



A Compendium of Military Family Support Programs across TTCP Nations

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Abstract

Family support has been identified by the Chief of the Defence Staff as a priority issue for the Chief of Military Personnel. In support of this initiative, the Director General Military Personnel Research and Analysis (DGMPRA) was tasked with identifying research that would assist in scoping options for the way ahead in seven critical areas – schooling, childcare, spousal employment, healthcare, spousal/family support while military personnel are away, morale and welfare programs (military exchanges, gyms, theatres, etc.), and housing. A synopsis of the research that has been done since 1990 with regards to these factors was drafted in March 2008, in preparation for the Canadian Forces (CF) Family Services Summit to be held in May 2008. DGMPRA was then tasked to review the military family support programs of The Technical Cooperation Program (TTCP) nations (Canada, Australia, New Zealand, the United Kingdom and the United States). This paper provides a synopsis of the programs that exist in each of the five countries with regards to the seven critical areas. Based upon this review, it was found that there are a multitude of family support programs that have been developed to meet the particular needs of each military. Lessons learned and best practices can be easily extracted, bearing in mind different governance and legislative structures.

Résumé

Le Chef d'état-major de la Défense a déterminé que le soutien des familles devait devenir un dossier prioritaire pour le Chef du personnel militaire. Pour appuyer cette initiative, on a demandé au Directeur général – Recherche et analyse (Personnel militaire) (DGRAPM) d'indiquer des travaux de recherche qui pourraient aider à explorer les options pour l'avenir dans sept domaines critiques : l'éducation, la garde des enfants, l'accès des conjoints au marché du travail, les soins de santé, le soutien du conjoint/de la famille en l'absence du militaire, les programmes destinés à soutenir le moral et à promouvoir le bien-être (échanges militaires, gymnases, cinémas, etc.), et le logement. Un sommaire des recherches effectuées depuis 1990 dans ces domaines a été établi en mars 2008. Puis, le DGRAPM a été chargé d'étudier les programmes de soutien des familles des militaires des pays du Programme de coopération technique (TTCP) (le Canada, l'Australie, la Nouvelle-Zélande, le Royaume-Uni et les États-Unis). Le présent document offre une vue d'ensemble des programmes qui ont été mis en place par ces cinq pays dans les sept domaines critiques mentionnés plus haut. L'étude nous apprend qu'il existe une multitude de programmes de soutien des familles visant à répondre aux besoins particuliers de chaque armée. Des leçons et des pratiques exemplaires peuvent facilement être extraites, sans perdre de vue toutefois les différences sur les plans de la gouvernance et de la législation.

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Executive Summary

Background

Family support has been identified by the Chief of the Defence Staff as a priority issue for the Chief of Military Personnel. In support of this initiative, the Director General Military Personnel Research and Analysis (DGMPRA) was tasked with identifying research that would assist in scoping options for the way ahead in seven critical areas – schooling, childcare, spousal employment, healthcare, spousal/family support while military personnel are away, morale and welfare programs (military exchanges, gyms, theatres, etc.), and housing. A synopsis of what research has been done since 1990 with regards to these areas was drafted in March 2008, in preparation for the Canadian Forces (CF) Family Services Summit to be held in May 2008. DGMPRA was then tasked to review the military family support programs of The Technical Cooperation Program (TTCP) nations (Canada, Australia, New Zealand, the United Kingdom (UK) and the United States (U.S.)).

Aim

This paper provides a synopsis of military family support programs in each of the TTCP nations with regards to seven critical areas: schooling, childcare, spousal employment, healthcare, spousal/family support while military personnel are away, morale and welfare programs (military exchanges, gyms, theatres, etc.), and housing.

Methodology

Online sources were searched extensively to collect pertinent information related to military family support programs. Although some information was provided by contacts in each of the countries, follow-on discussions with subject matter experts in the TTCP nations will be required to confirm the information collected and provide further detail on current policies and programs.

Discussion

General Support. The majority of the TTCP nations have a number of organizations and agencies that provide direct support to military families. For example, the CF has Canadian/Military Family Resource Centres (C/MFRCs), the Australian Defence Force (ADF) has the Defence Community Organization (DCO), the UK has its HIVE Tri-Service Information Service, and the U.S. has military family support centres associated with each of its Services. There are also specific support programs dedicated to military families, as well as websites and toll free numbers that can be easily accessed wherever family members are located around the world.

Schooling. Military families have unique educational needs due to their mobile lifestyle. The TTCP nations are committed to providing military families with advisory services and a range of support measures to help minimize the negative impacts on family functioning as a result of

this mobile lifestyle. For example, as part of the DCO, the ADF has Regional Education Liaison Officers who are professionally trained teachers who understand both the different State and Territory systems and the Defence environment. Many of the TTCP nations offer at least some form of financial assistance for dependants' education to offset additional costs incurred with the posting of families, i.e. the UK's Continuity of Education Allowances. Some also provide specific programs aimed at making school transitions as easy as possible. For example, the ADF has a Defence School Transition Aide Program, as well as a Changing Schools Checklist, school passports, and digital student portfolios. Only Canada and the UK, in the case of overseas postings, and the U.S., in the case of remote postings and overseas postings, provide actual schools for military children.

Childcare. Most of the TTCP militaries offer some form of childcare assistance to military members. Aside from standard childcare facilities, there are also emergency and respite childcare programs offered by some of the nations. The ADF also has an assistance program aimed at encouraging military spouses to establish home-based childcare businesses, in an effort to address the demand for more childcare providers. As well, the ADF and the UK offer a salary packaging scheme, which reduces a member's salary in return for childcare vouchers.

Spousal Employment and Education. Spousal employment assistance varies across TTCP militaries, from employment counselling services offered at most of the family support centres, to the U.S. Military Spouse Preference Program which gives spouses priority in the employment selection process. The UK and the U.S. also have distance learning programs with universities so that family members can continue their education, regardless of their geographic location, and the U.S. offers financial assistance programs for spouses so they may gain the education required to allow them to qualify for increased employment opportunities.

Healthcare. Although TTCP militaries do not typically offer medical or dental care to military families, the U.S. excepted, there are support mechanisms for both military members and/or family members who require assistance with special needs, mental health care, counselling or domestic/family violence. Casualty support for military members and their families is beyond the scope of this paper and is covered under a separate report.

Support While Military Personnel Are Away. Spending time away from a military member due to deployments, training or other service requirements, is one of the characteristics of a military family lifestyle. TTCP militaries all offer a range of services and initiatives to help members and their families effectively deal with these periods of separation, and to understand some of the feelings that they may experience at these times. Briefings, support groups and handbooks are common practices. There are also emergency support schemes. Of particular note are the support programs that have been developed for military children in the U.S., including special camps for children of deployed personnel, Sesame Street workshops, and Operation Military Kids.

Morale and Welfare Programs. TTCP nations allow military families access to many of the morale and welfare programs, such as sports and recreation facilities, commissaries and exchanges, that they provide to military members. In addition to these, there are also relationship, parenting and child/youth programs offered by many of the militaries. There are also emergency financial assistance programs, such as the CF's Military Families Fund, which is an agile and responsive means for units to help military families within hours of being advised of need.

Housing & Relocation Services. Each of the TTCP militaries offer some form of accommodation and/or accommodation assistance to military families, particularly at remote locations where the housing options off-base are limited. In addition, there are specific programs offered to assist with relocation.

Conclusion

Each of the five TTCP nations has a significant number of military family support programs in each of the seven critical areas - schooling, childcare, spousal employment, healthcare, spousal/family support while military personnel are away, morale and welfare programs (military exchanges, gyms, theatres, etc.), and housing. Effort has clearly been taken to address needs in the current climate of operations, where militaries have shifted from predominantly peacekeeping roles to fighting conflicts around the world.

Recommendations

Although there are a significant number of military family support programs today, it is not evident to what extent they are actually addressing the needs of the target community. It is therefore recommended that evaluations be conducted on various CF programs, as well as consultations conducted with military families. The CF's "Quality of Life Among Military Families: A Survey of Spouses and Partners of Canadian Forces Members" Questionnaire will assist in such evaluative efforts. The various military family support programs in the other four TTCP nations could then be carefully examined to identify those lessons learned and best practices that would supplement or improve upon the programs currently offered by the CF, bearing in mind governance or legislative restrictions.

Sommaire à l'intention de la direction

Contexte

Le Chef d'état-major de la Défense (CEMD) a déterminé que le soutien des familles devait devenir un dossier prioritaire pour le Chef du personnel militaire (CPM). Pour appuyer cette initiative, on a demandé au Directeur général – Recherche et analyse (Personnel militaire) (DGRAPM) d'indiquer des travaux de recherche qui pourraient aider à explorer les options pour l'avenir dans sept domaines critiques : l'éducation, la garde des enfants, l'accès des conjoints au marché du travail, les soins de santé, le soutien du conjoint/de la famille en l'absence du militaire, les programmes destinés à soutenir le moral et à promouvoir le bien-être (échanges militaires, gymnases, cinémas, etc.) et le logement. Un sommaire des recherches effectuées depuis 1990 dans ces domaines a été établi en mars 2008. Puis, le DGRAPM a été chargé d'étudier les programmes de soutien des familles des militaires des pays du Programme de coopération technique (TTCP) (le Canada, l'Australie, la Nouvelle-Zélande, le Royaume-Uni [R.-U.] et les États-Unis [É.-U.]).

Objet

Le présent document offre une vue d'ensemble des programmes de soutien des familles des militaires mis en œuvre par chacun des pays du TTCP dans les sept domaines critiques suivants : éducation, garde des enfants, accès des conjoints au marché du travail, soins de santé, soutien du conjoint/de la famille en l'absence du militaire, programmes destinés à soutenir le moral et à promouvoir le bien-être (échanges militaires, gymnases, cinémas, etc.) et logement.

Méthodologie

Une vaste recherche dans les sources électroniques a été menée pour recueillir de l'information pertinente sur les programmes de soutien des familles des militaires. Même si une certaine partie de l'information a été fournie par des personnes-ressources de chacun des pays concernés, il faudra s'entretenir plus à fond avec des experts en la matière des pays du TTCP pour confirmer toute l'information recueillie et obtenir de plus amples détails sur les politiques et programmes en cours.

Discussion

Soutien général. La plupart des pays du TTCP comptent un certain nombre d'organisations et d'agences qui fournissent un soutien direct aux familles des militaires. Voici quelques exemples : les centres de ressources pour les familles des militaires (CRFM) au Canada, la Defence Community Organization (DCO) en Australie, le HIVE Tri-Service Information Service au R.-U. et les centres de soutien aux familles des militaires de chaque service aux États-Unis. Il existe également des programmes de soutien particuliers réservés aux familles des militaires et des sites Web et numéros sans frais facilement accessibles depuis n'importe quel point du globe.

Éducation. Les familles des militaires ont des besoins uniques en matière d'éducation en raison de leur mode de vie qui les oblige à déménager souvent. Les pays du TTCP s'engagent à fournir aux familles des militaires des services consultatifs et des mesures d'aide qui réduisent les conséquences négatives d'un tel mode de vie sur la dynamique familiale. À la DCO, par exemple, l'ADF dispose d'officiers de liaison régionaux en matière d'éducation qui sont des enseignants professionnels qui comprennent bien à la fois les différents systèmes d'enseignement des États et territoires et l'environnement militaire. Bon nombre des pays du TTCP offrent à tout le moins une certaine forme d'aide financière pour les études des personnes à charge dans le but de compenser les frais supplémentaires découlant des affectations (p. ex., les Continuity of Education Allowances au Royaume-Uni). Certains pays ont également élaboré des programmes particuliers qui facilitent la transition d'une école à une autre (p. ex., l'ADF offre le Defence School Transition Aide Program ainsi qu'une liste de vérification en cas de changement d'école, des passeports d'école et des portfolios numériques). Seuls le Canada et le Royaume-Uni, pour ce qui est des affectations à l'étranger, et les États-Unis, pour ce qui est des affectations à des postes éloignés et à l'étranger, ont des écoles pour les enfants des militaires.

Garde des enfants. La plupart des pays du TTCP offrent à leurs militaires de l'aide pour la garde des enfants. En plus des services habituels, certains pays fournissent également des services de garde d'urgence et de dépannage. L'Australie propose aussi un programme d'aide visant à encourager les conjoints/conjointes de militaires à mettre sur pied des garderies en milieu familial afin de répondre à la demande grandissante de gardiens/gardiennes. Par ailleurs, l'Australie et le R.-U. offrent un régime permettant aux militaires de convertir une partie de leur solde en crédits pour frais de garde.

Accès des conjoints/conjointes au marché du travail. L'aide à l'emploi à l'intention des conjoints/conjointes de militaires diffère d'un pays du TTCP à l'autre et va des services d'orientation offerts dans la plupart des centres de soutien aux familles au programme préférentiel américain accordant aux conjoints/conjointes la priorité dans le processus de sélection d'embauche. Le R.-U. et les É.-U. proposent également des programmes de formation à distance en partenariat avec différentes universités pour permettre aux membres des familles de poursuivre leurs études, peu importe leur situation géographique. Les É.-U. offrent aussi des programmes d'aide financière à l'intention des conjoints/conjointes désirant suivre une formation qui leur donnera accès à de meilleures possibilités d'emploi.

Soins de santé. Bien que les pays du TTCP n'offrent généralement pas de soins médicaux ou dentaires aux familles des militaires (à l'exception des forces américaines), il existe des mécanismes de soutien à l'intention des militaires et des membres de leurs familles ayant des besoins particuliers ou nécessitant des soins de santé mentale, des services de consultation ou de l'aide en cas de violence familiale. Le présent article ne traite pas du soutien en cas de pertes, ce sujet étant couvert dans un rapport distinct.

Soutien en l'absence du militaire. Le mode de vie des familles des militaires est caractérisé par l'absence périodique du militaire en raison de déploiements, d'activités d'instruction et d'autres exigences du service. Tous les pays du TTCP offrent une vaste gamme de services et de programmes aux militaires et à leurs familles pour les aider à traverser ces périodes de séparation et à comprendre les émotions qu'ils vivent durant ces moments. On propose habituellement des séances d'information, des groupes de soutien et des guides pratiques. Des plans de soutien d'urgence sont également offerts. Il est intéressant de souligner les programmes de soutien mis en place pour les enfants des militaires aux États-Unis; ils

comprennent des camps spéciaux à l'intention des enfants de militaires partis en mission, des ateliers sur le thème de l'émission Sesame Street et le programme Operation Military Kids.

Promotion du bien-être et du maintien du moral. Les familles des militaires des pays du TTCP ont accès à bon nombre de programmes et installations destinés à améliorer leur bien-être et à entretenir leur moral, notamment des installations de sports et de loisirs, des cantines et des économats. Plusieurs de ces pays offrent aussi des cours sur les relations interpersonnelles et sur le rôle parental ainsi que des programmes pour les enfants et pour les jeunes. Il existe par ailleurs des programmes d'aide financière en cas d'urgence comme le Fonds pour les familles des militaires des FC, qui constitue pour les unités un moyen rapide et adapté d'aider les familles des militaires dans les heures qui suivent une demande d'assistance.

Logement. Les armées des pays du TTCP offrent toutes des logements et/ou des services d'aide au logement aux familles des militaires, en particulier dans les régions isolées où les possibilités de logement à l'extérieur de la base sont limitées. Elles offrent en outre des programmes spéciaux d'aide à la réinstallation.

Conclusion

Les cinq pays du TTCP ont tous un grand nombre de programmes de soutien des familles des militaires dans les sept domaines critiques – l'éducation, la garde des enfants, l'accès des conjoints au marché du travail, les services de santé, le soutien du conjoint et de la famille en l'absence du militaire, les programmes de promotion du bien-être et de maintien du moral (économats, gymnases, cinémas, etc.), et le logement. Il est clair que des efforts ont été déployés pour répondre aux besoins suscités par l'environnement opérationnel contemporain des forces armées, dont le rôle principal est passé du maintien de la paix à l'intervention dans des conflits sur la scène internationale.

Recommandations

Bien qu'il y ait beaucoup de programmes de soutien des familles en place aujourd'hui, il n'est pas évident de savoir dans quelle mesure ces programmes répondent vraiment aux besoins du groupe cible. Par conséquent, on recommande que les différents programmes des FC soient évalués et que les familles des militaires soient consultées. Les différents programmes de soutien des familles des militaires des quatre autres pays du TTCP pourront ensuite être soigneusement étudiés, ce qui permettra aux FC de tirer profit des leçons retenues et des pratiques exemplaires qui permettraient de compléter ou d'améliorer leurs programmes actuels tout en tenant compte des contraintes d'ordre légal et des questions de gouvernance. Le Sommet sur les services aux familles des membres des FC prévu pour mai 2008 devrait constituer un excellent point de départ.

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1. Introduction

1.1 Background

The Canadian Forces recognizes the contributions and sacrifices made by families and the difficulties that our members face in balancing commitment to country with family life... The Canadian Forces is committed to developing and implementing policy and program initiatives that will enable members and their families to effectively respond to the stresses associated with military life and better balance the often-conflicting demands of work and family.¹

Family support has been identified by the Chief of the Defence Staff (CDS) as a priority issue for the Chief of Military Personnel (CMP). In support of this initiative, the Director General Military Personnel Research and Analysis (DGMPPRA) was tasked with identifying research that would assist in scoping options for the way ahead in seven critical areas – schooling, childcare, spousal employment, healthcare, spousal/family support while military personnel are away, morale and welfare programs (military exchanges, gyms, theatres, etc.), and housing. A synopsis of what research has been done since 1990 with regards to these areas was drafted in March 2008 (Tanner et al, 2008), in preparation for the Canadian Forces (CF) Family Services Summit to be held in May 2008. DGMPPRA was then tasked to review the military family support programs of The Technical Cooperation Program (TTCP) nations (Canada, Australia, New Zealand, the United Kingdom (UK) and the United States (U.S.)).

1.2 Aim

This paper provides a synopsis of military family support programs in each of the TTCP nations with regards to seven critical areas: schooling, childcare, spousal employment, healthcare, spousal/family support while military personnel are away, morale and welfare programs (military exchanges, gyms, theatres, etc.), and housing.

1.3 Methodology

Online sources were searched extensively to collect pertinent information related to military family support programs. Although some information was provided by contacts in each of the countries, follow-on discussions with subject matter experts in the TTCP nations will be required to confirm the information collected and provide further detail on current policies and programs, if there is any interest to adopt or adapt them for use in the CF.

¹ See http://www.forces.gc.ca/hr/families/engraph/home_e.asp

2. General Support

The majority of the TTCP nations have a number of organizations and agencies that provide direct support to military families. There are also numerous programs, as well as websites that can be easily accessed wherever family members are located around the world.

2.1 Canada

During the 1980's, civilian spouses of CF members became increasingly insistent that the CF acknowledge the significant contributions and sacrifices made by CF families. A subsequent study (DGPS, 1989) in 1989 resulted in the creation of a CF-wide, structured and financially supported family support program in 1991, the Military Family Support Program (MFSP) (DMFS, 2004).

