer applications are submitted to the MFSC to establish the Advisory Committee itself.
2. Advisory Committee members volunteer to be executive members (Chair, Vice Chair, and Secretary).
3. The Advisory Committee determines by consensus (agreement by all members) or, if necessary, elections, the slate of the officers for the upcoming year.
4. The slate of officers is presented to the Chain of Command for endorsement upon recommendation of the MFSC.

### **Term:**

Advisory Committee members are instated for a 1-year term, with the option of re-instatement three times for a maximum of 4 years in total. Any deviation from these term limits must be approved by the MFS Senior Manager. This means that the Advisory Committee members must be ratified once a year following a recruitment drive for new members.

If a member is unable to attend 50% of the meetings in a year, misses 2 consecutive meetings without notification, or is not able to respect the terms and intent of the Advisory Committee, the MFSC in consultation with the MFS Senior Manager and the local Chain of Command, will ask the member to step down from the Advisory Committee. If it is determined that the time commitment is too much at this time in their lives, the member will be asked to step down or assume other more appropriate roles of

contributing to the Advisory Committee which meet their needs at this time. This decision will be made by the MFSC and the Advisory Committee Chair, with input from the CO.

**Training:**

All members of the Advisory Committee will be required to attend annual training on roles and responsibilities via WebEx, which is approximately an hour and half long. The training will provide all the necessary background information to make the committee function at its optimal performance. It will also give the members an opportunity to ask questions about their required duties as members.

**Accountability:**

The Advisory Committee is directly accountable to the MFSC and responsive to input from the local Chain of Command. Accountability for the successful local implementation of the MFSP is shared by the MFSC and the MFS Senior Manager, North America. The local Chain of Command plays a vital role in providing feedback to the MFSC, the Advisory Committee, and MFS Senior Manager to ensure success within the community.

**Code of Conduct:**

Respect for all Advisory Committee members and the MFSC and their opinions is the responsibility of all members and the MFSC.

- a Members are expected to act professionally with their colleagues to achieve the best results possible for Canadian military families.
- b Inter-personal conflict brought into Advisory Committee meetings will be considered grounds to require member(s) to step down.
- c Disagreements and/or conflict taken outside of meetings into the Canadian community will be considered grounds to require member(s) to step down.
- d All disagreements and inter-personal conflicts will be discussed privately with all individuals involved and may include the MFS Senior Manager.

**Roles and Responsibilities:** An Advisory Committee is established to carry out the following:

**1. Planning**

- a. Assist in the promotion, implementation of, assessment, and participation in, the National Community Needs Assessment (CNA) process designed to identify the needs of Canadian military families during an OUTCAN posting as these needs relate to services provided by the MFS. This CNA is initiated through the Senior Manager.
- b. Assist in the development, promotion, implementation and assessment of programs and services offered to meet identified outcomes of MFSUS.
- c. Assist in the development and review the local Annual Outcomes Plan (AOP) and ultimately endorse it as the operational plan for the year.
- d. Create and manage subcommittees to oversee necessary services/events/programs to support the Canadian community needs.
- e. Implement other local program/service evaluations as established by the Advisory Committee and the MFSC to identify needs and required improvements.
- f. In collaboration with the local Chain of Command, host an MFS Annual Community Forum to share information about what MFS has done to meet identified community needs from all assessments, and to provide an opportunity for the community to offer input on future directions for the MFS as well as to accept candidates to the Advisory Committee for the upcoming year.

**2. Service priorities and organizational goals.**

- a. Understand and support MFS mission statement and MFSP mandate.
  - b. Based on the findings of the CNA and service evaluations and other forms of feedback, provide advice to the MFSC on future supports needed from MFS.
- 3. Policy**
- a. Review new or revised local MFS policies and provide feedback on clarity, intent, and implications.
- 4. Monitoring**
- a. Review service evaluation findings and provide advice on strategies to improve the overall effectiveness, efficiency, and quality of services provided by the MFS.
  - b. Monitor the AOP throughout the year to ensure it stays relevant.
- 5. Membership Recruitment**
- a. Help with the recruitment of community members to the Advisory Committee,
  - b. Select a Chair, Vice Chair and a Secretary from among the membership of the group by consensus if possible, or elections if necessary.
- 6. Human Resources**
- a. When requested, provide input to the MFS Senior Manager on the performance of the MFSC as part of the annual performance evaluation process.
- 7. Community Visibility**
- a. Attend local community events/programs to facilitate communication with the community members – assisting members in assessing community needs through direct communication with families
  - b. Promote the MFS and its services to Canadian military families in the respective locations.
  - c. Attend local community (US Base & City) events/programs when the MFSC cannot to build MFS partnerships and make known the presence of Canadian military families within the community. i.e. Key Spouse meetings and medical briefs on base, school meetings in areas where Canadian predominately live, city agency for support on housing options, emergency preparedness, and other support services within the city.