The CF draws on personnel from a variety of professions and affiliations working cooperatively to provide a holistic approach to the needs of families. Accordingly, the CF:

- promotes the development of an effective family network through the provision of family support programs and services, offered in both official languages, that will enhance the social and personal (including physical, spiritual and emotional) well-being of CF members and their families;
- takes measures to facilitate families securing accommodation which is suitable to personal circumstances, in a timely fashion and at any location where duty demands;
- provides health care and support to serving members and those injured in service for Canada, in collaboration with Veterans Affairs Canada (where appropriate), including services to family members in accordance with relevant regulations and programs;
- through education and awareness, endeavours to foster a better understanding between CF members and their families, and civilians and local communities; and
- promotes effective communication between families and the CF as a whole, while ensuring that the individual's right to privacy and protection of personal information is respected. (DAOD 5044, 2000)

2.1.1 Support Organizations/Agencies

The internal structure of the MFSP consists of three components. The Director Military Family Services (DMFS) is the MFSP's Office of Primary Interest (OPI), or national-level "focal point". Military Family Resource Centres (MFRCs) in Canada, and Canadian Military Family Resource Centres (CMFRCs) outside the country, serve as the MFSP "focal points" at locations where CF members and their families are posted in significant numbers. These three components work together and share responsibility for the successful delivery of the Program (DMFS, 2004)

2.1.1.1 Director Military Family Services

DMFS is responsible for the management of the MFSP on behalf of the Department of National Defence (DND)/CF. It resources, promotes and sustains the excellence, relevance and accountability of the MFSP. Specifically, DMFS' responsibilities are to:

- Provide resources that contribute to the success of the Canadian/Military Family Resource Centres (C/MFRCs);
- Provide professional advice and technical guidance to stakeholders regarding the MFSP;
- Create, implement and promote MFSP policies and services; and
- Oversee and enhance the resources and performance of the MFSP (DMFS website).

2.1.1.2 Canadian/Military Family Resource Centres

The MFSP is implemented through C/MFRCs at all Canadian bases, wings and stations, as well as at some foreign locations (DMFS, 2004). There are 43 C/MFRCs across Canada, in Europe and in the U.S., which deliver the MFSP with funds received from CMP. In addition to being responsible for the delivery of programs, C/MFRCs are also responsive and accountable to the communities that they serve.

In Canada, MFRCs are incorporated, non-profit organizations. They work in partnership with the local Commanding Officer (CO) to serve the needs of all CF families in the area, but are third-party corporations that exist and operate independent of the formal DND/CF organizational structure and chain of command. Each MFRC within Canada is governed by a volunteer Board of Directors of which at least 51% must be civilian spouses of CF members.

Outside Canada, CMFRCs cannot be provincially incorporated with a non-profit status and therefore are not third-party organizations. As a result, the CMFRCs are within the local CF command structure and report to the delegated CF authority for the MFSP in theatre. Appointed volunteer Advisory Committees, comprised of at least 51% civilian spouses of full-time serving CF members, support the local CMFRC, but members of the Advisory Committee are not responsible or accountable for governing the organization.

2.1.1.3 Auxiliary Organizations

Chaplains. Religious and spiritual ministrations to service personnel and their families are provided by the military chaplaincy, regardless of their religious denomination or theological perspective (Coulthard, 2008). In the exercise of pastoral care, the chaplain visits personnel in their work place, accompanies them on exercises, and goes with them into operations. The chaplain encourages the ill and the wounded and thus assists the healing process, and, especially in combat, provides consolation for the dying.

Pastoral care also extends beyond service personnel to the family. The ability of chaplains to enter into the domestic life of personnel and the confidential position in which they are placed, enable them to be an important and vital member of the family support team, which includes medical officers, social workers and psychologists. They are able to address the problems and, in conjunction with other agencies, provide advice and seek remedies, which

will benefit the service personnel and their families. As part of the family support organization, the chaplain has an important role in providing support for the bereaved and comfort in distress.

2.1.2 Support Programs and Activities

The MFSP includes services and programs to help CF families cope with the stresses of frequent postings, separations from spouses and extended families, extra childcare responsibilities and employment instability which come with a military lifestyle. The MFSP promotes health and social well-being; provides needed information and referral; assists in the prevention of individual, family and community breakdown; buffers lifestyle stresses; enhances coping skills; and aids individuals or families in distress (CFAO 56-40). Through its structure and procedures, the MFSP also provides a mechanism for family input into military family support decision-making.²

2.1.2.1 Mandated Programs

Mandated programs are approved by DND/CF to respond to essential needs of CF families that arise from their unique lifestyle and/or support personal, family and community development (DMFS, 2004). These services are offered by C/MFRCs where need exists, in accordance with DMFS policies, and are publicly funded by CMP.

Mandated services are grouped into four categories:

- **Personal Development and Community Integration.** Since mobility is an inherent part of the military lifestyle, the MFSP helps families integrate into their new communities, enhances quality of life, and promotes and supports personal, family and community development. Services include:
 - Welcome and Community Orientation,
 - Information and Referral,
 - Employment and Education Assistance,
 - Personal Growth and Development, and
 - Second Language Services.
- **Child/Youth Development and Parenting Support.** Positive parenting and support for the care and development of children and youth contribute to the health and well-being of families and communities. The MFSP supports parents in their caregiving role, and provides opportunities for the healthy development of children and youth. Services include:
 - Activities and Initiatives for Children and Youth,
 - Parent/Caregiver Education and Support,

² Note: Recently, the MFSP policy, including service parameters and eligibility, has been amended to include parents of single Regular Force CF members before, during and after deployment and to support service delivery to families of civilian employees for Non-Public Fund (NPF) and the Department of National Defence (DND) before, during and after deployment with the CF on missions outside Canada.

- Emergency Childcare,
- Emergency Respite Childcare, and
- Casual Childcare.
- **Family Separation and Reunion.** The operational and training requirements of the CF often result in the absence of the CF member from his/her family. Associated increased risk factors for CF members may heighten family concerns and anxieties. The MFSP provides information, outreach and support to these families. Services include:
 - Outreach, Information, Support and Assistance.
- **Prevention, Support and Intervention.** Individual and family well-being has a significant impact on military readiness. The emphasis of the MFSP is to strengthen the existing capacity of individuals and families through primary preventative services, which include:
 - Education and Prevention,
 - Self-Help Groups,
 - Assessment and Referral, and
 - Short-term Intervention and Crisis Support.

2.1.2.2 Site Specific Programs

Site-specific programs are locally funded family services, consistent with the goals and objectives of the MFSP, offered at individual C/MFRCs (DMFS, 2004). These services are offered in response to identified and documented community needs, if acceptable to the CO, and, in Canada, to the MFRC Board of Directors. Site-specific services offered by C/MFRCs may be supported through public and non-public funds provided by DND, through the CO to the MFRC, or through fundraising, donations, grants, fees for services or other revenue-generating avenues available to non-profit organizations.

2.1.3 Information Resources

In addition to the information provided by the agencies and programs listed above, there are also several websites and portals that military families can access, as well as handbooks and brochures.

2.1.3.1 CF Family Resources

The [CF Family Resources website](#) provides information about military life, programs to improve the quality of life for serving CF members and their families and information of particular interest to everyone connected to the CF.

2.1.3.2 CF Families

The [CF Families website](#) is designed for new family members to learn about the CF.

2.1.3.3 CF Recruiting

The [CF Recruiting website](#) contains information about family services.

2.1.3.4 Canadian Forces Wives and Girlfriends

The [Canadian Forces Wives and Girlfriends chat group](#) is for wives and girlfriends who may not have family close by or not yet met anyone in their new neighbourhood.

2.1.3.5 Centrepointe Europe

[Centrepointe Europe](#), an online community, was developed for and by CF families living abroad.

2.1.3.6 Handbook on Canadian Military Life

The Handbook on Canadian Military Life (HCML)³ contains information on terms and conditions of service that are currently being applied in the CF. The Handbook provides both Regular and Reserve military members and their families with a general, simple and easily understandable guide to entitlements.

2.1.3.7 Good Practice and Resource Guide: Support to Parents of Single Regular Force Members

The Good Practice and Resource Guide (DMFS, 2006) is designed for a previously overlooked population – parents of single Regular Force members.

2.1.3.8 Family Care Brochure

The Family Care Brochure outlines the Family Care Plan, Family Care Assistance, the Emergency Childcare Service, and the Emergency Respite Childcare Service.

³ This document appears to be only available on the intranet.

2.2 Australia

2.2.1 Support Organizations/Agencies

There are a number of organizations and agencies within the Australian Defence Force (ADF) that provide support to military families.

2.2.1.1 Defence Community Organization

The [Defence Community Organization \(DCO\)](#) provides a comprehensive range of social work, family liaison, educational liaison support services and related programs that enhance the well-being of ADF personnel and their families. These services and programs are delivered by DCO Area Teams, located on or near major ADF establishments all around Australia. Each DCO is staffed by a Defence Social Worker (DSW) and a Family Liaison Officer (FLO). The DSW, who is a qualified professional and is knowledgeable about the Defence lifestyle and system, is able to provide confidential counselling and casework services to assist in understanding and addressing personal, family or Service related problems and issues. The FLO provides community based information, support and assistance to individual members, partners, families and Defence sponsored groups. These services are available at anytime, however FLOs are particularly proactive in regard to welcome activities in relation to a new posting and settling in to a new area, or during the deployment of ADF members. A Regional Education Liaison Officer (REDLO), who is a professionally trained teacher, is also available to provide information and assistance on educational issues, including information on local schools. In many regional DCO offices, there are military staff members, called Military Support Officers, who can also provide advice and assistance and undertake a liaison function with units and Command. They have a particular role with Command and families in the event of illness or if there is a death of a serving member.

DCO operates in all locations during normal business hours and in the case of emergencies and crisis can be contacted 24 hours a day, 7 days a week. All members of the ADF and their families are entitled to access the DCO. The DCO provides a confidential and free service. Where necessary, they can arrange referral to specialist services. If members/families are unable to go to their nearest DCO office, then home visits can be arranged. DCO also provides assistance in the case of accident, illness, hospitalisation, and financial difficulty and in managing casualties and estates at times of bereavement.

DCO works with:

- Navy, Army and Air Force Commanders at all levels;
- Defence members and their families;
- Defence Chaplains, Padres and Psychologists; and
- Defence sponsored groups, allied service providers and other agencies at local, state and federal government levels.

2.2.1.2 Defence Families Australia

[Defence Families Australia \(DFA\)](#) was formed in 1986 (originally as the National Consultative Group of Service Families) to represent the views of ADF families. Since then, DFA has been the official representative of Defence families and has worked energetically and voluntarily to improve conditions for all ADF families.

DFA is made up of volunteers who are family members or spouses of full-time serving personnel. They include:

- a National Convenor in Canberra;
- 9 National Delegates representing a State or Territory;
- 40 Senior Representatives assisting the Delegates;
- a National Communications Officer;
- a Family Network Co-ordinator; and
- over 450 members of the ADF Family Network around Australia.

ADF families can contact DFA to represent them regarding an individual situation or to advocate an issue concerning many families. The Convenor and Delegates work directly with Regional Managers and local Commanding Officers to clarify or resolve issues affecting local families. Major issues affecting families nationally are taken to Canberra by the National Delegates and presented during the DFA annual conference. At the conference, the views and concerns of ADF families are discussed with senior ADF personnel.

2.2.1.3 Defence Community Centres & Neighbourhood Houses

Located near all major military establishment areas and at other locations in the community around Australia, there are 32 [Defence Community Centres and Neighbourhood Houses](#), plus a range of community groups that facilitate family oriented activities in their locality.

These centres provide a meeting place for Defence community support groups. These groups help spouses provide mutual support, share information and promote strong family morale, particularly during times of high operational tempo. Some key Defence support groups are the Defence Special Needs Support Group and DFA.

While the demands created by mobility and deployment cannot be completely resolved, it has been shown that it is possible for the ADF to lessen their impact on members and their families by fostering the formation of self-help groups of Defence spouses. Since these groups are in themselves mobile, an investment in any one location has the potential to benefit the wider Defence community as families are posted around Australia. Many Defence Community Centres also have internet linked computers available for use.

2.2.1.4 National Welfare Coordination Centre

The National Welfare Coordination Centre (NWCC) provides a free call information and referral service for families of deployed Defence personnel. It provides timely, accurate information, reassurance and support and referral to other family support agencies, including

the DCO. (More details on the NWCC can be found in Chapter 7 - *Support While Military Personnel Are Away*.)

2.2.1.5 Defence Chaplains (Padres)

The Australian Navy, Army and Air Force all have chaplains posted to Ships, Units and Bases; wherever Defence personnel are found. While chaplains are involved in the spiritual needs of the member and family, they are also very much interested in and available to assist with all aspects of people's lives. Chaplains have access to resources that may assist a person with their issues or concerns. These concerns may be the result of personal or family worries, which may be related to issues dealing with relationships or physical needs. They may be matters that are easily resolved, or matters that require more long-term attention.

2.2.2 Support Programs and Activities

2.2.2.1 The Family Support Funding Program

The [Defence Family Support Funding Program \(FSFP\)](#) provides grants to incorporated groups of Service families and community organizations for self help projects that assist in overcoming the effects of mobility. The FSFP allocates approximately \$1 million in grant funds each financial year.

As an example, the following types of projects have been successfully funded in recent years:

- Establishment and operation of a neighbourhood house, family or community centre;
- Establishment and operating expenses for a local ADF families welcoming group, craft group, skills course or spouse support group;
- Assistance with establishment/operational costs of a Defence family newsletter; and
- The subsidy of a youth activity program for teenage dependants of serving members.

2.2.2.2 Recognition of the Role of Families

National Families Week is organized annually by [Families Australia](#) on behalf of the Department of Family and Community Services. Families Australia is Australia's independent, not-for-profit organization dedicated to promoting the needs and interests of families. The Department of Defence supports this special week in recognition of the important role families have in supporting the ADF member and Defence.

DCO, in partnership with Command, also hosts family events nationally. The days are intended to be great fun for the whole family with plenty of activities and entertainment for everyone, to celebrate being part of the Defence family.

2.2.3 Information Resources

In addition to the information provided by the agencies and programs listed above, there are also several websites and portals that Defence families can access.

2.2.3.1 Pay and Conditions Manual

The [ADF Pay and Conditions Manual \(PACMAN\)](#) is available online so that ADF personnel, administrators, decision makers and family members can find answers to almost every question on pay and conditions.

2.2.3.2 Personnel Portal

The aim of the [Personnel Portal](#) is to provide access to personnel related information from across Defence, regardless of organizational structure.

2.2.3.3 Family Information Network for Defence

Family Information Network for Defence (FIND) is a toll-free, confidential phone service that is available to every Service person and family, anywhere in Australia. It provides access to information on matters of everyday interest or concern and provides referrals to a variety of information sources and organizations both internal and external to Defence. FIND can also provide contact details for the local DCO office.

2.2.3.4 PARTNERS in DEFENCE

The new PARTNERS in DEFENCE CD and DVD have been developed to provide information and advice to members and their families in order to assist in negotiating and balancing the unique requirements of military service and family life. Information on conditions of service, pay and entitlements, as well as detailed information about the resources and support services that the ADF makes available to all its members and their families has been included on the CD and DVD.

2.2.3.5 Defence Family Matters

[Defence Family Matters](#) is a magazine produced quarterly which aims to provide Defence families with information about the Defence environment. Defence Family Matters is automatically distributed to ADF personnel with partners and/or children, according to personnel information held by the member's administration area.

2.2.3.6 [Service Newspapers](#)

The Australian Navy, Army and Air Force each publish newspapers every fortnight. These Service newspapers contain interesting, informative and entertaining material for both members and their families. Service newspapers are distributed free through members' units, however anyone can subscribe to have them sent to the home address for a small cost.

2.2.3.7 Area Newsletters

Many Defence regions produce newsletters to help members and their families keep informed and find out about local events and services in their area. Many of these are sponsored or run by the local DCO Area Office.

2.3 New Zealand

2.3.1 Support Organizations/Agencies

There are a number of organizations and agencies within the New Zealand Defence Force (NZDF) that provide support to military families. These include Headquarters Joint Forces New Zealand (HQ JFNZ), HQNZDF Personnel Branch and specific organizations with the NZ Army, Royal New Zealand Navy (RNZN) and Royal New Zealand Air Force (RNZAF). Within each of the three Services these organizations include and work with:

- Navy, Army and Air Force Commanders at all levels;
- Defence members and their families;
- Defence Social Workers;
- Welfare Facilitators;
- Defence Chaplains, Padres and Psychologists; and
- Defence sponsored groups, allied service providers and other agencies within the community.

2.3.1.1 Navy Community Organization

The Navy Community Organisation supports Service personnel and their families in the RNZN. It administers childcare facilities, the Base Library, Motels and Amenities, and Naval Housing. It also provides social workers and a family support advisor to those families in need. In addition, it administers the Naval Information Bureau, a phone service for all Service personnel, their families and civilian staff anywhere in New Zealand. This service provides easy access to information on matters of everyday interest or concerns.

2.3.1.2 RNZAF Base Welfare Facilitators

RNZAF Base Welfare facilitators operate from RNZAF Bases Auckland, Ohakea, Woodbourne and Air Staff Wellington and provide a range of support services to personnel and families.

2.3.1.3 New Zealand Army Welfare Facilitators

The NZ Army similarly provide a range of welfare and support Services through their Welfare Facilitators located at regional camps.

2.3.2 Support Programmes and Activities

The NZDF recognises that the unique requirements of military life place huge demands on the family and the community, and acknowledge how critical it is to support families and communities so that they can, in turn, support the NZDF. One major consideration is to acknowledge the demands placed on family by separations caused by events such as deployments, and minimise all other interference with normal family functioning. The NZDF is currently establishing policies and processes that will define the minimum levels of Welfare Support to be provided which are to occur across the NZDF regardless of Service or region. These Services and activities are to be public-funded and provided by the Services and/or HQJFNZ. The Services and activities proposed include:

- Welcome and Community Orientation,
- Information and Referral,
- Personal Development and Well-being,
- Initiatives to assist NZDF members with care of children and other dependants, and
- Short-term intervention and crisis support.

2.4 United Kingdom

2.4.1 Support Organizations/Agencies

2.4.1.1 HIVE Information Service

The [HIVE Information Service](#) is a tri-Service information network available to all members of the Service community – serving personnel both married and single, together with their families and dependants as well as civilians employed by the Services. Predominantly, HIVE Information Centres are located within the UK, with overseas information centres in the Falkland Islands, Brunei, Belize, Canada (BATUS), Gibraltar, Naples, Lisbon and five in Cyprus. In addition, British Forces Germany has responsibility for 25 HIVE Information Centres.

Worldwide HIVE Information Centres offer an extensive range of information on relocation, the local unit and civilian facilities, places of interest, schools and further education, housing, healthcare facilities, employment and training opportunities. They can also offer initial support to individuals in need of welfare counselling and can advise referral to those professional agencies best suited to the individual's circumstances. The staff are professionally trained to fulfill their role as HIVE Information Officers with management support from their employing units and HIVE Regional Managers.

Communication is fast and effective. Through the internet, the HIVE Information Service networks worldwide, sourcing national and local information as needed. Information on future relocations is one of the key areas of information support and is available either in advance or on arrival at the receiving unit. Email facilities between families and those serving away during operational deployments are also available through HIVE Information Centres.

The HIVE Information Service is publicly funded by the Ministry of Defense (MOD) in order to provide personnel and their families with a professional and comprehensive information service and to refer those with personal or confidential issues to appropriate agencies. Its role is embedded within the Chain of Command and together with their strong ties to MOD and civilian agencies, the HIVE Information Service remains alert to information requirements and updates.

2.4.1.2 Service Families Federations

Each of the Services has a Families Federation that exists to make life better for Forces families by raising issues that are causing concerns with the chain of command. For example, “Families’ Concerns” is a qualitative report produced quarterly to illustrate the issues and concerns of Army families. Enquiries are gathered from Army families worldwide by the Army Family Federation (AFF), and thus provide an accurate reflection of matters affecting the community. Some families contact AFF to find resolution to problems, some to talk to people who understand their issues and can raise them up the chain of command on their behalf. This report is distributed to all AFF staff worldwide, as well as to those who have an interest in delivering policy and assistance to families.

The [Royal Air Force \(RAF\) Families Federation](#) describes itself as ‘existing to provide an independent voice for the serving RAF and their families (spouses, partners, parents, children, siblings) on issues of concern to them’. The team represents these views to senior RAF staffs and ministers. The Federation operates outside the RAF chain of command and is managed as an independent organization by the Royal Air Force Association (RAFA), a well-established and respected charity. In addition to its highly informative website, it carries out a busy programme of visits to units, and publishes ‘Envoy’, a quarterly magazine.

2.4.1.3 Service Personnel and Veterans Agency

The [Service Personnel and Veterans Agency \(SPVA\)](#) is the single point of contact within the MOD for providing information and advice on personnel administration, pay, allowances, pensions and compensation for serving personnel, veterans and their families. The term “veteran” is used to mean all those who have served in the UK Armed Forces and includes their widow(er)s and dependants. There is no minimum length of service required and there is no requirement to have been on active service in order to be considered a veteran. Callers to the Helpline can receive advice on a wide range of subjects such as welfare issues, war pensions, armed forces compensation scheme, service records, medals and military graves.

2.4.1.4 Welfare Services

The provision of welfare support, including child protection, is the responsibility of the Welfare Service in each of the separate Services, except for the RAF where welfare support is managed as a normal function of command. The [Army Welfare Support Service](#) provides professional and confidential welfare support for Army personnel and their families wherever they are located. The [Naval Personal and Family Service](#) is the Royal Navy’s social work department, and it provides a confidential and professional social work service to all Naval personnel and their families. The Royal Marines Welfare Service is staffed by a combination

of qualified and unqualified Royal marine senior non-commissioned officers, who are accountable to a qualified social work team manager.

2.4.1.5 RAF Community Support

Community Support is the staff branch of Headquarters Air Command which has prime responsibility for family-related matters. It initiated the [RAFCOM website](#), which supplies information and useful links for issues from housing and pay and allowances, to parenting, medical and dental, and bereavement and casualty. It also supports a variety of forums (including unit-specific ones) and chatrooms.

2.4.1.6 Pastoral Care

The Chaplains' Department of each Service provides spiritual leadership, moral guidance and pastoral support to Service personnel and their families irrespective of their religion or belief.

2.4.1.7 Soldiers', Sailors' and Airmen's Families Association – Forces Help

The [Soldiers', Sailors' and Airmen's Families Association – Forces Help \(SSAFA-FH\)](#) is a national charity helping serving and ex-Service men, women and their families in need. It is committed to helping people in need, suffering or in distress, regardless of age or condition. SSAFA-FH is committed to helping anyone who has served a minimum of one paid day in any of the three Armed Forces including the Reserves and those who did National Service - and their dependants, including their husbands or wives, civil partners or partners, children, widows and widowers. It provides financial assistance and debt advice, and offers practical as well as financial support. For many it is a friendly face in a new community, a shoulder to cry on when times are hard, a listening service for those in need.

2.4.1.8 Royal British Legion

The [Royal British Legion \(RBL\)](#) is the UK's leading charity safeguarding the welfare, interests and memory of those who have served, and are serving, in the Armed Forces and their dependants. It provides financial, social and emotional support to millions, in all age groups from the oldest to the very young.

2.5 United States

2.5.1 Support Organizations/Agencies

2.5.1.1 Military Family Support Centers

Federal Occupational Health (FOH) supports the Department of Defense (DoD) and military families through its Military Family Support Center Program, which includes Army Community Service (ACS) Centers, Marine Family Services Centers, [Navy Fleet and Family](#)

[Support Centers \(FFSC\)](#), and Airmen and Family Readiness Centers (AFRC). FOH's Military Family Support Center Program provides a range of customized support services to military and civilian personnel at installations nationwide, including:

- Quick response crisis assistance;
- Support for members and their families before, during and after deployments; this also includes reservists;
- Employment assistance for military spouses and family members in finding jobs on base and in local communities;
- Information and assistance;
- Life skill education opportunities;
- Solution focused, non-medical counselling;
- Volunteer coordination;
- Transition assistance;
- Financial management counselling and education;
- New parent education programs, including classes (sometimes in-home) and advice on newborn and infant care;
- Relocation assistance; and
- Support groups: from 12-step programs to family support groups during deployment, a whole range of support groups are available to military members.

FOH understands that military families experience unique pressures and problems. Its services help service members and their families get the most out of their military careers and lifestyles through a combination of counselling, workshops, programs, briefings, self-help, and automated services which are all free of charge to the military.

2.5.1.2 National Military Family Association

The mission of the [National Military Family Association \(NMFA\)](#) is to serve the families of the uniformed Services through education, information, and advocacy. The Association is dedicated to identifying and resolving issues affecting families of the uniformed Services through research, education, legislation, and public information.

2.5.1.3 Military Chaplains

Chaplains are fully qualified Ministers, Priests and Rabbis who minister to military personnel and their families. Local Chaplains can perform secular religious rites (baptisms, bar/bat mitzvahs, weddings, etc). They also provide pastoral care by visiting work areas, hospitals and homes. In the field, Chaplains help service members with adjustment to military life, interpersonal relationships or troublesome problems, bringing reconciliation and hope to those in need.

2.5.1.4 Military Family Network

The [Military Family Network](#) is a private organization dedicated to supporting military families and increasing their readiness and well-being by connecting them with their communities and the organizations that provide the best service and value.

2.5.1.5 American Red Cross

Red Cross services are available to service members and their families, which provide a safety net in times of need. Red Cross services can include: emergency communications, access to emergency financial assistance, and counselling.

2.5.1.6 Army Family Liaison Office/Well-Being Liaison Office

The Department of the Army has the Army Family Liaison Office, which was changed to the [Army Well-Being Liaison Office \(WBLO\)](#) in 2003. The WBLO serves as Headquarters' Department of Army's (HQDA) "Ombudsman" for all Army family issues. It assists the Army in monitoring soldier and family well-being while serving as a central repository for quality of life information and legislative information that can impact Army families. The WBLO maintains a website for Army Families (Army Families Online) and publishes a quarterly newsletter called Army Well-Being.

2.5.1.7 Association of the United States Army Family Programs Directorate

The [Association of the United States Army \(AUSA\) Family Programs Directorate](#) was founded in 1999 to be an advocate for Army families. The Directorate coordinates a number of activities that support the needs and interests of family members.

2.5.1.8 Army Family Team Building

[Army Family Team Building \(AFTB\)](#) is a volunteer-led organization with a central tenet: provide training and knowledge to spouses and family members to support the total Army effort. It is AFTB's mission to educate and train all of the Army in knowledge, skills, and behaviours designed to prepare Army families to move successfully into the future. The AFTB program has numerous online modules that teach all about the Army, its customs, traditions, chain of command, rank and the role of the Army spouse.

2.5.1.9 Army Emergency Relief Society

The Army Emergency Relief is a nonprofit organization that assists Soldiers and their family members, to include spouses of deployed Soldiers, by providing emergency financial assistance when there is a valid need. AER provides interest free loans, grants, or combinations of the two.

2.5.1.10 Navy Ombudsmen

[Navy Ombudsmen](#) are communications links, information and referral resources, and advocates for command family members. Appointed by the Commanding Officer, Command Ombudsmen are volunteers and spouses of service members within the command. As an official command representative, the Ombudsman is a point of contact for all family members connected to the command - including spouses, parents, and extended family members. The Ombudsman Code of Ethics guarantees professionalism and confidentiality within program guidelines. Each Ombudsman Program is owned by the Commanding Officer and is unique to the command's size and needs.

2.5.1.11 Navy Services FamilyLine

The [Naval Services FamilyLine](#) is a volunteer, non-profit organization dedicated to improving the quality of life for every sea service family. This is achieved by answering questions from spouses about the military lifestyle, referring spouses to organizations that may be able to assist them, publishing and distributing free booklets and brochures that contain helpful information, and developing successful educational programs for the sea service spouse.

2.5.1.12 Navy-Marine Corps Relief Society

The [Navy-Marine Corps Relief Society \(NMCRS\)](#) is a non-profit, charitable organization that provides financial, educational, and other assistance to members of the Naval Services of the U.S., and their eligible family members and survivors when in need. Counselling, loans, grants, various services, and referral to other community resources are available. There are no fees for such help.

2.5.1.13 Air Force Aid Society

The [Air Force Aid Society](#) is the official charity of the U.S. Air Force. It provides worldwide emergency assistance, sponsors education assistance programs, and offers a variety of base community enhancement programs that improve quality of life for Airmen and their families.

2.5.2 Support Programs and Activities

2.5.2.1 Army Integrated Family Services Network

The [Army Integrated Family Services Network \(AIFSN\)](#) delivery system offers soldiers and their families the support they deserve, especially the geographically dispersed. It “connects” the geographically separated Army and families, and provides access to all family programs and services. By combining and linking resources, AIFSN gives Army families a choice - access services by phone, the internet, and when situations dictate, travel to the nearest facility to receive personalized support.

2.5.2.2 Army Family Action Plan

The [Army Family Action Plan \(AFAP\)](#) provides a way for soldiers and family members to let Army leadership know what works, what doesn't - and what they think will fix it. Installations, regional locations and Army Commands/Army Service Component Commands/Direct Reporting Unit (AC/ASCC/DRU) across the Army convene AFAP conferences that engage soldiers, retirees, civilians and family members in the business of assessing Army standards of living.

2.5.2.3 Army Exceptional Family Member Program

The Army Exceptional Family Member Program (EFMP), working in conjunction with other military and civilian agencies, provides a comprehensive, coordinated, multi-agency approach for medical, educational, community support, housing, and personnel services to families with special needs.

2.5.2.4 Marine Corps L.I.N.K.S.

L.I.N.K.S. is a volunteer, team-mentoring program, designed by spouses for spouses. The program offers an orientation to the Marine Corps lifestyle, helping new spouses adapt to the unique challenges military life often presents. While the curriculum targets spouses new to the Marine Corps community, the information is beneficial to spouses of all levels of Marine Corps experience. The program works through a partnership of volunteer spouses, Marine Corps Family Team Building (MCFTB) staff, Marine Corps Career Retention Specialists, and Chaplains. The climate is informal, with a nurturing structure and format. Participants receive real life tips, information on Marine Corps culture, and available resources to enable them to help themselves.

2.5.3 Information Resources

In addition to the information provided by the agencies and programs listed above, there are also several websites and portals that military families can access.

2.5.3.1 Military OneSource

[Military OneSource](#) is a website and toll free information and referral 24/7, 365 days/year telephone service available worldwide to active duty, Reserve, and National Guard military members and their families, and deployed civilians and their families. Sponsored by DoD, Military OneSource provides information ranging from everyday concerns to deployment/reintegration issues. Additionally, if there is a need for fact-to-face counselling, Military OneSource can provide a referral for six sessions per issue with professional civilian counsellors at no cost to the military or family member. A new program offers health and wellness coaching on stress reduction, weight management, and improvement in cardiovascular health.

2.5.3.2 Military Homefront

[MilitaryHomefront](#) is the official DoD website for reliable quality of life information for leaders, service providers, and troops and family members. The Troops and Family Members section of the website has comprehensive information and links on a number of topics including deployment, combat stress, casualty assistance, counselling, USERRA, and transition assistance.

2.5.3.3 My Army Benefits

[My Army Benefits](#) website is the official U.S. Army benefits resource for the Regular Army, Army National Guard, Army Reserve, family members and retirees.

2.5.3.4 Army Community Services

The [Army Community Services](#) website provides information about, and links to, a number of community services offered to Service members and their families both on the installation and in the civilian communities surrounding installations. It includes Army Family Advocacy Program (FAP) information.

2.5.3.5 Army Families Online

[Army Families Online](#) is the website of the Army Well-Being Program. It uses an integrated systems approach to sustain and improve the well-being and quality of life of the Army's people to maximize readiness and mission performance. This integrated systems approach is composed of seven specific sub-objectives - Pay and Compensation; Health Care; Housing and Workplace Environment; Family Support; Education and Development; Cohesion; and Operational and Special Interest.

2.5.3.6 Army Family Readiness Group

The [Army Family Readiness Group \(FRG\)](#) website provides all of the functionality of a traditional FRG in an ad-hoc and on-line setting to meet the needs of geographically dispersed units and families across all components of the Army.

2.5.3.7 MyArmyLifeToo

[MyArmyLifeToo](#) is a website sponsored by the Army Family and Morale, Welfare and Recreation Command (FMWRC) Family Programs Directorate. Their mission is to maintain the readiness of individuals, families and communities within the Army by developing, coordinating and delivering services that promote resiliency and stability during war and peace.

2.5.3.8 Army Reserve Family Program

The [Army Reserve Family Program](#) is a gateway to information and links related to benefits and entitlements. The portal is geared towards the soldiers, families, friends, employers, and volunteers that support the Army Reserve.

2.5.3.9 Navy Lifelines Service Network

The [Navy Lifelines Service Network \(Answers for Sailors, Marines and Their Families\)](#) is the official quality of life website for the U.S. Navy.

2.5.3.10 Marine Corps Community Services

The [Marine Corps Community Services](#) website provides information pertaining to military life, family life, and retiree life issues. Under the Military Life section of the website, Marines and their family members can access information about combat/operational stress, including guides for leaders, Service members, and family members.

2.5.3.11 Air Force Crossroads

The [Air Force Crossroads](#) website provides a number of resources for Service members, including information about financial readiness, parenting, and relationships. Stress management and other deployment-related information can be found under the Health and Wellness section of the site.

3. Schooling

Military families have unique educational needs due to their mobile lifestyle. The TTCP nations are committed to providing military families with advisory services and a range of support measures to help minimize the negative impacts on family functioning as a result of this mobile lifestyle. Many of the TTCP nations offer at least some form of financial assistance for dependants' education to offset additional costs incurred with the posting of families. Some also provide specific programs aimed at making school transitions as easy as possible. Only Canada and the UK, in the case of overseas postings, and the U.S., in the case of remote postings and overseas postings, provide actual schools for military children.

3.1 Canada

3.1.1 Overseas Schools

As part of the Director General Compensation and Benefits, Dependents Education Management oversees the administration of the Canadian sections of two schools overseas – the [Allied Forces North Regional Headquarters \(AFNORTH\) International School](#) and the [Supreme Headquarters of Allied Powers in Europe \(SHAPE\) International School](#).

3.1.2 Education Allowances

The CF reimburses eligible members an annual Education Allowance equivalent to the reasonable expenses incurred with respect to the education of a dependent child, including the costs of the following:

- Board, lodging and non-resident school fees;
- Private tutoring (during the first school year of the child at the new place of duty);
- Language tutoring of a dependent child at the new place of duty;
- Official language of instruction not available at new place of duty;
- Move from province to province in graduation or pre-graduation year; and
- Return trips of a dependant child.

However, the Education Allowance is not payable for personal preference, French immersion, kindergarten education, post-secondary education, and other non-admissible expenses such as:

- School lunches or milk;
- Private lessons for activities, such as horseback riding, swimming, ice hockey, figure skating, music lessons, dancing or acting;
- Student insurance;
- Laundry or dry cleaning;

- School photographs;
- Cultural visits that are not part of a school course;
- Sports equipment;
- School magazines or year books;
- Deposits on or rental of textbooks or musical instruments;
- School supplies;
- Textbooks; or
- School registration or student fees.

3.2 Australia

The program of education support to ADF families sponsored by Defence seeks to respond to the needs of families with school-aged dependants across the full life cycle of primary and secondary education. A range of initiatives and dedicated staff positions contribute to this package that supports the needs of mobile families.

3.2.1 Regional Education Liaison Officers

Part of the DCO, [REDLOs](#) are professionally trained teachers who understand both the different State and Territory education systems and the Defence environment. They are available to provide advice to Defence families on education issues, particularly matters relating to mobility and relocation. REDLOs can assist with the transition between various State and Territory primary, secondary and tertiary education systems.

REDLOs are the key pivotal point in the Defence education assistance package as they provide the link for families to assist them in accessing the type of support that meets the needs of a particular child. They are also the link with schools and education systems as they continually liaise with and raise the issues that are affecting Defence families, ensuring that equity of educational opportunity is available to all mobile Defence children.

3.2.2 School Transition Assistance

3.2.2.1 Defence School Transition Aide Program

The [Defence School Transition Aide \(DSTA\) Program](#) has two elements:

- Defence School Transition Aide – Primary; and
- Defence School Transition Aide – Secondary.

The DSTA Program provides practical support which is integrated into schools, classrooms, and school communities. This program supports the smooth transition of mobile ADF students from school to school and across curriculum jurisdictions upon ADF relocations or

postings. These school-based positions are located where a significant number of students from Defence families are enrolled.

ADF spouses may apply to be one of the 68 DSTAs across Australia. Most are part time positions. The process of selection of DSTA for each position is performed and managed by each school, where the DSTA is employed as a member of the school staff and responsible to the school principal.

3.2.2.2 Changing Schools Checklist

A checklist is included on the DCO website to assist with changing schools.

3.2.2.3 School Passports

A [School Passport](#) has recently been developed to enable mobile ADF children to keep a record of their school history by recording the school stamp and brief information in the passport.

3.2.2.4 Digital Student Portfolios

The [Digital Student Portfolio](#) was developed in partnership with the Department of Education Science and Training (DEST), DCO and DFA. The Digital Student Portfolio is an interactive multi-media program designed to capture the academic, sporting and social history of a child over each year of their schooling.