**Meetings and Quorum:**

MFS Advisory Committees meet on a regular basis following a predetermined meeting schedule set by the Advisory Committee Chair with input from the MFSC and the members in some cases. The dates, times, and location of meetings should accommodate work commitments and family responsibilities of members as much as possible. The minimum number of members required to be present to conduct a meeting (quorum) is fifty-one (51) per cent of the voting members on the Advisory Committee.

There should always be an agenda, which is set by the Advisory Committee Chair, with input from the MFSC, and members should be polled for agenda items prior to the meeting. The agenda must be sent to the Advisory Committee members a week prior to the meeting ensuring members have time to review the information prior to the meeting.

Advisory Committees will meet a minimum of 4 times per year although 8-10 is optimal for most effective engagement.

## Participation Guidelines

Individual members of the Advisory Committee are responsible for actively participating in meetings as follows:

- Arrive on time and be prepared to attend meeting in its entirety, unless prior arrangements are made.
- Ensure that concerns raised in the Advisory Committee are focused on the needs and concerns of the whole community. Issues of a personal nature may be addressed on a one-to-one basis with the MFSC.
- Ensure that feedback is focused on the agenda item being discussed.
- At all times show respect for other Advisory Committee members and the MFSC. Everyone is here with the end goal to best serve their fellow military families.
- Participate in discussions without dominating the discussion.
- Carefully consider all perspectives and opinions.
- Respect the Advisory Committee's mandate to provide advice and input.
- Respect and support the collective decisions/recommendations of the Advisory Committee.
- It is critical that all members understand their important role in keeping any personal information about any member of a CAF family confidential. What happens in a meeting or conversation has to stay there.
- Be aware of, agree with, and comply with the Confidentiality and Conflict of Interest Agreements.
- Be aware of, agree with, and comply with the Privacy Code for Military Family Services Program with respect to the protection of personal information of Canadian military families while conducting meetings and discussions and especially outside of meetings.
- Be aware of, agree with, and comply with the Values and Ethics Policy.

Advisory Committee members will read the Terms of Reference at the first Advisory Committee meeting of the year, or when they join the Advisory Committee and will sign under their respective positions stating they understand and accept their roles and responsibilities each year.

They will also be required to sign the Confidentiality and Conflict of Interest Agreements, the MFSP Privacy Code and the Values and Ethics attestation.

After signing the above mentioned attestations, if an Advisory Committee member does not comply with the policies they may be asked to step down from the Advisory Committee in the best interest of the Advisory Committee and the community which they serve. This decision will be made by the MFS Senior Manager, in consultation with the MFSC, the Advisory Committee Chair, and the COC.

### **Conclusion:**

The Advisory Committee is critically important to the success of the Military Family Services in your location. A well functioning Advisory Committee, which understands its role, ensures that the voice of families continues to be a strong influencing factor in the development of MFS services in your community with the ultimate goal of facilitating a successful transition to their new community and a positive OUTCAN experience.

By signing below, Advisory Committee Members are acknowledging they have read, understand and agree with their roles and responsibilities stated above.

Advisory Committee for \_\_\_\_\_ Location as of \_\_\_\_\_

Position	Name	Signature	Date
Chain of Command			
MFS Coordinator (MFSC)			
AC Chair (ACC)			
Advisory Committee Vice Chair (ACVC)			
Advisory Committee Secretary (ACS)			
Advisory Committee Military Rep			
Member at Large			

## **ANNEX A: Advisory Committee Chair (ACC)**

The primary role of the ACC is to facilitate effective and efficient meetings by ensuring participation and order. The ACC has no authority to unilaterally make decisions on behalf of the Advisory Committee or the MFSC. An individual cannot serve in this executive position for more than 2 consecutive terms unless approved by the MFS Senior Manager. This position is open to all community members each year when entire Advisory Committee is ratified by the community.

The ACC requires endorsement by the Chain of Command before taking office.

### **Roles and responsibilities:**

#### **The ACC will:**

- Be accountable to the MFSC and responsive to the Chain of Command.
- The AC Chair's role is to maintain impartiality; therefore, the chair only votes when their vote will change the outcome. Meaning, when there is a need for a tie vote or one more vote in the affirmative than in the negative to confirm a vote is needed.
- Will work closely with the MFSC and the Military Rep.
- Ensure professional behaviour is observed by all at meetings.
- Ensures Advisory Committee members are provided with professional development as required.
- Be aware of MFS budget and current financial status to ensure adequate funds are available for future planned program expenditures. Where required by banking arrangements in each community, shall be the second signature on cheques with the MFSC.
- Provide input to the MFSC regarding allocation of expenditures and other resources in the Annual Outcomes Plan to ensure appropriate resources are directed to meeting the identified needs of the community.
- Schedule and manage meetings which will include setting agenda, time, location, and ensure notification of Advisory Committee members.
  - Conduct a meeting evaluation once a year with Advisory Committee members to ensure effective meeting protocols are being used;
  - Utilize standard "Robert's Rules of Order" protocols during meetings and
  - May request a non-member to attend and evaluate.
- Ensure Advisory Committee meeting minutes are accurate and completed no later than 10 days after a regular or special meeting.
  - Work closely with the Military Rep, Advisory Committee Secretary and MFSC to produce the final minutes; and
  - Advisory Committee minutes will include all appropriate annexes for awareness.
  - Provide a final copy of the minutes to the Military Rep
- Ensure that extended community families (within 60 miles) are represented on the Advisory Committee and that their concerns bear equal weight to those in the local community.
- Will track all action items from meetings and follow up with those responsible to ensure completion.

## **ANNEX B: Advisory Committee Vice Chair (ACVC)**

The primary role of the ACVC is to assist the Advisory Committee Chair. The ACVC has no authority to make decisions on behalf of the Advisory Committee or the MFSC. There is an expectation that the ACVC will be actively engaged with the Advisory Committee and is interested in taking on the role of Chair following the current Advisory Committee Chair's term or should the situation arise where the Chair leaves the committee mid term.

An individual cannot serve in this position for more than 2 consecutive terms unless approval is authorized by the MFS Senior Manager. This position is open to all community members each year when entire Advisory Committee is ratified by the community.

**Roles and responsibilities:**

**The ACVC will:**

- Be accountable to the Advisory Committee Chair.
- Work closely with the Advisory Committee Chair.
- Assist in the scheduling of meetings; to include agenda, time, location and notification to Advisory Committee members.
- Stand in for Advisory Committee Chair as required at meetings, events/programs.
- Assist the MFSC with coordinating volunteers to plan and support MFS events/programs.
- Oversee Advisory Committee subcommittees, as established.

**ANNEX C: Secretary**

The secretary is responsible to provide administrative support to the Advisory Committee.

An individual cannot serve in this position for more than 2 consecutive terms unless approval is authorized by the MFS Senior Manager. This position is open to all community members each year when entire Advisory Committee is ratified by the community.

**Roles and responsibilities:**

**The Secretary will:**

- Take meeting minutes from Advisory Committee and Annual Community Forum meetings which will include action items, task assignments, and expected dates of completion.
- Be familiar with the basic protocols within “Robert’s Rules of Order”.
- Work with the MFSC, Advisory Committee Chair and Military Rep to finalize Advisory Committee meeting minutes, including associated annexes no later than 10 days following the meeting.
- Brief the Advisory Committee on the previous meeting minutes including the status of open items.
- Ensure final copy of minutes is signed and filed in the Minutes Book.
- Email a copy of the minutes to Advisory Committee members once finalized at least a week prior to the next meeting.

**ANNEX D: Members at Large**

**Roles and responsibilities:**

**The Members at Large will:**

- Attend meetings as scheduled
- Be prepared to attend meeting in its entirety, unless prior arrangements are made.
- Represent the community needs to the Advisory Committee without personal bias or agenda;
- Represent the local MFS when required within the community.
- Assist in coordinating and acting as volunteers to support community events/programs.
- Provide leadership to one of the subcommittees:
  - Schedule and chair subcommittee meetings as required; and

- Produce a sub-committee report on activities/decisions to the Advisory Committee Vice Chair and the MFSC as well as report at Advisory Committee Meetings on behalf of the sub-committee

**Subcommittees: Examples of Subcommittees (determined locally):**

- Child Care
- Child and Youth Activities
- Adult Education to include language training, life skills, etc
- Outreach to Extended Community families (within 60 miles in the US)
- Communication
- Events/programs
- Community Awareness (including Mess events/programs and community activities/events/programs )
- Needs Assessment and Evaluation
- Volunteer Development

**Extended Community Advisory Committee Members** (within 60 miles)

The Advisory Committee through its MFSC will make efforts to engage the extended community Advisory Committee Member(s) in each designated location who will be invited to remotely contribute to regularly scheduled Advisory Committee meetings via WebEx, Skype, teleconference or other form of virtual access. This role will be developed as needs and interested parties are identified.