3.2.3 Education Allowances

The [Education Assistance Scheme \(EAS\)](#) helps ADF members pay for additional education costs for their children caused by a posting within Australia:

- **Tutoring.** If a member moves to a new location and has school-aged children, they may be entitled to 14 weeks of tutoring in any subject that has been identified by the school as representing a gap in the child's learning.
- **Boarding School Allowances.** Assistance may be available under the EAS to enable ADF families to access boarding school for a dependant in the critical years of schooling (Years 10, 11, 12) to avoid disruption to the child's education if the member is relocated.
- **Special Needs Assistance.** For a recognized family with special needs, the EAS can provide assistance for assessment, therapy, and additional support for students who are receiving these services in their locality prior to posting and cannot access such services at their new posting. Tuition fees may be provided for a child with special needs to attend a non-government school, or toward board and tuition costs at a school in another locality, which can specifically address the needs of the child.

3.2.4 Defence Scholarships

Each year Defence sponsors eight [scholarships](#) for dependants of personnel working in the Defence Organization. The scholarship process is managed for Defence by AFS Intercultural Programs Australia and DCO. The scholarship program provides an opportunity for the winning students to engage in learning by living in another country. Through living with a host family, the student experiences another country's culture first hand. The program aims to increase cultural awareness and develop resilience and skills to help students move forward confidently to achieve their career aspirations and life goals.

3.3 New Zealand

In New Zealand, free public education is provided to dependent children primarily through local public schools. The NZDF provides general information on schooling options, however there are no military schools in New Zealand nor specific educational assistance for dependants.

3.4 United Kingdom

3.4.1 Overseas Schools

[Service Children's Education \(SCE\)](#) is an Agency of the MOD and is dedicated to the education of the children of Service families and MOD personnel serving outside the UK. It provides a first class system of schools and educational support services in Belize, Brunei, Cyprus, Netherlands, Falkland Islands, Gibraltar, Italy, Belgium and Germany. SCE schools are intended, as much as possible, to provide the same pattern of education as that provided in England and Wales. They follow the National Curriculum (England), administer national assessments and public examinations, and are inspected by Her Majesty's Inspectorate. Teachers in SCE schools must have recognized UK professional qualifications and the majority are recruited specially from the UK for service in these schools.

3.4.2 Children's Education Advisory Service

The [Children's Education Advisory Service \(CEAS\)](#) provides expert and impartial advice about the education of Service children. It is a dedicated service exclusively for Service and MOD families, providing professional advice on all aspects of children's education, both in the UK and overseas. It is free of charge, available to all Service parents irrespective of rank or location, and can be reached via telephone, email or in person.

3.4.3 [School Transition Assistance](#)

The MOD advises Service personnel to start planning early to give more time to resolve problems when their children have to transition schools. They are encouraged to find out details of schools in the new location; contact the local HIVE, who produce education Fact Sheets and will have information on the local educational establishments. Moving School

Packs are available to help parents support their children when moving from one school to another, both in the UK and overseas.

3.4.4 Education Allowances

Continuity of Education Allowances assist Service personnel to achieve continuity of education for their child that would otherwise be denied in the maintained day school sector if he/she moved with Service personnel every time they were assigned to a new station. In claiming Continuity of Education Allowances, a Service person must fully accept that accompanied service is the overriding principle for maintaining the entitlement:

- **Continuity of Education Allowances (Boarding)** - If Service personnel choose to place their child in boarding school.
- **Continuity of Education Allowances (Special Educational Needs Addition)** – If a child has been identified as having special needs, this may assist Service personnel with the additional costs charged by an authorised school for the additional tuition of subjects identified on a child’s certificate of Special Educational Needs.
- **Continuity of Education Allowances (Guardians)** - If Service personnel elect to place their child in the care of a guardian so that he/she may attend a particular day school continuously, this will cover the additional costs of their child living away from home.
- **Day School Allowance (North Wales).** This assists any accompanied Service parent on assignment in North Wales with the costs of independent day schooling where classes are given exclusively in English.
- **Education of Service Children in Extra Command Areas and Isolated Detachments Education and Nursery Education Allowances.** These assist Service personnel, if they are serving overseas in Extra Command Areas and Isolated Detachments, with the costs of educating their accompanying children in a local nursery or school, where there is no SCE provision.

3.5 United States

3.5.1 Schools for Dependent Children

3.5.1.1 Domestic Schools⁴

In the U.S., free public education is provided to dependent children primarily through local public schools. That being said, there are Department of Defense Dependant Elementary and Secondary Schools (DDESS) that provide comprehensive educational programs on military installations located in seven states, Guam and Puerto Rico. These schools are competitive

⁴ DoD Directive 1342.16 Provision of Free Public Education for Eligible Dependent Children (<http://www.dtic.mil/whs/directives/corres/rtf/134216x.rtf>).

with that of any school system in the U.S. and aim to inspire and prepare students for success in a global environment. According to their umbrella agency, the [Department of Defense Education Activity \(DoDEA\)](#), there are approximately 32,520 students in DDESS schools, with the majority of these children belonging to Army families.

3.5.1.2 Overseas Schools

As part of the DoDEA, the DoD Dependents Schools (DoDDS) Overseas provide educational programs for students in overseas military communities that are competitive with any school system in the U.S. and that inspire and prepare for success in a global environment. According to DoDEA, there are approximately 73,660 students in DoDDS schools.

3.5.2 Advisory Groups

3.5.2.1 School Liaison Officers

The Army, Navy and Marines sponsor School Liaison Officers at each installation to advocate for the school-aged children of military families and their schools. These trained officers work with families and surrounding school districts to address transition and deployment issues. The vision of the Army's School Liaison Officer program is to coordinate and assist school-aged children of Army parents with educational opportunities and information necessary to succeed in an academic environment. School Liaison Officers also network, educate and work in partnership with local schools to provide caring adults to enhance the education experience. The mission of the School Liaison Officer program is to provide Garrison Commanders with the support necessary to coordinate and advise Army parents of school-aged children on educational issues and needs, and to assist in solving any problems.

3.5.2.2 Military Child Education Coalition

The Military Child Education Coalition (MCEC) is an educational, non-profit, tax-exempt organization that is dedicated to forming partnerships and providing for networking of military installations and their supporting school districts to address transition and other educational issues related to the military child. Membership is open to all military installations, their supporting schools, concerned organizations, and caring individuals. The MCEC also has a safe, secure on-line resource, [SchoolQuest](#), which offers information about future schools as well as resources and transition advice.

3.5.3 School Transition Assistance

3.5.3.1 Transition Toolkits

Prepared by the DoD, these toolkits help parents, installation commanders, and school leaders make the education transition for military children as smooth as possible.

3.5.3.2 Websites

There are various websites, such as [Military Teens on the Move](#), especially designed for military children of all ages to find information related to moving and transitioning schools. In addition to interesting articles that can be found on these websites, there are chat rooms set up so that military children can talk with other military children their own age.

3.5.3.3 DoD Education Activity Partnership Directorate

DoDEA has been given the authority to create educational partnerships with non-DoD schools that educate military students so that it can share its resources and expertise with those local educational agencies that request their assistance. DoDEA is sharing its expertise in the areas of quality educational programs, high school improvement, academic support, social/emotional support, educator placement, and in the area of the President's Foreign Language Initiative.

3.5.3.4 Interstate Compact

The Council of State Governments (CSG), in cooperation with the DoD Office of Personnel and Readiness, has drafted a new interstate compact that addresses the educational transition issues of children of military families. CSG has worked with a variety of federal, state, and local officials as well as national stakeholder organizations representing education groups and military families to create the new interstate agreement. While the compact is not exhaustive in its coverage, it does address the key issues encountered by military families: eligibility, enrolment, placement and graduation. In addition, the compact provides for a detailed governance structure at both the state and national levels with built-in enforcement and compliance mechanisms.

3.5.4 Defence Scholarships

A number of organizations have special scholarships for children of Service members. For example, [America Supports You](#) has a list of scholarships for military children, as does [MilitaryScholar.org](#).

4. Childcare

Many of the TTCP nations offer some form of childcare assistance to Service members.

4.1 Canada

4.1.1 Daycare Services

The C/MFRCs offer various types of [daycare services](#) as well as activities for children. Children are able to socialize with people their own age who share similar interests and concerns.

The Federal Government also provides a Universal Child Care Plan to help Canadian families balance work and family as they see fit – regardless of where they live, whatever their circumstances or preferences. The Plan has two parts: direct support to families through the Universal Child Care Benefit; and transfers to provinces and territories and a new investment tax credit for businesses for the creation of childcare spaces.

4.1.2 Emergency Childcare Service

The C/MFRC's Emergency Child Care Service supports the ability of CF members to be available for all types of duty by ensuring parents have access to childcare in emergency situations (DMFS, 2004). The purpose of the C/MFRC's Emergency Childcare Service is to help CF families meet unexpected childcare needs that are a direct result of their CF duty requirements, to enhance and support the Family Care Plan, and to support CF families during short term crises until they are able to make longer term childcare arrangements. Emergency childcare is available to CF families at all times, day or night. Emergencies do not include recurring events during the course of a year, and they are expected to be resolved within a 24- to 72- hour period.

4.1.3 Emergency Respite Childcare

The purpose of the C/MFRC's Emergency Respite Childcare is to provide the spouse/caregiver of a CF member with emergency respite childcare when the CF member is away on duty (DMFS, 2004). This type of program provides an opportunity for children ages six months to five years to enjoy playing in the playroom, listening to stories and socializing with other children while their parents and/or caregivers have three hours of respite for themselves.

4.2 Australia

4.2.1 Defence Child Care Program

ABC Corporate Care provides childcare services for the [Defence Child Care Program \(DCCP\)](#). The purpose of this program is to aid mobility by facilitating priority of access to childcare for Defence families where the local community is unable to meet the demand for childcare places. A significant part of this arrangement is the Defence Child Care Expansion Program. Through this program, Defence is increasing the number of priority childcare places available to Defence families. These centres are known as Defence Corporate Centres. To date, Defence has accepted a total of 21 new centres offered by ABC throughout Australia, increasing the Defence Child Care Program to a total of 41 Child Care Centres.

4.2.2 Extended Child Care Program

The [Extended Child Care Program \(ECCP\)](#) will provide funding to childcare organizations that provide work-related childcare to Defence families, on a demonstrated needs basis as part of a competitive process.

4.2.3 Family Day Care Employment Opportunities for Defence Spouses

In response to the demand for more childcare providers nationally, a range of initiatives are available through either the DCCP or the Department of Families, Community Services and Indigenous Affairs (FaCSIA). Assistance is provided to defence spouses for the initial set-up costs involved in establishing a [Family Day Care](#) business.

4.2.4 Salary Packaging⁵

[Salary packaging](#) is an arrangement between the ADF and a member, where the member agrees to forego part of their future entitlement to salary or wages, in return for a benefit in the form of childcare to the same monetary value of the salary they would normally receive. When the member asks the ADF to pay for their childcare as part of their salary package, they are choosing to forego all entitlement to Child Care Benefit and the Child Care Rebate. Salary packaging is not necessarily advantageous to all families, so members are encouraged to seek independent financial advice before entering into a salary packaging arrangement.

⁵ <http://www.defence.gov.au/dco/childcare.htm#2>

4.3 New Zealand

4.3.1 Child Care Facilities

The NZDF recognises the responsibilities that parenthood places on its personnel and their families. Childcare can be provided primarily in two ways. Services or facilities may be provided by an existing organization in the community or where childcare facilities are not available in the community, then where resources permit work-related childcare should be considered. Commanders and managers are also responsible for assisting NZDF personnel to meet their childcare needs by either advice, referral to a childcare service in the local community, use of flexible working arrangements or the facilitation of child care near the workplace in accordance with NZDF policy and guidelines. A range of child care services are available and facilitated by the Services and local community groups.

The Naval Base in Auckland runs a childcare facility as an incorporated society, using defence properties at a 'peppercorn' rent. Consequently, their constitution is written to favour children of Navy personnel. Access is based on priority, with personnel returning to work from parental leave as priority one.

The RNZAF has a range of childcare facilities located at its regional bases. These facilities are generally operated by local trusts or an external provider with the provision of facilities at a low rental. Preference is given to the children of Service personnel.

All Services provide a range of before and after school care programmes as well as school holiday programmes. Other forms of childcare assistance include babysitting services, toy library services, support groups, transport services and RNZAF Base Auckland provides the services of a community Karitane Nurse to assist with health related issues.

4.4 United Kingdom

4.4.1 Child Care Vouchers

In December 2007, the MOD announced a childcare voucher scheme⁶ for members of the Armed Forces to help them manage the costs of raising a family. Childcare voucher schemes are in widespread use across the public and private sectors, and can be used to pay for registered childcare from childminders and in crèches, nurseries and holiday clubs. The scheme is based on a salary sacrifice mechanism, where Armed Forces personnel can elect to reduce their cash salary in favour of childcare vouchers, with potential personal savings of up to £1,200 per year.

⁶ <http://www.personneltoday.com/articles/2007/11/16/43287/armed-forces-families-get-tax-breaks-as-mod-introduces-childcare-voucher.html>

4.5 United States

4.5.1 Military Child Development System

The U.S. DoD acknowledges that military families face challenges that are not found in other work environments. Shifting work schedules that are often longer than the typical eight hour day, as well as the ever present possibility of being deployed anywhere in the world on a moment's notice, require a childcare system that is flexible but maintains high quality standards. The DoD [Military Child Development System \(CDS\)](#) provides such a service on a daily basis for the largest number of children of any employer in the U.S. It is a benefit available to active duty members, activated Guard and Reserve members, DoD civilian personnel, and DoD contractors. Facilities and programs available vary depending on the location of the installation, resources and the needs of the local community.

The four main components that make up the CDS are:

- Child Development Centres (CDCs). DoD currently oversees 742 CDCs located on military installations worldwide. These centres offer a safe childcare environment and meet professional standards for early childhood education. Childcare is typically available through these centres for children ages six weeks to 12 years.
- Family Child Care (FCC)/Child Development Homes (CDH). FCC/CDH provide in-home care by certified providers. There are over 7,000 FCC/CDH providers, who deliver critical services to Service members on shift work, working extended hours or weekends, and for those who prefer a home-based environment for their children. In addition, FCC/CDH providers can also provide care for mildly ill children, something CDCs are not set up to do.
- School-Age Care (SAC). SAC programs are offered for children (ages six to 12 years) before and after school, during holidays, and summer vacations.
- Resource and Referral Services. These services assist parents in finding childcare when all available spaces on base are full or a parent's preferred childcare arrangement cannot be met on the installation.

Through these four programs, the CDS serves over 200,000 children (ages six weeks to 12 years). Over 52 percent of all of the care provided is for infants and toddlers.

4.5.2 National Association of Child Care Resource and Referral Agencies

In partnership with the military Services, a variety of programs are administered by the [National Association of Child Care Resource and Referral Agencies \(NACCRRA\)](#) to meet the unique childcare needs of military families living in areas where on-base military childcare is not available:

- **Military Child Care in Your Neighborhood (MCCIYN)** supports military families with the cost of high quality childcare outside military installations. Military families of active duty (Army, Marine Corps, Navy and Air Force) and active duty National

Guard serving under Title 10 or Title 32 United States Code are eligible for this assistance. This program helps in locating high quality childcare options in local communities, subsidizes the cost of childcare, and provides a subsidy for 60 days while a non-military spouse looks for work.

- **Operation: Military Child Care (OMCC)** provides assistance for deployed active duty (Army, Marine Corps, Navy and Air Force) and active duty National Guard (National Guard and Reserves) who are activated and deployed, whose children are enrolled in non DoD licensed programs. This program helps in locating licensed childcare options, reduces childcare fees through a subsidy, and provides a subsidy for 60 days while a non-military spouse looks for work. Members are eligible during their deployment period plus 60 days after their return.
- **Enhanced Child Care Referral Service (CCR&R)** provides military families with a high quality or licensed childcare referral list with age-appropriate vacancies. To be eligible, the member must be activated or deployed, live away from a military installation, or live on or near a military installation where the on-post care is unavailable. CCR&R staff will locate spaces and check age-appropriate vacancies in high quality childcare programs for the family, conduct a follow-up to ensure care has been found, and provide information about MCCIYN or OMCC subsidies.
- **Exceptional Family Member Program Respite Care** is specifically designed for Marine Corps families who have children identified as Exceptional Family Members (EFM). The program provides a few hours of respite care per week so parents or guardians can leave the house, go to an appointment, or just rest, while knowing that their child is well cared for.
- **Child Care Assistance For Families of Severely Injured Military Members** provides families of severely injured military members with assistance to find and pay for safe, licensed childcare services for a period of six months during their period of recuperation. (Extensions beyond the 6-month period will be considered based upon physician reassessment.) The program is available nationwide wherever the injured member is receiving either in-patient or out-patient medical care.

4.5.3 Auxiliary Services

4.5.3.1 U.S. Army Child, Youth and School Services

The [U.S. Army Child, Youth and School \(CYS\) Services](#) falls under the Army's Community and Family Support Center (CFSC). Contacting the installation CYS puts Service members and their families in touch with a wide range of information and services. CYS can provide information regarding CDCs, FCC/CDHs, referral services, SAC services, Middle School and Teen programs, and sports and fitness programs for children and youth.

4.5.3.2 U.S. Army Reserve Child and Youth Services

The Child Care section of [U.S. Army Reserve website](#) provides information regarding childcare options and initiatives available to Army Reserve families.

4.5.3.3 U.S. Navy Reserve Ombudsman Online

The Navy Reserve Ombudsman program can help Navy Reservists find information related to childcare and childcare resources in their local communities.

4.5.3.4 U.S. Marine Corps Child, Youth and Teen Program

As part of the Marine Corps Community Services (MCCS), the [U.S. Marine Corps Children, Youth, and Teen Program](#) provides childcare services for children ages six months to 18 years through CDCs, FCC homes, SAC, Resource and Referral, Youth Activities, Teen Activities, and Youth Sports, Fitness, and Recreation Programs.

4.5.3.5 U.S. Air Force Family Member Programs

[U.S. Air Force \(USAF\) Family Member Programs](#), such as CDC, FCC and SAC programs, all fall under the Air Force's Combat Support and Community Services.

4.5.3.6 Quality Family Childcare Project

The [Quality Family Childcare \(QFCC\) Project](#) is designed to expand the availability of high quality childcare for USAF families by establishing a partnership between the USAF, the NACCRRRA, and 12 community-based CCR&R Agencies. The goal is to ensure that USAF families who are unable to find care on the base are able to find child care in civilian communities that is comparable in quality to care provided on USAF bases by FCC providers monitored and trained by the military.