The extended community member should ideally be a family member who can contribute from the perspective of a CAF family member posted to an isolated location to ensure the Advisory Committee is aware of unique needs of a family in this situation.

The extended community member shall be treated as any other Advisory Committee member and be included on all correspondence and opportunities presented to the local Advisory Committee members.

**Roles and responsibilities:**

- Participate in monthly meetings (through the use of appropriate virtual technology).
- Identify the needs of extended community locations to the Advisory Committee.
- Ensure that the voice of extended community families is heard when planning support to families in the US.

**ANNEX E: Military Representative (Military Rep)**

Appointed by the Chain of Command, the Military Representative is the liaison between the Chain of Command, and the MFSC and the Advisory Committee. The Military Rep will ensure that the Chain of Command is informed and aware of the operations and plans of the MFS and that the Advisory Committee and the MFSC are aware of any appropriate information regarding military interests or activities that might affect their program planning.

The Military Rep is not a voting member, nor can they hold the position of Chair, Vice Chair, or Secretary. They are solely there as a neutral party representing the needs of the Chain of Command (COC).

**Roles and responsibilities:**

**The Military Representative will:**

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- Represent the Chain of Command and ensure that the Advisory Committee is aware of the local goals and priorities of the Chain of Command.
- Attend all Advisory Committee meetings when operationally possible. If unable to attend, someone from the COC should replace the Military Rep.
- Actively engage in review and assessment of the Annual Outcomes Plan.
- Present Annual Outcomes Plan to the Chain of Command with the MFSC to seek endorsement.
- Ensure military content for the newsletter is appropriate for a public audience.
- Ensure that important dates for events/activities that affect families are provided to the MFSC for inclusion in the newsletter.
- Provide an understanding of the military system to the Advisory Committee and MFSC.
- Provide information pertinent to CAF policies and procedures as it pertains to MFS.
- Inform Chain of Command and any other appropriate military personnel of planned MFS events/programs for awareness and to avoid scheduling conflict.
- Inform Advisory Committee of planned military events/activities as appropriate, which might be relevant to MFS planning and families.
- Keep the Chain of Command apprised of MFS events/programs which require planning assistance.
- Keep Chain of Command informed about meeting outcomes, upcoming events/programs and opportunities, as well as any issues of concern.
- Investigate partnership opportunities for the Mess, Unit and MFS to share resources and maximize effect where possible.

## **ANNEX F: Military Family Services Coordinator (MFSC) Roles and Responsibilities**

The MFSC is responsible for the overall management of the Military Family Services (MFS) in their location in accordance with human resources and financial policies established by Canadian Forces Moral and Welfare Services (CFMWS). The MFSC reports to the MFS Senior Manager, North America, who is their supervisor. The MFSC is also required to be responsive to the Chain of Command to ensure a positive and successful partnership in providing support and services to his/her CAF members and their families.

### **Roles and responsibilities:**

#### **The MFSC will:**

- Provide support to CAF members and their families before and during their US posting.
- Identify, communicate with, and provide support to extended communities (within 60 miles) as well as those locally based.

#### **Community Development Activities:**

- Research, liaise, and when appropriate, partner with, local community and military agencies and organizations that can provide support to Canadian military families.
- Establish the MFS as a go-to site for information about and referral to the local community
- Identify needs of the CAF community with assistance of the Advisory Committee during their posting to the United States and address gaps in service and support
- Manage Volunteer Development
  - Recruit, orient, and train Volunteers for Advisory Committee and programs/services;
  - Recognize and support volunteers; and
  - Support Advisory Committee Chairperson.
- Educate local community organizations on CAF military lifestyle where appropriate.

#### **Programs, Services and Support:**

- Develop, deliver and evaluate programs and services that are not offered by local service providers or assist in the development of services through local partnerships.
  - Ensure adherence to MFS standards and policies in the provision of programs and services
- Create Annual Outcome Plan (AOP) with assistance of the Advisory Committee for approval by the MFS Senior Manager, and the endorsement by the Chain of Command and the Advisory Committee.
- Welcome and integrate new families into their new communities:
  - Prepare and provide welcome information/package for new members;
  - Welcome and integrate new families into the location;
  - Prepare and conduct orientation briefings; and
  - Coordinate and/or implement warm line calls to all new families.