4.5.3.7 [Extended Duty Care](#)

One or more family child care providers are under contract at each base to provide child care free of charge for Service members who are required to work late, work on weekends, whose shifts change, or who have other child care emergencies. This program is open to Air National Guard and Air Force Reserve during training weekends and annual training. This program is provided by each Military Service for their families.

4.5.3.8 [Returning Home Care](#)

Service members returning from OPERATION ENDURING FREEDOM are authorized 16 hours of free childcare in Extended Duty Homes to assist them in accomplishing household duties postponed because of their deployment.

4.5.3.9 Mildly Ill Family Child Care

The Air Forces' [Mildly Ill Child Care](#) enables parents the opportunity to report to duty and continue the military mission when their child has a mild illness and is unable to participate in a group childcare program. Childcare is provided in a specially contracted USAF licensed or affiliated FCC home. These homes feature providers who have received specialized training

from medical staff and provide childcare services for children ages two-weeks to 12-years who have mild illnesses or conditions that prevent them from using their usual group care arrangements.

4.5.3.10 [Give Parents a Break](#)

Air Force CDCs, in conjunction with the Air Force Aid Society, are open one evening a month to provide free childcare to parents needing a break from parenting, especially families where one of the parents is deployed.

5. Spousal Employment & Education

Only Canada and the U.S. reported in 1999 providing assistance in spousal employment transition as a result of a geographical transfer of the Service member (Mercer et al, 1999). The CF provided assistance in the preparation of the spousal resume; the U.S. helped the spouse find a job and provided contacts and career planning. Only the U.S. at that time gave preference to a Service member's spouse/partner if a suitable civilian position in the military was available. It is now noted that Australia offers the Services Workforce Access Program for Partners and the UK provides information on employment opportunities through the HIVE Information Service and the AFF. Assistance is also given to spouses who want to upgrade their education to better their chances for employment. None of the militaries provide financial assistance for lost spousal/partner income.

5.1 Canada

5.1.1 Employment Services

The [Employment Counsellor at the C/MFRC](#) provides job search, career development support and professional development opportunities for civilian spouses of CF members. As a partner in the process, they are committed to providing clients with strategic advice and information specific to their situation.

5.1.1.1 Programs and Resources

Civilian spouses and youth seeking jobs or developing careers are coached and supported, through a variety of programs, services and resources:

- One-on-one counselling;
- A Career Resource Library;
- Job Posting Boards;
- Self-instruction tools, e.g. computer skills;
- Internet/Employer job posting sites;
- Referrals to community programs, services and schools;
- Access to employer information;
- Introduction to the internet/computers/software;
- Workshops;
- Job Finding Clubs; and
- Company and Organizational contacts.

5.1.1.2 Workshops

- **Interview Skills.** This workshop covers the 2-minute pitch, how to make a good first impression, different types of interviews, how to prepare, setting the tone, how to handle difficult questions, what questions to ask, how to close and post interview follow-up. This workshop provides the opportunity to practice the skills and get feedback.
- **Internet Job Search.** This workshop explores how the internet can help one with the job search process. Participants learn how to search the net for employment, what sites to visit and what to do to modify a resume.
- **Effective Resumes.** This workshop teaches participants about different resume structures, how to present accomplishments, how to summarize experience, how to account for breaks in work history, how to write cover letters, thank you letters and more.
- **Networking.** This workshop focuses on helping participants to access the 80% to 90% of available jobs that are not advertised. They learn strategies to target the hidden job market, develop a personal network, obtain information meetings with those who have the power to hire, set oneself apart and obtain leads.

5.2 Australia

5.2.1 Services Workforce Access Program for Partners

Australia officially launched the [Services Workforce Access Program for Partners \(SWAPP SELECT\)](#) in response to needs identified by ADF partners on 10 October 2003. SWAPP SELECT has been developed to meet the diverse range of skills and needs of ADF partners who, as a result of a Defence relocation, seek employment in the new posting locality. The program offers ADF partners a choice of initiatives that can be used individually, or in some cases in conjunction with each other, to assist them in accessing the workforce. Assistance may be accessed either prior to or after reaching the new posting locality.

SWAPP SELECT provides the following services:

- **Initial Interview** – Skills assessment, job readiness, training needs and a career action plan to help determine the next steps in the new location;
- **Training for Immediate Employment** – Assessment and referral for training that is directly linked to specific employment opportunities in the new location;
- **Virtual Career Centre** – A dedicated SWAPP website incorporating career planning tools and resources, job search information and links to a host of recruiters and training providers;
- **Resume Development** – Assistance in designing a winning resume in line with the partner's professional objective;

- **Job Search Techniques** – Job applications, on-line recruitment, dealing with agencies, direct targeting, networking;
- **Interview Skills** – How to prepare for behavioural interviewing, panel interviews, salary negotiation;
- **Self Employment** – Information and resources for those considering business start-up, franchise, contracting or consulting;
- **Professional Registration Expense Payments** – If a partner is required to re-register or undertake a short upgrade course in order to obtain the same employment opportunities as in the previous location, financial assistance is provided;
- **Reimbursement of Childcare Costs** – Assistance for an amount of up to \$250 per child may be available to help with childcare costs while job search activities are undertaken; and
- **Regional Internet Assistance** – If a partner is accompanying an ADF member to a very remote locality and is undertaking distance learning that will enhance future employment opportunities, assistance with the payment of Internet access costs may be granted.

5.3 New Zealand

There are no specific NZDF programmes for spousal employment, however, as a matter of location and awareness, a significant percentage of NZDF civilian employees are spouses of Service personnel. NZDF Welfare Providers also work in a facilitation role providing links to external agencies, such as Career Services, online employment sites and appropriate employment and education Service providers.

5.4 United Kingdom

5.4.1 Employment Services

5.4.1.1 HIVE Information Centres

Family members can contact their nearest [HIVE Information Centre](#) to find out about employment and training opportunities.

5.4.1.2 Army Families Federation

The AFF also has its own [Employment Advice Service](#) in various locations in the UK to assist Army spouses to find jobs locally and to advise on training opportunities. For example, the AFF Training Centre in Bulford, Wiltshire, provides high quality training and job seeking skills to Army families in order to improve their confidence and employability. It offers tutor-led training in a friendly yet professional environment. Many of the staff and tutors are dependants themselves, so they understand the additional pressures and problems faced by Army families. In addition to courses, there's also an AFF Employment Advisor on hand to

help with resume writing and provide advice and support on employment matters. Childcare is also provided to students while they attend training at the AFF Training Centre.

5.4.2 Employment Overseas

Spouses with professional qualifications may be able to obtain employment overseas within one of the specialist areas normally manned by UK based civilians. Examples are primary and secondary teachers; health visitors, community midwives, other community health staff and social workers; doctors and medical specialists; or solicitors or barristers.

5.4.3 Spousal Education

Distance learning is available through [The Open University](#) (OU), which is popular with military families, as students can learn at their own pace and from wherever they are currently posted.

5.5 United States

5.5.1 Employment Services

5.5.1.1 Spouse Preference Program

At DoD installations in the U.S., its territories and possessions, military spouses can exercise their statutory employment preference through the [DoD Military Spouse Preference Program \(Program S\)](#), an automated registration and referral system which operates as a subprogram of the DoD Priority Placement Program (PPP). The program applies to military spouses who relocate to accompany their sponsor on a permanent change of station (PCS) move to an active duty location. By giving these spouses priority in the employment selection process, Congress hopes to reduce the impact of frequent relocations on spouses' careers.

5.5.1.2 Military Assistance Program

The Military Assistance Program provides information and interactive resources for assisting in relocations, money management and job searching at a new location, such as:

- **One-Stop Jobs** – A compiled list of DoD Agency and Military Department employment links;
- **The Small Business Administration Program** – A program that offers free online classes on starting small businesses;
- **Military Spouse Entrepreneurial Information Page of the Women's Business Center** – A website that presents nearly everything a spouse needs to know as an entrepreneur; and

- **The DoD Transportal** – This website assists Service members leaving active duty (and spouses too) make the change to civilian life by providing valuable information on benefits, transition services, on-line courses, successful job searches, and more.

5.5.1.3 MilSpouse.org

MilSpouse.org is a joint DoD/Department of Labour (DoL) website, designed to serve military spouses. It is a resource library for military spouse employment, education and relocation information. Included are links to the One Stop Career Centre and Family Centre containing information and useful job search links by state.

5.5.1.4 Military Family Support Centres

The Career Focus Services at the local FSC assist spouses with their career choices. Spouses can receive information on the local labour market, skills building classes, and information on base employment opportunities and federal job opportunities. Although not a jobs program, employment opportunities from on- and off-base employers are posted.

5.5.1.5 Spouses to Teachers Program

[Spouses to Teachers \(STT\)](#) is designed to assess the needs of spouses relative to becoming a teacher. This DoD program provides support to eligible spouses in their pursuit of K-12 teaching positions. Limited funding is also provided to spouses to reimburse the cost of tests required for state teacher licensure/certification.

5.5.2 Spousal Education

5.5.2.1 Service Members Opportunity Colleges

[Service Members Opportunity Colleges](#) offer associate and bachelor's degree programs on or accessible to military installations worldwide. They have formed networks in which each college accepts credits from all the others. This guarantees that military students and their adult family members can continue toward completion of their degrees even though the military may transfer them several times. There are also degrees available by distance learning that require no classroom residency.

5.5.2.2 Tuition Assistance Programs

There are a number of financial assistance programs offered by the various Services (Army⁷, Navy⁸, Marine Corps, Air Force⁹), for spouses of active duty personnel serving either

⁷ This includes the Stateside Spouse Education Assistance Program (SEAP) and the Spouse Education Assistance Program (EAP) for those assigned in Europe, Korea, Japan or Okinawa.

⁸ This includes the Spouse Tuition Aid Program for spouses of active duty service members stationed at overseas locations.

⁹ This includes the General George S. Brown Spouse Tuition Assistance Program (STAP) for spouses accompanying members to overseas locations and will be attending college programs.

Stateside or overseas. The purpose of these programs is to assist spouses in gaining the education required to allow them to qualify for increased occupational opportunities.

5.5.2.3 Military Spouse Career Advancement Accounts

Co-sponsored by the DoL and DoD, the [Military Spouse Career Advancement Account \(CAA\) Initiative](#) is a pilot program that provides assistance to military spouses seeking to gain the skills and credentials necessary to begin or advance their career. CAA covers the costs of training and education, enabling participants to earn a degree or credential in high-demand, portable fields in almost any community across the country. CAA can be used to pay up to \$3,000 in fees for one year, and may be renewed for one additional year, for a total two-year account amount of up to \$6,000 per spouse.

6. Healthcare

Although TTCP militaries do not typically offer medical or dental care to military families, there are support mechanisms for both Service members and/or family members who require assistance with special needs, mental health care, counselling or domestic/family violence. Note that casualty support for Service members and their families is covered under a separate report (Wang, 2008).

6.1 Canada

6.1.1 Medical and Dental Care

While medical care for military dependants is provided by provincial health plans, the CF does provide medical insurance for dependants of both Regular and Reserve Force personnel. Items covered include: hospital room (semi-private or private), prescription drug benefits, nursing, physiotherapy, osteopathic, chiropractic, naturopathic, and psychiatric services, vision care, emergency travel assistance, paramedical practitioners and durable equipment. With the exception of hospital coverage, the CF covers 100% of the premium cost; personnel pay extra to have upgraded hospital coverage. There are limits placed on these benefits in terms of a deductible based on family size and the level of coverage, with a maximum annual coverage on certain items.

The CF also provides a dental care plan for dependants of Regular Force members and Reserve Force members who are on full-time continuous service greater than 180 days (Mercer et al, 1999). Dental coverage includes basic routine examinations, endodontics and periodontics, major restorative and orthodontics, with the premium costs being shared between Service member and the CF. As with the medical insurance, there are limits placed on these benefits in terms of a deductible based on family size, with a maximum annual coverage on most items.

6.1.2 Mental Health Care

6.1.2.1 Social Workers

To achieve a high level of morale, efficiency, and mental health, the CF provides a professional social work service to military members by employing social work officers (SWOs) whose qualifications are recognized by the Canadian Association of Social Workers, and who subscribe to the code of ethics of that Association. SWOs provide a network through which all personnel and units can receive assistance. SWOs are qualified to treat CF members and their dependants who have psycho-social problems.

6.1.2.2 CF Member Assistance Program

The [Canadian Forces Member Assistance Program \(CFMAP\)](#) is a “24 hours a day, 365 days a year”, voluntary service, initiated by the CF to help members (Regular Force, all Reserve Class Members, Cadets) and family members who have personal concerns that affect their personal well-being and/or work performance. These concerns can include: marital and family; interpersonal relations; personal and emotional; stress and burn-out; work-related, including harassment and sexual assault; and alcohol, drugs and prescription drugs. The CFMAP is a confidential service - confidentiality being one of the main keys to its success. The only exceptions to confidentiality would be the threat of imminent danger to self or others or reports of child abuse. Professional counsellors are provided through the Employee Assistance Services of Health Canada. This is a short-term problem-solving service and very often only a few short sessions are required. If long-term help or a more specialized service is needed, a referral to an appropriate professional resource can be made.

6.1.3 Domestic or Family Violence

The purpose of the [National Family Violence Prevention and Awareness Campaign](#) is to communicate the importance of this issue and promote awareness, responsibility and prevention within the CF. Its objectives are:

- Promote awareness and education of family violence and its prevention to the entire CF community, including CF members and their families, service providers/responders, and the CF leadership;
- Provide members of the CF community with timely, accurate, and clear information about the policies, programs, services and initiatives of the CF’s Family Violence Prevention Program;
- Provide/disseminate information about community resources in the event of family violence;
- Provide CF leadership with accurate and clear policies, procedures, standards and good practice protocols for managing family violence cases and supporting education and awareness initiatives;
- Ensure that the service providers/responders in CF communities are accessible to those they serve and ensure that the work that they do is visible; and
- Encourage open and frank dialogue within CF communities about family violence and family violence prevention.

DMFS has also developed a Family Violence Prevention Resource Database and Tutorial to provide C/MFRCs with ready-to-use resources in the area of family violence prevention.

6.2 Australia

6.2.1 Medical and Dental Care

The ADF does not have a policy or practice of looking after the specific medical needs and costs of family members, only the military member. That being said, the ADF does provide travel costs for a dependant at a remote location to receive special medical or dental treatment, as long as the treatment is not available at the remote location.

6.2.2 Special Needs

Special needs mean (1) someone who has, for example, a physical, intellectual, sensory, learning or behavioural disability, or a psychiatric illness/disorder; and (2) those who are assessed as being gifted or talented. The [Family with Special Needs Program](#) provides a range of assistance, including:

- A procedure whereby ADF families with special needs can have their status as a special needs family formally recognised by Defence;
- A special needs pre-posting visit;
- Assistance to access specialised equipment in the new locality;
- Assistance to access therapy services in the new locality;
- Assistance to access respite services in the new locality; and
- Assistance in the provision of appropriate housing and transit accommodation.

There is also the [Defence Special Needs Support Group \(DSNSG\)](#), which is a national volunteer organization established to provide support, information and assistance to Defence families who care for someone with a disability or special need. Membership is free. Services provided include local support groups, respite programs, posting plans, specialized support for adults with special needs, “Computers 4 Kids”, access to grants, a national newsletter, social skills programs for children, and much more.

6.2.3 Mental Health Care

The [ADF Mental Health Strategy \(ADFMHS\)](#) seeks to reinforce the concept of ‘well-being’ in life for both its members and their families. The ADFMHS recognizes that mental health is not solely related to diagnosable mental disorders, but encompasses a broad range of lifestyle, mental well-being, and job performance factors. As such, the ADF offers couple and individual therapy sessions with social workers, psychologists, chaplains and other mental health providers. For example, ADF members or their families can contact a DSW for a range of reasons, including, but not limited to: resilience building, relationship issues, parenting issues, work issues, anxiety, therapeutic, training and information group sessions, grief and loss, mental health issues, or suicide and suicide prevention. There is also an [All Hours Support Line](#) that is a confidential telephone triage support service for ADF members and their families that is available 24 hours a day, seven days a week.

6.2.4 Domestic or Family Violence

A number of support services and contact numbers are available to family members who feel that they are being abused. The [DCO](#) and [Joint Health Command](#) websites contain a range of information on domestic or family violence, including types of abuse, the cycle of violence, the effects of family violence on children, what one can do if one gets abusive, and what one can do if they are being abused.

6.2.4.1 Special Accommodation for Emergencies

The [Special Accommodation for Emergencies \(or SAFE\)](#) scheme provides accommodation for the dependants of ADF members in situations of extreme domestic crisis where the family members cannot remain in the family home (or service residence). Depending on location, it might be possible for a family to stay with extended family or friends, but because of family dislocation due to the mobility of many ADF families, such support may not be available in the area in which the family is currently living. Where family or other forms of support is available, it should be used in preference to SAFE. Similarly, where on base or other accommodation is available and appropriate, these should be used before SAFE is approved and arranged. In exceptional circumstances, SAFE can be extended to cover the member and family.

6.3 New Zealand

In terms of access to General Practitioners, family members do not receive service from the NZDF; non-NZDF personnel access the NZ public health system for their health needs. However, social support services exist at all centres/bases through community support personnel. The NZDF Mental Health Strategy has recently been approved and is currently being implemented across the NZDF. The goal of the strategy is to promote a healthy social and community life and will be achieved through a number of initiatives and community involvement.

6.4 United Kingdom

6.4.1 [Medical and Dental Care](#)

In the UK, most military families receive their health services from their local National Health Service. The HIVE Information Service can provide general information about the local services. Overseas, military families receive Primary Care, General Practitioner services, from the military medical centre. If routine or emergency hospital care is required, the family member may be treated at a local hospital; otherwise they may be flown out to either a neighbouring country or back to the UK.

6.4.2 Special Needs

If a family member has special health or educational needs, Service personnel need to make sure that any posting overseas will still allow them to receive the specialist health, educational or social care needs they may have. Service personnel must inform their posting authorities that a member of their family has special needs as there are limited facilities/medical care available overseas and not all specialist care is available. The family could be returned home where the service cannot be provided.

6.4.3 Mental Health Care

The [Confidential Support Line](#) (CSL) is a free-phone help-line for soldiers and their families. It offers totally confidential, non-judgmental, guidance to the Army community, from anywhere in the world. The line operates 7 days a week from 1030 to 2230 hrs (local UK time). Any vulnerable soldier or family member phoning (writing or emailing) the trained civilian support staff of the CSL receives guidance as to what their options are; the soldier/family member must then make their own decision as to how to progress the issues raised.

6.5 United States

6.5.1 Medical and Dental Care

6.5.1.1 Military Health System

The Military Health System is the health system that supports the military mission by fostering, protecting, sustaining, and restoring health. It also provides the direction, resources, health care providers, and other means necessary for promoting the health of the beneficiary population. DoD operates one of the largest health-care organizations in the nation serving active duty personnel, retirees, survivors, and their dependants. Components of the system include Army, Air Force and Navy military treatment facilities (MTFs) and the TRICARE program, which offers both managed-care and fee-for-service options. TRICARE managed-care providers include providers at the MTFs and a network of civilian providers administered through regional contracts with civilian managed-care organizations. The fee-for-service option also covers care provided by civilian providers who have not joined the network.

6.5.1.2 TRICARE

[TRICARE](#) brings together the health care resources of the uniformed services and supplements them with networks of civilian health care professionals, institutions, pharmacies and suppliers to provide access to high-quality health care services while maintaining the capability to support military operations. It serves active duty Service members, retirees, their families, survivors and certain former spouses worldwide. Reservists and National Guardsmen are also eligible for TRICARE coverage when they are on active duty, pre and post mobilization. It provides a dental benefit, a pharmacy program, and TRICARE for Life for

most Medicare-eligible uniformed service retirees. There is also a Program for Persons with Disabilities (PPPWD) that can help with some of the costs associated with specialized medical equipment and services. In addition, mental health services are available.

[TRICARE Online](#) is a secure web portal designed to increase access to care for authorized TRICARE beneficiaries and increase access to information for designated TRICARE physicians and support staff. Authorized users can schedule and view appointments; access approved health content; access personal health information; use pharmacy tools; check medications; access military staff applications and much more.

6.5.1.3 Military Medical Support Office

The [Military Medical Support Office](#) is the centralized Tri-Service point of contact for customer service to medical support and dental case management; and to coordinate civilian health care services outside of a MTF for TRICARE Prime Remote eligible members.

6.5.1.4 The Force Health Protection and Readiness Website

The purpose of the [Force Health Protection and Readiness website](#) is to enhance communication regarding the health of Service members and their families. The site provides information to: safeguard the health and well-being of Service members and their families, promote and sustain a healthy and fit force, prevent injuries and illness and protect the force from health hazards, and sustain world-class medical and rehabilitative care to the sick and injured anywhere in the world. To achieve a fit and healthy military force for the U.S., there must be a partnership for health between the Service members who make up the force; their leaders at all levels; and health care planners and providers. The integrated efforts of these partners make the continuum of world-class health care available anytime, anywhere.

6.5.1.5 The U.S. Army Center for Health Promotion and Preventive Medicine

The [U.S. Army Center for Health Promotion and Preventive Medicine](#) implements preventive medicine and public health and wellness services under the Directorate of Health Promotion and Wellness (DHPW). It provides worldwide scientific expertise and services in clinical and field preventive medicine, environmental and occupational health, health promotion and wellness, epidemiology and disease surveillance, toxicology, and related laboratory sciences. It supports readiness by keeping soldiers fit to fight, while also promoting wellness among their families and the Federal civilian workforce.

6.5.1.6 Visiting Nurse Program

This NMCRS program is comprised of paid Registered Nurses at some of its field sites. The main function of the Visiting Nurse is to provide health education and information about health-related resources. The Visiting Nurse is available to make hospital or home visits to eligible clients in the interest of improving their quality of life by promoting understanding of information about the individual's health issues. Visits are frequently made to new mothers and infants, to patients recovering from surgery, and to patients with chronic health problems. All Navy and Marine Corps members, active duty or retired, their family members, and their

survivors, within a 25-mile radius of the program site may be eligible for Visiting Nurse services.

6.5.2 Special Needs

6.5.2.1 Special Needs Identification and Assignment Coordination

The Special Needs Identification and Assignment Coordination process for the USAF identifies family members with special medical and educational needs for reassignment purposes. The process links military personnel flights, military treatment facilities, and family support centers to assist military members by locating appropriate medical and education resources at a gaining base and community.

6.5.3 Mental Health Care

6.5.3.1 Mental Health Self-Assessment Program

Through the DoD [Mental Health Self-Assessment \(MHSA\) Program](#), a Service member or family member can perform a mental health self-assessment anonymously either by phone or on-line. Self-assessments are provided for depression, bipolar disorder, alcohol use, Post Traumatic Stress Disorder (PTSD), and generalized anxiety disorder. The program provides immediate results, referrals, and relevant resources at the end of each assessment

6.5.3.2 Army Behavioural Health

The [U.S. Army Behavioural Health website](#) provides well-being information for Service members and families, including a number of helpful Frequently Asked Questions regarding mental health concerns and resources.

6.5.3.3 Minding Your Mental Health

The [U.S. Navy's Minding Your Mental Health website](#) includes information intended to help sailors and their family members make informed decisions about their mental health and well-being. The site includes sections on mental health facts, reasons to seek help, selecting a therapist, and treatment approaches.

6.5.4 Counselling

The U.S. military provides counselling services for active duty Service members, Reservists, National Guardsmen, and their families. Active duty Service members and their families can receive counselling through MTFs or through TRICARE providers.

6.5.4.1 Military and Family Life Consultant Program

The DoD provides information and counselling support to Service members and families through the [Military and Family Life Consultant \(MFLC\) Program](#). The program provides anonymous, confidential counselling and life skills support at any time. The program helps to problem solve issues related to all aspects of family life, including anger management, parenting, coping skills, and grief. The goal of the program is to support operational readiness and family readiness. Situations requiring mental health treatment are referred to behavioural health agencies that treat these conditions. Child and Youth Behavioural Health Specialists have been assigned to support children and youth programs to ensure the emotional well-being of military children.

6.5.4.2 Counselling Support Through Chaplains

Military chaplains play a critical role in providing counselling support to Service members and their families. Many chaplains conduct marriage workshops and retreats for military couples and offer other forms of assistance when needed. They are also knowledgeable about other support and counselling resources available through the installation.

6.5.4.3 American Red Cross

The American Red Cross offers confidential services to all military personnel — active duty, National Guard and Reserves — and their families. Counselling, guidance, information, referrals and other social services are available through a worldwide network of chapters and offices on military installations.

6.5.5 Domestic or Family Violence

The various Services' Family Support Centres provide domestic violence prevention education and support. In addition, through the FAP, Family Support Centre professionals provide assistance in cases of domestic violence. The Family Support Centre can act as liaison with child protective services, local shelters, and other domestic violence resources.

6.5.5.1 Marine Corps Family Advocacy Program

This website provides a basic overview of the [Marine Corps FAP](#), including point of contact information for all Marine Corps installation FAP programs, information about victim advocacy, and information about other family education services.

6.5.5.2 Air Force Family Advocacy Program

The mission of the Air Force FAP is to build healthy communities through implementing programs designed for the prevention and treatment of child and partner abuse. There is a limited access website, which is the central on-line resource for the Air Force FAP and is regularly updated with new information. It includes links to a video center with visual training materials and other materials describing domestic abuse support programs.

7. Support While Military Personnel Are Away

Spending time apart from a serving member due to deployments, training or other service requirements, is one of the characteristics of a military family lifestyle. The TTCP militaries offer a range of services and initiatives to help members and their families effectively deal with these periods of separation, and to understand some of the feelings they may experience at these times. Given the operational climate of today, much of the focus of this section is on support related to deployments.

7.1 Canada

7.1.1 Support Organizations/Agencies

7.1.1.1 Deployment Support Groups/Rear Parties

Deployment Support Groups (DSG)/Rear Parties are groups of CF members who stay in Canada to continue with the normal daily business of the unit and support the families of deployed members (DAOD 5044-3). The role of DSG is to provide:

- Access to local military and civilian family resources, programs, services;
- Information on civilian family related programs and services;
- Accurate and timely mission information; and
- Assistance during family-related emergencies.

7.1.1.2 [Military Family Resource Centres](#)

Located on CF bases across Canada, in Europe and the U.S., the C/MFRCs provide support and services to spouses and children of deployed CF members. Services offered are emergency childcare, opportunities to exchange with others in the same situations and be listened to (warm heart line), and information packages on pre-deployment and reunions.

7.1.2 Support Programs

7.1.2.1 Pre-Deployment

- **Mail Outs.** Information packages are sent to all families before the military member is deployed. These packages include information on the effects of deployment, booklets to help prepare for deployment stress, critical incident stress and reunion stress, checklists on legal issues, financial issues, household appliances and automotive details, a Military Operations family handbook, brochures on the Mission

Information Line (MIL), on PTSD and on Ombudsman information, as well as information about the services available at the C/MFRC.

- **Briefings on Programs.** All members and their families are briefed on the services that the C/MFRC has to offer, either by phone or through a more formal presentation.
- **Confirmation of Deployment.** The deployment coordinator will contact the member or his family to confirm his/her departure for deployment.

7.1.2.2 Deployment

- **Mission Information Line.** By phoning the MIL, members' families and friends can get detailed information on CF missions and operations around the world in French and English. The MIL provides reliable, thorough and comprehensive information, and gives families the chance to find out more about living conditions and unit activities. The recorded information also includes: periodic Situation Reports; messages from commanding officers; and confirmation of news releases and information on incidents or accidents.

MIL personnel are experienced professionals who are familiar with CF policies and operating procedures. They can respond immediately to family requests for information and provide assistance with administrative or personal issues. They can: intervene in a crisis and provide moral support; transmit urgent messages to deployed personnel; deliver pre-deployment briefings to personnel and families; and distribute mission maps, booklets on deployment stress, critical incident stress and reunion stress.

- **Video Teleconference System.** Some of the C/MFRCs have a brand-new Video Teleconference system to see and speak with deployed family members serving in Kandahar. The video teleconference family lounge is generously sponsored by Bombardier and General Dynamics Canada.
- **Military Family Peer Helper Program.** For military family members who have "been there and done that" successfully, they may be able to help others going through similar experiences. As a peer helper, their role is to:
 - make contact once a month either by phone, e-mail or through an outing;
 - offer support, if needed;
 - be respectful of privacy;
 - practice attentive listening;
 - and much more.
- **Morale Mail.** A postage-free system* exists for families to send letters and parcels to deployed members and to ships.
- **Respite Care.** All families of deployed military members are eligible to receive a few hours of free childcare per month. These few hours can be reimbursed by the C/MFRC with a maximum of \$50 per month. Please note that the C/MFRC is not responsible for finding childcare.

- **Social Activities.** Depending on the time of the year, a number of activities are planned, such as barbecues, Christmas parties, etc.
- **Monday Night Out – Family Member Away “Deployment Support for the Whole Family.”** This enables family members to stay connected with family, friends and community members who know what they’re going through.
- **Operation Wish 2007.** The CF teamed up with Sears Canada to make it possible for members stationed abroad to order gifts for their families from the on-line Sears catalogue.
- **Child and Youth Deployment Support Program.** This program helps build a climate of trust and safety for children to talk about their feelings and develop coping mechanisms. This program contains issues on separation, loss, communication and much more.

7.1.3 Information Resources

The C/MFRC Deployment Coordinator has a wide variety of deployment related resources for children and adults. For example, a database has been created by DMFS in response to a need expressed by the C/MFRCs for additional resources related to deployment issues in the CF. The database consists of a collection of collateral materials, including current and pertinent historical initiatives, web-links, tools, and resources within and outside of DND regarding deployment. It also contains downloadable kids’ games that relate to their experience living in a military family, downloadable calendars tailored to military families, with suggested activities to reduce stress and improve communication.

7.1.3.1 Resources for Adults

- **[Family Handbook](#).** The Family Handbook includes information for families of deployed CF members. Material includes resource information, check lists, family communications information, guides on health & well-being, and information on benefits and allowances.
- **Preparing for Deployment Stress.** This booklet offers general suggestions for some of the common reactions faced through the different phases of deployment: pre-deployment, during deployment and post- deployment. It offers suggestions for both the departing CF member and the spouse who is staying.
- **Preparing for Critical Incident Stress.** This handbook offers assistance in recognizing, accepting and dealing with Critical Incident Stress. Critical Incident Stress is a normal reaction to an abnormal event which is sudden and unexpected, disrupts one’s sense of control, involves the perception of a life threat, and may include elements of physical or emotional loss.
- **Preparing for Reunion Stress.** This handbook offers assistance for military families reunited after unaccompanied tours of duty. Reunion stress refers to the physical and emotional demands.
- **CFMAP** (see Section 6.1).

- [Operational Stress Injuries Social Support \(OSISS\)](#): This offers information and support for military members and veterans who have served, as well as their families and friends.

7.1.3.2 Resources for Children & Youth

A series of books have also been written for children of military families:

- “Joey’s Mom is Going Away”,
- “A Father to be Proud of”,
- “My Mother is a Soldier”, and
- “Student Deployment Journal”.

7.2 Australia

7.2.1 Support Organizations/Agencies

7.2.1.1 [Defence Community Organization](#)

Family members can access a wide range of support services through their local DCO Office during times apart due to deployments, exercises or training. In particular, when Defence personnel are deployed, DCO is responsible to:

- Conduct pre-deployment interviews and briefings (where time permits).
- Provide a point of contact, in addition to the NWCC, for dependants and families to gain information regarding access to support services.
- Maintain contact with the member's family. This is particularly important following significant events, such as the birth of a child. The DSW or FLO endeavour to phone the next of kin of all deployed members at intervals during a deployment, and letters are sent out to all registered next-of-kin detailing DCO support networks.
- Establish and coordinate the activities of spouse support groups. This may include arranging and conducting appropriate group meetings to discuss issues, e.g. reunion workshops. DCO also sponsors and supports social gatherings amongst families of deployed members, which promotes networking and reinforces the valuable role of spouses and other next-of-kin in support of operations.
- Conduct examinations of compassionate and welfare matters initiated by the deployed contingent, the member's family, or any other involved agencies.
- Conduct professional welfare counselling of the member's dependants, or coordinate their referral and follow-up with other agencies.

For any operational deployment, unit, divisional and admin officers work closely with DCO staff to ensure that an appropriate program of support is offered to members and their families. All units hold their own functions and information sessions and DCO is represented at the majority of these. Functions can include regular morning teas, information sessions, drinks nights, weekend activities and Christmas functions.

7.2.1.2 National Welfare Coordination Centre

Along with the DCO out of hours emergency response system, the NWCC also provides a 24 hour, 7 day a week point of contact for families and next-of-kin of ADF personnel who are away from home. This is to provide timely, accurate information, reassurance and support and referral to other family support agencies. The NWCC and the DCO work closely together to provide appropriate support to ADF members and their families. The NWCC, as a welfare and family support referral service, is part of the wider Defence family support network.

7.2.1.3 Sponsor Units

A sponsor unit is generally the unit that the member belonged to prior to deployment. Sponsor units include Navy ships, Air Force units and Army units. If the family moves to another location for extended family support purposes, the DCO in the new area may be tasked to act as sponsor unit. Sponsor units and their respective unit welfare officers assist families by:

- Providing detailed advice and assistance with local housing, removals, pay and other administrative matters;
- Assisting family support groups with activities arranged by the DCO;
- Including the member's family in appropriate unit social and family activities;
- Facilitating access to the unit family support network (NWCC, chaplains, philanthropic organizations, DCO, etc);
- Providing reasonable support when appropriate (e.g. transport or other physical assistance in certain circumstances);
- Maintaining regular personal contact with the member's family; and
- Liaising with the NWCC on welfare and family support matters.

7.2.2 Support Programs

7.2.2.1 [Family Preparation for Separation](#)

The DCO, ADF Chaplains and the NWCC all have a role to play in supporting families to meet the challenge of deployment. The completion of a Member and Family Care Plan, which is a working plan for the care of loved ones and personal property during separation, and a NWCC Registration Form will assist in determining the current level of family readiness for deployment.

7.2.2.2 Emergency Support for Families Scheme

The [Emergency Support for Families Scheme \(ESFS\)](#) has been developed to provide short term assistance to an ADF member's dependants in an emergency situation where the member is absent from the dependants location for Service reasons. A DSW will develop a family support plan to meet the individual and unique need of a crisis in partnership with the family and unit command.

To develop the support plan the DSW will assess:

- The extent of the emergency;
- Whether the family has sufficient immediate family or local (friends) support to assist during the emergency;
- The types of assistance that may be required;
- The immediate needs of the family; and
- The development of a longer term strategy to ensure the well-being of the family for the remainder of the member's absence.

The following types of services may be provided:

- Dependant care;
- Specialist dependant care;
- Housekeeping;
- Child minding;
- Respite care; and
- Travel for immediate family to provide support to the member's dependants.

The assistance can be provided for up to five days to a combined maximum assistance level of a total of \$2,500 GST inclusive for each emergency.

7.3 New Zealand

7.3.1 Support Organisations and Agencies

HQ JFNZ is responsible for deployed personnel within the NZDF. The Personnel Branch of this agency is responsible for the welfare and well-being of deployed personnel and their families. A number of elements are in place to assist with personnel issues relating to deployment, including preventative strategies, support, and the provision of on-going services to those who require it during deployments. These services are provided through both the J1 Psychologist, supported by regional NZDF Psychologists and civilian mental health service providers, and the J1 Welfare Officer, supported by regional NZDF Welfare Officers.

7.3.2 Support Programmes

7.3.2.1 Psychological Support

Strategies for coping with the stressors of deployments are provided on a voluntary basis for families and partners of deployed personnel through the provision of Pre-Deployment Training. This information is provided as a brief to deploying personnel and partners/ spouses or other next of kin as invited by the Service member. The information provided in these briefings includes information on deployment related stressors and potential reactions to this, the Emotional Cycle of Deployment, children and deployments and a registry of on-line support resources. This information is supported by a reference guide that contains information relating to the above topics, strategies for the management of stress, and support contacts within the NZDF. Booklets containing information on children and deployments, and age specific books for the children of deployed personnel are also provided, and are available to family members on request at any time.

Support during deployments is provided to both deployed personnel and families on an as required basis. Requests for support from the psychologists during this period are usually received through the deployment chain of command, and appropriate action is taken. As the NZDF Psychologists are primarily responsible for the welfare of the deployed personnel, request for family support are often forwarded to the most appropriate agency, such as the Welfare Officers and Padres. However, psychologists often support the need for the return to New Zealand of the deployed service member (for example, in cases of awarding compassionate leave and travel) in order to address family based issues.

Psychological support for partners/spouses and other family members is also provided post deployment. Family members are invited to participate in a follow up debrief three months post deployment, which provides the opportunity to discuss deployment related issues and receive additional and on-going counselling/therapy if required. Access to psychological support services remains available post deployment for deployed personnel and their families through the NZDF or Veterans Affairs if the service member has retired.

7.3.2.2 Welfare Support

Family members have access to a wide range of welfare support services available through their Single Services. For example, in the RNZAF this is coordinated and provided by local Welfare Facilitators with support from other providers including chaplaincy services. Types of support include maintaining contact with families, home visits, social functions, provision of care packages and the arrangement of support plans and unit points of contact.

All Services provide a range of information resources utilising mail, email and telephone services, and this includes a regular Tri Service Newsletter and other publications. The Navy Community Organisation provides information to personnel and family members. This is provided through a monthly newsletter to next of kin, as well as a free phone number that is manned during working hours and has links to messages relating to specific vessels out of hours. The Navy Community Organisation also sends out newsletters produced by the ships. The NZDF is currently putting policy and processes in place that will define the minimum levels of support to families.