#### **Communication:**

- Represent MFS within the community and in their location.
  - Attend local Military and local community functions, as appropriate, as a representative of the MFS and/or arrange for an Advisory Committee member to attend to ensure the continued visibility and promotion of the MFS.
- Attend regularly scheduled meeting with the Chain of Command as determined by both parties, to provide an opportunity for direct communication between the parties. Once a month is recommended to encourage a strong line of communication.
  - Present agenda items for above-mentioned meetings to Chain of Command no later than 1 day before meeting or as requested;
  - Be prepared to speak to community needs, challenges and opportunities; and
  - Discuss Chain of Command's goals and priorities for the community and families.

- Request to meet regularly with Mess and Unit Fund representatives to encourage a strong line of communication between parties to avoid duplication of efforts and scheduling conflicts.
  - Be prepared to speak to upcoming MFS events/programs for awareness and planning when populations served are the same;
  - Be prepared to work collaboratively on appropriate events/programs ;
  - Be prepared to discuss 3 month calendar for awareness of upcoming initiatives; and
  - Be prepared to speak to budgets for upcoming activities/programs.
- Participate in monthly teleconferences with MFS Senior Manager and all MFSCs
  - Be prepared to discuss issues affecting the CAF members and their families in both the local community as well as national trends, issues and opportunities;
  - Speak to successes, challenges and lessons learned; and
  - Attend annual MFS Staff Symposium.
- Prepare or coordinate preparation of private community newsletter to include:
  - Articles from Chain of Command, Military Representatives, MFSC, and Advisory Committee Chair, as appropriate and requested;
  - Articles from civilian and military community that may be of interest to all families;
  - Upcoming community calendar of events/programs to include Military and Mess events/programs ;
  - Information and Referral from national (Canada and US) and local resources; Include components that are of value to extended communities as well as local families; and
  - Adhere to National Guidelines for community newsletters.
- Newsletter Frequency:
  - May be monthly or bi-weekly, as deemed appropriate for each particular community, and determined by the MFSC and Advisory Committee.
- Conduct outreach to community members
  - Establish contact with incoming members prior to HHT where possible and after arrival; and
  - Continue outreach to all CAF members and their families throughout their posting through a variety of methods which may include warm-line calls, emails, newsletters, web-site and Facebook.
- Actively monitor and update social media
  - Facebook, Websites, CAFconnection.com

**Partnerships Development:**

- Work with COC and the Military Rep or his/her designate will ensure the provision of names of inbound members to their location), as per A-PS-110-001/AG-002 as soon as they become available.
- Work with COC and the Military Rep or his/her designate will ensure the provision of names of members being deployed or going on TD.
- Work closely with the Advisory Committee and the Chain of Command to ensure community input.
- Liaise with military members that have been tasked to assist with planning and coordination efforts.
- Liaise with CAF family members as well as Advisory Committee, MFS Senior Manager, and the Chain of Command to assess community needs, community resources and to develop services/programs.
- Engage the Advisory Committee, the Chain of Command as well as all families to evaluate the services and supports offered
- Explore partnership opportunities with community organizations and service providers to promote and encourage access to their programs and services for Canadian military families.

**Management:**

- Oversee all financial and administrative responsibilities, and maintain a balanced budget.

- Has authority over allocated MFSP funding and approved spending; and
- Any individual expense over \$1,000 requires approval by MFS Senior Manager.
- Any individual expense over \$500.00 that was not approved in AOP requires approval by the mFS Senior Manager
- Coordinate and/or assist coordination for the events/programs of the MFS such as planning and implementing services and events/programs
- Ensure with the assistance of the Advisory Committee, there is a facilitator in place to plan/implement events/programs.