7.4 United Kingdom

7.4.1 A Guide for the Families of Deployed Regular Army Personnel

Army welfare support, in one form or another, can extend to everyone: spouse, civil partner, partner, mother, father, son or daughter. [The Guide for the Families of Deployed Regular Army Personnel](#) has been prepared to help families during the time that their loved one is away on an operational deployment; a list of useful phone numbers and websites is included in the guide.

7.4.2 RAF Deployment Toolkit

The [RAF Deployment Toolkit](#) is available on the RAFCOM website, and includes the Community Support Handbook, and advice/details concerning amongst other matters the demands of deployment, the Deployment Welfare Package, relevant RAFCOM Forums, making a will, emergencies, communications on detachment, tips for spouses, return and reunion, housing and legal matters, parenting and news.

7.4.3 Compassionate Leave & Travel

If there is a requirement for a member of the Armed Forces serving overseas to return to the UK for compassionate reasons, for example if a close relative becomes very seriously ill (normally life threatening) or dies, then it is the role of the Joint Casualty and Compassionate Centre to investigate the circumstances and make a recommendation as to whether compassionate travel should be granted.

7.5 United States

7.5.1 Support Organizations/Agencies

7.5.1.1 America Supports You

[America Supports You](#) is a DoD program that provides opportunities for citizens to show their support for the U.S. Armed Forces. The program was launched in 2004 in an effort to highlight citizen support for U.S. military men and women and communicate that support to the members of the Armed Forces at home and abroad. *America Supports You* connects individuals, organizations and companies to hundreds of homefront groups offering a variety of support to the military community. The program also connects military service members and their families to homefront groups that provide assistance. The *America Supports You* website provides a one-stop location for citizens and service members to connect with hundreds organizations eager to help. *America Supports You* homefront groups show support in many ways including writing letters and e-mails, sending care packages, offering scholarships and helping the wounded when they return home. Dozens of corporations, recognized on the website, are also *America Supports You* supporters.

7.5.1.2 Expeditionary Combat Readiness Centre

The [Expeditionary Combat Readiness Centre \(ECRC\)](#) was set up to help sailors and families experiencing an Individual Augmentee assignment. The ECRC is the primary Stateside point of contact for all theater related family issues; and provides a conduit for communications with NAVCENT on family issues.

7.5.1.3 U.S. Air Force Reserve Family Readiness Offices

[U.S. Air Force Reserve Family Readiness Offices](#) can help Air Force Reservists with a number of deployment related issues. Support includes resources and referral services to appropriate programs in the local civilian community.

7.5.1.4 American Red Cross Emergency Communications Services

American Red Cross communication services keep military personnel in touch with their families following the death or serious illness of a family member or other important events, such as the birth of a child. The Red Cross quickly sends these communications on behalf of the family to members of the U.S. Armed Forces serving anywhere in the world, including ships at sea, embassies and isolated military units. The information or verification in a message assists the service member's commanding officer with making a decision regarding emergency leave. Soldiers are authorized government funded transportation only from their deployment location to their home station at government expense. Any additional travel to the emergency leave destination is at the soldier's expense.

7.5.1.5 American Legion's Family Support Network

The [American Legion Family Support Network](#) assists military families while service members serve overseas with such chores as grocery shopping, childcare, lawn care, fixing the family car and countless other challenges to a military spouse.

7.5.2 Support Programs

7.5.2.1 Operation Purple Camp

As an organization dedicated to serving military families, the National Military Family Association (NMFA) recognized the need for more resources to support military children. In 2004, the [Operation Purple® Summer Camp Program](#) was created as a way to help military children struggling with having a parent deployed. These free, week-long, overnight camps are open to all military children. The program aims to help military kids experience carefree fun while also learning coping skills to deal with war-related stress and fostering relationships with others who know what they are going through.

During the 2004 pilot season of *Operation Purple*, NMFA implemented 12 different *Operation Purple* camps across the country. Due to the success of this camp program, NMFA expanded the program and has hosted more than 10,000 military children who have or will

experience deployment. In 2008, there will be 100 weeks of camp held in 62 locations in 37 states and territories.

7.5.2.2 Sesame Workshop – Talk, Listen, Connect: Deployments, Homecomings, Changes

Sesame Workshop, the non-profit organization behind Sesame Street, has launched [Talk, Listen, Connect: Deployments, Homecomings, Changes](#), the second phase of the Workshop's military outreach program launched initially in 2006. The initiative provides support and offers significant resources for military families with young children experiencing the effects of deployments, multiple deployments or when a parent returns home changed due to a combat related injury.

Talk, Listen, Connect: Deployments, Homecomings, Changes seeks to:

- Reduce the level of anxiety children may experience during homecomings after multiple deployments;
- Help parents with ways to cope with multiple deployments;
- Help young children gain an age-appropriate understanding of a parent's injury by including them and the entire family in the rehabilitation process; and
- Reassure children that they are loved and secure and that together with their families, they can learn new ways of being there for one another and having hope for the future.

7.5.2.3 “Adjusting to a Family Member’s Deployment”

The "[Adjusting to a Family Member's Deployment” Resiliency Skills Program](#) was developed in 2005 by Madigan's Department of Psychology to meet the unique needs of military-connected children in grades K-12. It consists of six 45-minute sessions that include exercises and activities that address feelings, awareness, the connection between thoughts and emotions, adjusting to environmental changes and developing effective support systems.

7.5.2.4 Kids Serve Too

The *Kids Serve Too* program honours children of military members through free events, grants to continue their extracurricular activities during deployments, partnerships with recreational and arts organizations to provide free or discounted activities for the children, and educational materials for public school administrators that promote understanding regarding the stresses children face during deployments.

7.5.2.5 Operation Military Kids

[Operation Military Kids \(OMK\)](#) is the U.S. Army's collaborative effort with America's communities to support the children and youth impacted by deployment. This initiative was officially launched in April 2005. Through OMK, military youth can:

- Participate in a range of recreational, social and educational programs;
- Gain leadership, organizational, and technical skills by participating in the Speak Out for Military Kids program or Mobile Technology Lab programs;
- Receive assistance with school issues;
- Attend single day or weekend camps; and
- Meet other youth who are also experiencing deployment.

7.5.2.6 Hero Packs

[Hero Packs](#) are OMK knapsacks filled with a variety of items from the OMK Partner Agencies, which are given to military youth as a "Thank You" for the sacrifices that they make while their parents are deployed. Hero Packs contain a variety of items intended to provide children with fun activities and ways to stay connected to their deployed parents. In addition, information is provided to parents regarding local support programs for children and families.

7.5.2.7 My Life, A Kid's Journal

This 44-page journal, designed in vivid colors, guides children through the process of formulating and making sense of their feelings during a loved one's deployment and helps establish important dialogue with their parents. The My Life, A Kid's Journal is meant to serve as a keepsake for the child or as a gift to their special person who is deployed. Health Net Federal Services has also developed My Life, A Kid's Journal Coloring Book.

7.5.2.8 Navy Return and Reunion

The U.S. Navy's Fleet and Family Support Centre offers a [Return and Reunion Program](#) to help both the service member and his or her family adjust after a deployment.

7.5.2.9 Marine Corps Key Volunteer Network

The [Key Volunteer Network](#) is an official Marine Corps Family Readiness program. As a Commander's communication tool, the Key Volunteer Network supports the unit by keeping families of Marines better informed about the mission and tasks of that unit. Commanders utilize the Key Volunteer Network to relay official command information and to support families through resource referrals. The goal of the Key Volunteer Network is to help families achieve and maintain family readiness.

7.5.2.10 Homework Assistance and Tutoring

USAF youth programs offer tutoring and homework assistance through the School Age Program to help children who may need a little extra help while one or both of their parents are deployed.

7.5.3 Information Resources

7.5.3.1 Deployment Health Clinical Centre

The [Deployment Health Clinical Centre](#) is a resource for health information related to every aspect of military life. The website provides resource information about combat operational stress in the Health Conditions and Concerns section under Emerging Health Concerns. Deployment-related fact sheets and information about the Post Deployment Health Reassessment (PDHRA) are also available. The site also provides a list of Service member and family support services, videos about combat stress and wellness for veterans and their families, and a reintegration guide for military families.

7.5.3.2 The Deployment Health and Family Readiness Library

The [Deployment Health and Family Readiness Library](#) provides Service members, families, leaders, health care providers, and veterans an easy way to find deployment health and family readiness information on topics, such as the emotional cycles of deployment, supporting family and friends during deployment, and the transition back to family life following the return from deployment. Within this library is access to fact sheets, guides, and other products on a wide variety of topics published by the services and organizations that serve the military community. Also found here are additional web links to other organizations and resources devoted to the health and well-being of the Service member and their family.

7.5.3.3 Force Health Protection and Readiness

The [Force Health Protection and Readiness \(FHP&R\) website](#) includes deployment cycle information and links to supportive services for every branch of the military. The information is geared toward both Service members and families.

7.5.3.4 “Coming Home” (Service Members, Spouses, Family & Friends)

“Coming Home” (Service Members, Spouses, Family & Friends) is a guide for personnel, spouses, parents, and extended family of service members returning from mobilization/deployment.

7.5.3.5 “Young Children on the Homefront”

The [Zero to Three National Center for Infants, Toddlers and Families](#), has released a video, *Young Children on the Homefront*, in which military families share their unique deployment experiences and early childhood professionals offer tips and strategies for dealing with difficult issues, such as grief and loss from deployment and the challenges that often arise upon reunification. The video was made for military families, in appreciation and support of their service and commitment.

7.5.3.6 American Academy of Pediatrics Website

Children of deployed members of the military experience a broad range of reactions to the experience of family deployment. Reactions of these children to parent or guardian deployment often include anger, sadness, fear, confusion, and feelings of abandonment, loss, anxiety, and depression. The [Uniformed Services West Chapter of the American Academy of Pediatrics \(AAP\)](#) has been working diligently to improve awareness among uniformed and civilian health care and other youth workers regarding the effects of deployment on children and adolescents. There are two videos streamed on the AAP website to support school-age children and teens and the impact of deployment.

7.5.3.7 "Operation Ready"

"Operation Ready" is a training and information resource, which was developed by Army Community Services following the Persian Gulf based on lessons learned in deployment. It touches on deployment and reintegration issues for the soldier and their family.

7.5.3.8 The "Blue Box"

The ["Blue Box" website](#) is a compilation of U.S. Army Europe (USAEUR) resources for soldiers, civilians and family members. It includes valuable information on various topics from Casualty Assistance and Survivor Support, Family Readiness Support, Reintegration, Civilian Deployment, to Rear Detachment Command Regulations.

7.5.3.9 Individual Augmentee Family Handbook

The Navy Individual Augmentee Family Handbook has information about preparing for deployment, managing during deployments and reunions and direction to sources of assistance, such as the Family Support Centres and the American Red Cross.

7.5.3.10 Marine Corps Community Services

The [Marine Corps Community Services website](#) has a Deployment section as well as a Return and Reunion section that contains information and guides that will assist both family members and deployed service members in making the deployment period and the homecoming transition smoother.

7.5.3.11 Air Force Crossroads Spouse Forum

The [Crossroads Spouse Forum link](#) provides a means of communication and access to resources and information Air Force-wide on a variety of topics affecting spouses and their families. It is the intent of the Spouse Network to assist spouses with the daily routine as well as those extraordinary circumstances that inevitably seem to occur when the member is away and the spouse is responsible for total management of home and family. Spouses are invited to become a member of the Spouse Network and to learn from each other, sharing experiences, information and resources.

7.5.3.12 Air Force Crossroads Return and Reunion

The Air Force Crossroads website also has a [Return and Reunion section](#) that provides information and assistance to better prepare the member, their friends and family members on making the Reunion as memorable as possible.

7.5.3.13 National Guard Bureau Family Program On-Line Community

The [National Guard Bureau Family Program](#) develops and distributes materials via websites that focus on pre-deployment, deployment and reunion information, such as Family Care Plans; emergency information worksheets; discussions about feelings; the importance of including children in discussions; emotional resources; financial management assistance, information, referral and follow-up; legal assistance; social services; family advocacy programs to build stronger families and prevent child and spouse abuse; relocation assistance programs; employment assistance programs; programs which help families with members who have special physical, emotional or intellectual needs; respite care and support groups; remaining/stay behind parent information; communication for parents and youth; reunion, self-help; home resource information; and employer relations needs. Additional training topics focus on resiliency and emotional intelligence skills such as trust, depression, time and stress management, reunion, empathy, optimism and adaptability.

The National Guard Bureau Family Program has also developed and distributed age appropriate [Youth Deployment Guides](#) with specific information about deployment preparation and preparation tips for teens and children. These Guides contain activities and emotional intelligence developmental resources for children, ages two through 18.

8. Morale and Welfare Programs

TTCP militaries allow military families access to many of the morale and welfare programs, such as sports and recreation facilities, commissaries and exchanges, that they provide to their members. This chapter will focus on those programs that have specific family-oriented objectives.

8.1 Canada

The [Canadian Forces Personnel Support Agency \(CFPSA\)](#) oversees the development and delivery of personnel support programs to enhance the morale and efficiency of members, to contribute to a healthy and happy military community. CFPSA customers include environmental chiefs of staff, group principals and base/wing/unit commanders, Regular Force personnel, Reserve Forces, retired and/or former military personnel, military families, veterans, DND public and non-public employees.

The CFPSA is made up of several components: Personnel Support Programs (PSP), CF Exchange System (CANEX) retail services, and Service Income Security Insurance Program (SISIP) financial products and services. Personnel support programs provide a variety of programs and services designed to support the military community, including sports and fitness programs, family support programs, and programs to assist deployed forces. CANEX provides retail facilities at bases/wings/units and SISIP offers life and long-term disability insurance in addition to financial products, services and education to personnel.

8.1.1 Morale, Welfare and Recreation Programs

The [PSP Recreation Programs](#) offer innovative leisure activities to meet the needs of CF members and their families. At every base and wing, there are Recreation Directors or Coordinators who offer innovative leisure activities for CF members and their families to enjoy and help buffer the fast-paced, stressful environment of the military lifestyle. Many of the recreation programs are designed so CF members and families can participate and enjoy them together. Recreation programs rely heavily on volunteers; they serve on Recreation and Community Councils as well as provide leadership and support to various clubs and programs.

As a general rule, the PSP Recreation Programs fall into five categories:

- **Casual Activities:** This could include anything from pick up shinny hockey on outdoor rinks to casual family swims.
- **Instructional Classes and Clubs:** Each recreation department offers instructional classes for most interests - from swimming to aerobics, ceramics to auto hobby programs and clubs including those for badminton, scuba and martial arts.
- **Commercial Services:** Bowling alleys, theatres, golf and curling facilities are available at very competitive prices.

- **Sponsoring Groups:** Groups include Girl Guides, Boy Scouts, competitive swimming and minor sports.
- **Special Events:** These vary from location to location, and often include annual winter carnivals, volunteer appreciation days, summer day camps and annual club open houses.

8.1.2 CF Exchange System

[CANEX](#) is a unit of the CF, tasked with supporting the CF operational effectiveness, while contributing to morale, esprit de corps and unit cohesion. The CANEX mission is to ensure the availability of competitively priced products and services, which satisfy customer needs while generating revenue for Bases, Wings and Units.

CANEX outlets include Retail Stores, Grocery Stores, ExpressMarts (with or without gasoline sales), Food Services (restaurants, cafeterias, canteens, snack bars) and/or a combination of these outlets. CANEX also operates many special service outlets including barber shops, beauty salons, post offices, travel agencies and vending operations. In addition, CANEX also administers various concession agreements with independent business people, who supply supplementary services to the military community. Examples of these concession services include tailor shops, real estate offices, travel agents, credit unions, and medical/dental offices. CANEX also offers the CF community the benefits of No Interest Credit, Brand Names For Less, Advantage Pricing and Club Xtra, providing special pricing, rebates and discounts exclusively for CANEX authorized customers.

Profits from CANEX operations are distributed to Base/Wing and Unit Funds to be used by local base fund committees to finance a wide variety of social and recreational programs for the benefit of military personnel and their dependants. Physical fitness, sports and recreational programs are among the main recipients of CANEX profits. In addition, CANEX profits help support military financial services offered under PSP, such as low cost loans and grants to CF members and their families. These funds are further used to financially assist Bases/Wings/Units through grants from the CF Central Fund (CFCF) for special projects, which are not subject to public funding.

8.1.3 Messes

[Messes](#) are an integral part of military life and serve a vital role in fostering morale and esprit de corps among CF personnel. The CFPSA provides policy advice and assistance in the operation of messes and service clubs across the CF. New and innovative ideas that enable messes to operate efficiently and meet customer demands, while preserving traditions and customs, are continually under review to ensure messes remain viable and relevant to all members and their families.

8.1.4 Financial Services & Assistance

8.1.4.1 Canadian Defence Community Banking

[Canadian Defence Community Banking \(CDCB\)](#) offers a broad range of banking products and services uniquely suited to the needs of the defence community. This program, designed to eliminate the turmoil of changing financial arrangements on posting, provides great value and is available to CF Regular and Reserve Force members, retired and former CF members, DND employees, non-public fund (NPF) employees, and family members.

8.1.4.2 Service Income Security Insurance Plan Financial Services

[SISIP](#) provides financial products and services to current and former CF personnel and their families. These products and services include: life and disability insurance; a spousal disability plan; financial planning, counselling and education; and the CF Personnel Assistance Fund (CFPAF) program. SISIP also coordinates, on behalf of the CF, a military Registered Retirement Savings Plan (RRSP) with Canada Trust and a Registered Education Savings Plan (RESP) with Bank of Montreal. SISIP has licensed insurance representatives across Canada, and currently has offices at 17 Bases/Wings across Canada to provide financial services.

The net income generated from SISIP activities is returned to the CF military community primarily through contributions to the CFPSA construction program for new facilities, such as community centres, pools, gymnasias and arenas; by supporting events such as the CF Sports Awards banquet and Operation Santa Claus; by establishing offices across the country to better serve the military community, and by increasing the funding available for CFPAF programs.

8.1.4.3 Military Families Fund

The [Military Families Fund \(MFF\)](#) is an agile and responsive means for Base and Wing Commanders, in concert with C/MFRCs across the country, to help military families within hours of being advised of need. It helps with short-term emergencies and also provides long-term support. The MFF allows CF leadership to meet the special-case needs of CF members and their families with speed and flexibility not always available through the traditional programs.

The MFF enhances and complements, it does not replace, existing public and non-public programs. The Fund fills the gaps by providing for the unforeseen and often immediate needs that families may have due to conditions of service. The MFF works with the already established and substantial existing support programs offered through the CFPSA and elsewhere, to CF members and their families. The MFF allows for several areas of support, including rehabilitation, education, financial assistance in the case of injury or death of a CF member due to service, and urgent and extraordinary financial demands where the ability to provide family necessities is at risk.