**ANNEX G: Senior Manager, Military Family Services, US/Yellowknife**  
**Roles and Responsibilities**

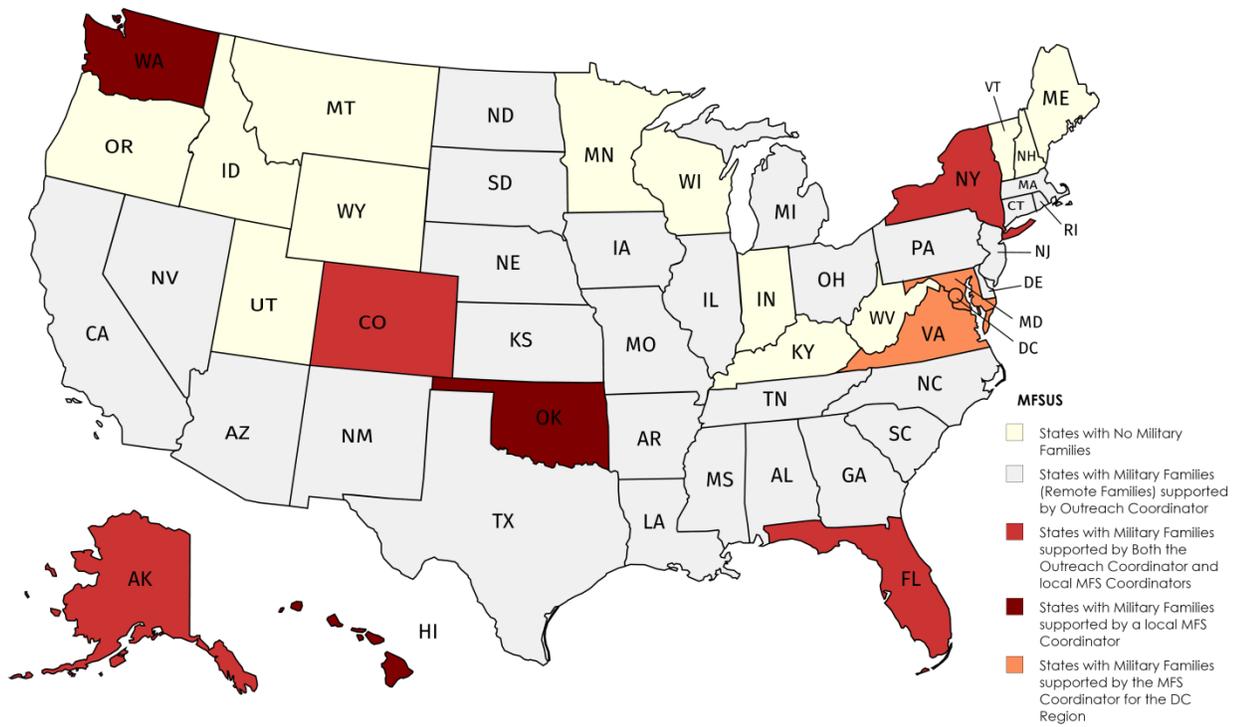
The Senior Manager, MFS is responsible for the overall management of the Military Family Services (MFS) in the United States and Yellowknife in accordance with human resources and financial policies established by Canadian Forces Moral and Welfare Services (CFMWS). The MFSC is managed by the MFS Senior Manager MFS, North America. The MFS Senior Manager reports to the Director Family Services, Military Family Services. The MFS Senior Manager works in partnership with the Chain of Command to ensure appropriate levels of support and services are provided to the CAF members and their families posted to the United States and Yellowknife.

**Roles and responsibilities:**

**The Military Family Services Senior Manager will:**

- Plan, organize, and manage the delivery of the MFSP in the United States, Yellowknife, and other assigned areas within North America as defined by MFS.
- Provide guidance ensuring consistent application of MFSP programs, policies and services.
- Establish administrative procedures to meet the MFSP objectives.
- Participate and lead in policy development by preparing reports and briefs for Chain of Command, management committees and groups.
- Ensure compliance to the Service Level Agreement.
- Research, analyze and evaluate information and statistical data to provide recommendations to management.
- Communicate and interpret policies on all MFS matters specific to the United States and designated regions within North America (currently Yellowknife, NT) to MFS, Canadian Forces Morale and Welfare Services, Commanding Officers, Canadian NORAD OUTCAN Staff (CNOS), Commanders, Canadian Defence Liaison Staff Washington (CDLS(W)), Commanding Officer Area Support Unit North (ASU (N)); Commanding Officers/ Commanders and MFSC at MFS service delivery sites, local personnel and communities.
- Contribute technical advice on MFSP operations.
- Represent MFS with key external stakeholders, organizations, and agencies.
- Control assets and authorize financial transactions/commitments within approved budget.
- Develop and implement MFSP business plans and budgets.
- Develop, and recommend corrective action for business plan and financial objective discrepancies.
- Manage MFSCs and contract positions supporting MFSUS.
- Lead and monitor the MFSCs on the development, promotion, and delivery of services.
- Oversee recruitment, training, and development of staff for all MFS locations.
- Manage projects.

# DND/CF Families in US by Location 2017



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