8.1.4.4 Canadian Forces Central Fund

The CFCF was established by the CDS in 1968 to provide financial assistance to bases, stations, ships and other units in establishing and improving messes, merchandising, recreational and social facilities for the morale and well-being of members of the CF and their dependants.

8.1.5 [Parenting Programs](#)

Local C/MFRCs offer a wide variety of workshops and support programs, depending on the needs of the local CF family community.

8.1.5.1 Workshops

- **Growing Healthy Series.** This series of workshops (six-weeks) is available to parents and caregivers with emphasis on topics of child growth and development of most interest to participants. Suggestions include: growth and development, nutrition, caring for a sick child, balancing work and family, coping with parental stress, children and sexuality, self esteem, communication, discipline, parental stress and health risks associated with good intentions.
- **Nobody's Perfect.** This is a six-week course that includes subjects such as types of parenting, discipline, and child development. It can be adapted to the needs of the group.
- **How To Talk So Kids Will Listen.** This workshop series (six-weeks) is particularly useful to parents of young children who are frustrated at being ignored or tuned out. It is based upon the videos of Adele Faber, a well know writer and educator.
- **Developing Capable People.** This is a six-week educational training program for parents, teachers and all other adults who are in a position to influence the lives of children and teens. A Certified Leader will assist participants with acquiring the new knowledge and skills identified in recent research to ensure that children receive the tools to help them become contributing members of the community.
- **Right From The Start.** A workshop for parents of new babies to look at attachment of mother and baby up to 12 months, this five-week workshop combines theory and practical information.
- **Kids Have Stress Too.** This six-week workshop identifies the stressors that children (pre-school to 10 yrs old) have in their lives and equips parents with skills to help their children relax and deal effectively with stress.

8.1.5.2 Support Programs

- **New Baby Outreach.** This program is for mothers of new babies. Childcare staff will visit new parents and their baby. The purpose is to make an initial contact so that they may become familiar with C/MFRC services.

- **Parent Warmline & Child Support.** This is primarily a phone service for parents and caregivers who may be concerned about a variety of child rearing issues from children's physical development to problems with children's behaviour. The Warmline is a support to both military members and their families. Initially, the Child Development Coordinator will respond to the concerns by telephone, followed by subsequent counseling sessions with the parent and/or school-aged child if needed.
- **Toy Lending Library.** Parents and/or caregivers may borrow good quality toys for their children for a two-week period. There are exciting new toys and games available, mostly for infancy to age 10.

8.1.6 Child/Youth Programs

8.1.6.1 National Youth Program and Services

Acting on a recommendation from the Standing Committee for National Defence and Veterans Affairs that a “program for teenage members of military families be given special attention in the development of family support policies”, the CFPSA sponsored a National Youth Summit in 1999. The Summit brought together 63 youth (ages 13-19) and 17 adult mentors from 26 CF locations. All regions of Canada were represented as well as delegates from two overseas CF locations. The Summit gave youth an opportunity to identify issues of concern to them and to make recommendations about potential CF initiatives that would benefit youth in CF families.

Since the 1999 Summit, the CFPSA has been in the developmental stages of a [National Youth Program and Services Model](#). The aim of this project was to develop a model that responds to the needs and interests of youth from military families. Through the developmental stages of this project, the PSP Division has realized several significant accomplishments, namely: an educational video which addresses the unique experiences of youth from military families, distributed an interim report and trends analysis, and created an advisory committee comprised of both stakeholder and industry representatives who monitored the Model's development ensuring quality and relevance. Subsequent to the National Youth Program and Services Model's development, the CFPSA has entered into the process of finalizing the Model, developing funding strategies and reporting progress to key stakeholders.

8.1.6.2 Connecting CF Youth

The [Connecting CF Youth website](#) is for youth from military families in Canada and abroad to meet up and share their experiences.

8.2 Australia

8.2.1 Relationship Support

There is wide agreement by experts in the field that many relationship breakdowns are avoidable, preventable, or recoverable. Services are available if a member or their partner needs to talk about their relationship, or require support during relationship difficulties. Assistance can be provided by:

- Defence Chaplains;
- Psychologists;
- DSWs; and
- DCO MSOs

In addition, DCO Area Offices often run group sessions on improving or maintaining relationships. Couples counselling is also available.

8.2.2 Parenting Programs

8.2.2.1 DCO Resources

As part of the DCO's Casework and Counselling services, and in their work with volunteer Community Groups and other agencies in the local community, DSWs are available to members and partners to discuss and consult with on parenting and other family issues. REDLO's and DSTA's can also be useful points of contact in regard to school related issues concerning children and parents.

8.2.2.2 [Publications](#)

A publication written with the assistance of families and staff from the ADF, where working away from home, or on deployment, is part of the expectations of the job, '**Parenting: At Home and Away**' provides a broad range of helpful information, advice and guidance on parenting issues, especially as they impact upon ADF members and their families. Valuable ideas and strategies to assist families with the moving process, ideas to manage the absence of one parent, and strategies for the absent parent to remain connected with the family while away are covered. Two additional publications, which both provide helpful information on parenting issues, include:

- '**Home Is Where The Family Is: Moving House With Children**', by Early Childhood Association Inc.; and
- '**Moving School: A Guide For Families, Employers, and Schools**' published by Curriculum Corporation.

8.2.2.3 Assistance for Dependants with Special Needs

Some ADF families have a dependant with special needs, such as a physical, intellectual, or behavioural disability, or a psychiatric illness. The ADF provides [Special Needs Assistance](#) to help these dependants with special needs manage the additional challenges placed on them by the mobile Defence lifestyle.

8.2.3 Kids Of Defence Program

The [Kids of Defence Program](#) is a five-week program that has been designed to provide strategies and skills to primary school aged children to cope and adjust to family separations, disruptions and change. Topics include:

- understanding Defence parents' jobs;
- managing change;
- linking thoughts, feelings and behaviours;
- making and keeping friends; and
- building self-esteem.

The program is facilitated by DSWs and the REDLO in a fun, friendly environment. Parents are encouraged to attend a parent information session to be able to reinforce the strategies and concepts at home.

8.3 New Zealand

8.3.1 Morale, Welfare and Recreation Programmes

The NZDF through Single Services provide a range of morale and recreation programmes which are designed for the general benefit and welfare of Service personnel and their families.

8.3.2 Messes and Clubs

Messes and Clubs are an integral part of military life and serve a vital role in fostering morale and providing a social environment for NZDF personnel. Messes and Clubs are provided for all rank levels and provide a range of recreational and entertainment activities for their members and families.

8.3.3 Welfare Institutions

Under the Unit Non Public Fund Institutions, a range of welfare amenities and facilities are provided. These are accessed through:

- Base Welfare Funds,
- Base Sport Funds,

- Miscellaneous Sports, Welfare and Cultural Clubs, and
- Unit Welfare Funds (Overseas units only).

Under these funds, a range of amenities and services are provided and include access to NZDF recreational and sporting facilities including the pool, gymnasium and library, Regional Sports Clubs, equipment hire, grants or loans and access to holiday homes. There are also parent/child camps held annually and In Loco Parentis initiatives as well as the Children's Christmas parties.

8.3.4 Navy Community Organization

The Navy Community Organization runs and sponsors a number of events, including a Christmas party, children's adventure camp, winter ski camp, trips to local events, and anything else that groups may want to undertake to contribute to families and next of kin. In cooperation with the Navy Community Organisation, a Navy Children's Camp is organized which takes groups of Navy personnel's children, aged nine to 14 years, to Motutapu Island for several days.

8.4 United Kingdom

8.4.1 Benevolent Funds

The [Army Benevolent Fund](#) (ABF) is the Army's leading charity and helps fund many other charities and organizations that operate either directly or indirectly in support of the family, children, the elderly, the disabled and those seeking employment. It works in partnership or close co-operation with Corps and Regimental Associations and charities. It has provided support to such organizations as the AFF, RELATE, SSAFA-FH and makes individual grants to both serving and ex-Service personnel. Similarly the RAF Benevolent Fund, and those of the Naval Services, exist for the relief and assistance of all ranks who are serving, or have served, and their widows, partners, children or other dependants, who may need assistance by reason of poverty, disability, sickness, infirmity or otherwise.

8.4.2 Defence Discount Brochure

The [Defence Discount Brochure](#) is a guide produced annually that offers discounted services to Serving personnel and their families.

8.4.3 Welfare Services

The provision of welfare support, including child protection, is the responsibility of the Welfare Service in each of the separate Services except for the RAF, where it is managed as a normal function of command. The [Naval Personal and Family Service](#) is the Royal Navy's social work department, and it provides a confidential and professional social work service to all Naval personnel and their families. The Royal Marines Welfare Service is staffed by a

combination of qualified and unqualified Royal marine senior non-commissioned officers, who are accountable to a qualified social work team manager.

8.5 United States

8.5.1 Morale, Welfare and Recreation Programs

Morale, Welfare, and Recreation (MWR) programs^{10 11 12} in the U.S. military include: arts and crafts facilities, bowling centers, golf courses, libraries, outdoor recreation, recreation centres, youth centre activities, and recreation membership clubs. In most instances, Guard and Reserve members and their dependants are entitled to use all class "C" facilities on the same basis as active duty personnel. Local installation and facility commanders do have the authority to establish priorities for MWR activities that are high demand and unable to accommodate all who desire to participate.

- **Community Recreation Center Programs and Services.** To promote the physical, social and self-development of military personnel and their families, activities include a mixture of drop-in and self-directed programs, such as darts, billiards, amusement machines, TV, DVD movies, trip or tour information or use of the computer for Internet service, and club or organizational meetings.
- **Gymnasiums and Recreational Center Facilities.** These facilities will vary according to size of the unit, population at the unit, interests of the service members, geographic location of the unit, activities available in the surrounding area and money available for MWR purposes. Examples can include:
 - Swimming Pools;
 - Bowling Centres;
 - Cottages And Recreation Facilities;
 - Clubs that offer food and beverage operations or other social events;
 - Craft Shops - ceramics, woodworking, auto shops, etc.;
 - Morale Lending Locker (a supply of morale gear, which can range from camping equipment to trailers, available for use by military members and their families);
 - Discount Tickets for local movies and attractions; and
 - Ticket reimbursement programs for concerts, plays and other cultural events.
- **Outdoor Recreation Programs** (through the Army MWR). The emphasis in these programs is on skill development and opportunities for soldiers and family members

¹⁰<http://www.armymwr.com/>

¹¹<http://www.mwr.navy.mil/>

¹²<http://www.usafservices.com/>

to acquire lifetime leisure skills. Trained, qualified, professional civilian outdoor recreation specialists offer classes at various skill levels in such activities as rock climbing, canoeing, kayaking, and archery. In addition, many outdoor recreation programs offer paintball, mountain biking, fishing, hunting and other adventure activities. Some installations have fishing lakes, hunting areas, skeet and trap shooting, and picnic areas. Outdoor recreation staff also plan and run programs, which can include skiing, hiking, sailing, and fishing trips, both at home and overseas.

- [Paths Across America](#). The Army Outdoor Recreation's Guide to Armed Forces Recreational Vehicle Parks and Campgrounds is brought together in one website called Paths Across America. These outdoor recreational opportunities, available to authorized users, offer various levels of amenities, from gravel pads to paved pads with water, electric, sewage disposal, cable TV and telephone access. Many RV Parks and Campgrounds also offer programs to help soldiers and their families take advantage of installation MWR activities and local area attractions.

8.5.2 Military Commissaries

The Defense Commissary Agency (DeCA) operates military commissaries throughout the world. [DeCA Commissaries](#) are supermarkets, usually located on military installations, that sell food, sundry and cleaning products for cost plus a five percent surcharge to active duty military, guard and reserve members, retirees and qualified family members.

8.5.3 Post and Base Exchanges

The [Army and Air Force Exchange Service \(AAFES\)](#), [Navy Exchanges \(NEX\)](#), Marine Exchanges, and shoppettes are all examples of military exchange stores. The exchange is the military department and drug store. Guard and Reserve personnel and their dependants, as well as active duty personnel and their families, have unlimited shopping privileges at any exchange.

8.5.4 Space Available Flight

[Space Available Flight](#), better known as Space-A or military hops, is a privilege provided to U.S. Service members, retirees and their families. Under this program, eligible passengers can fill unused seats on DoD-owned or controlled aircraft once all the duty passengers and cargo have been accommodated. Although once an easy and economical way for personnel to travel around the world, it is now less prevalent and much harder to access. Previously, mission schedules were available on the web and personnel could sign up online. After 9/11, flight information has been removed from the public domain, making travel planning more challenging. There are also increasingly fewer Space A seats.

8.5.5 [Financial Training and Counseling](#)

Service members and their families can receive services to help with personal financial management. Training or individual counselling can cover a variety of needs, ranging from

debt management and investment options to helping children understand finances. Referrals can also be made to local Consumer Credit Counselling for assessments, counselling and training. Many areas now have Command Financial Specialists (CFS) who can assist with spend plans (budgets) and other basic financial information.

FSCs can also help military families cope with unforeseen financial setbacks. They provide funds that help with emergency vehicle repairs, food, and emergency travel. FSCs work closely with military relief societies and the Red Cross to help in times of emergencies.

8.5.6 Legal Assistance

Each military service has [legal assistance offices](#) available to assist military families with legal problems while the member is on active duty. Typical legal services involve wills, powers of attorney, child support, family matters, contractual disputes and more. Although legal assistance officers cannot represent family members in court, they can negotiate on their behalf.

8.5.7 Parenting Programs

Parenting programs/education are generally not stand-alone programs in the military with designated staffing and funding, but instead are provided as a service offered by military agencies such as FSCs, the FAP, and Chaplains. In fact, parenting programs are often provided by multiple agencies on a military installation. Parenting education and support are offered to military families through several different types of activities: classes, support groups, or special programs. These activities are offered for one or more of the following purposes: address specific problems or issues, teach and build skills, enhance self-sufficiency of families, and prevent child abuse.

8.5.7.1 Parent Education Classes

Classes on a wide array of parenting topics are made available to DoD families and as such are a primary prevention activity. Because participation is voluntary and typically there are no fees, attendance is on a first-come, first-serve basis. The length of classes varies across installations, depending upon topic area. Classes are held both on and off an installation and may be taught by military program staff, in conjunction with civilian agencies, or arranged by the military to be provided by a civilian agency.

- **Dad's Baby Boot Camp and Mom's Basic Training.** Classes provide expectant parents and those with a baby an understanding of the infant's world along with basic skills necessary to care for the infant.
- **Parent Classes.** Classes provide "hands on" information for parents to make informed, responsible decisions about their toddlers and young children.

8.5.7.2 Parent Support Groups

Support groups for special population groups, such as single parents or families with children with special needs, are offered to provide an opportunity for these parents and families to establish a support system. Military program staff facilitate these support groups.

8.5.7.3 Special Programs for Parents

Each of the Military Services operates a New Parent Support Program (NPS) and other similar programs for first-time parents. The NPS and other programs are generally designed as a mechanism to teach skills and to provide support to at-risk groups.

- **Home Visitation.** Home visits to expectant parents are conducted. A nurse and a social worker go to the home to help expectant parents with parenting skills and marital issues. Support is provided, as it relates to the expected infant before, during, and after the sponsor's deployment. Home visits are also conducted post delivery and to help with young families.
- **Playmorning.** Playmorning is an interactive playgroup designed to teach parents developmentally appropriate play and to help children improve their social, cognitive, and motor skills.
- **Adoption Reimbursement Program.** Any member who finalizes an adoption is eligible to apply for reimbursement of expenses. The amount of the reimbursement payable is \$2,000 per child with a maximum of \$5,000 in any calendar year.
- **Respite Assistance.** FSCs serve as points of contact for families of special needs, often providing classes for parents and families with handicapped family members, as well as respite assistance.

8.5.8 Child/Youth Programs

8.5.8.1 DoD/Youth Sponsorship Program

The purpose of the [DoD/Youth Sponsorship Program](#) is to identify and reach out to incoming youth and to assist them in getting adjusted to their new surroundings. A toolkit has been designed to be used collaboratively by service providers, youth, schools, and other youth-serving installation agencies.

8.5.8.2 Youth and Teen Services

Children ages 12 years and older, while more independent, still need structure and age appropriate activities. The Youth and Teen Services office can help parents find programs, activities, field trips, and other events geared to children ages 12 to 18. They are located at the installation youth centers and FSCs.

8.5.8.3 Military-Civilian Partnerships for Children and Youth

A variety of efforts are underway that include collaborating with local schools and civilian agencies to expand services that promote positive outcomes. Partnerships are also being established to share information and lessons learned, as both the military and civilian communities strive to create quality, affordable and more programs and services. Some of the partnerships include:

- Boys and Girls Clubs of America (B&GCA);
- Armed Services YMCA; and
- Youth Development and 4-H.

9. Housing & Relocation Services

9.1 Housing

Each of the TTCP militaries offer some form of accommodation and/or accommodation assistance to military families. The average housing type/value is differentiated by rank in the UK and the U.S. Australia appears to differentiate on three levels, i.e. Senior Officer, Junior Officer, and Journeyman. New Zealand does not appear to apply much differentiation except between the Senior Officer and the other rank levels. There does not seem to be much differentiation between married with no children and married with two children (Mercer et al, 1999).

The following information pertains only to domestic accommodations provided to military families. Details pertaining to accommodations for single members, housing allowances and foreign postings are contained under separate cover (Wang & Tanner, 2008).

9.1.1 [Canada](#)

About half of all Regular Force CF members serve in large urban areas offering a variety of housing options; the other half live in small urban, rural and remote areas offering limited or no housing options. The CF provides housing to its personnel in certain locations where the private market cannot provide it, to ensure that personnel have suitable accommodation wherever they are posted. However, most military personnel live off-base. For example, approximately 70 percent of CF families live in private-sector accommodation, either rented or owned.

DND currently owns some 19,000 Private Married Quarters (PMQs) across Canada. The Department is in the process of rationalizing its Crown-controlled accommodation to ensure that it has sufficient accommodation to augment any private sector accommodation shortfalls. PMQs are managed by the [CF Housing Agency \(CFHA\)](#) and are available to all CF personnel, although CF families have priority. PMQs range from apartment complexes to row houses, from duplexes to single-family dwellings and mobile homes. They offer from two to four bedrooms and a variety of amenities. The size of the accommodation that CF personnel are allocated is based on the number of family members; residential housing units are allocated based on the number of bedrooms rather than the number of square feet. About 20 percent of all Regular Force members, fewer than 12,000, live in PMQs.

9.1.2 Australia

9.1.2.1 Defence Housing Australia

[Defence Housing Australia \(DHA\)](#) assists Defence members and their families when they are posted by helping with arrangements for their relocation and housing in their new locality. They provide assistance at each step of the posting process, such as:

- provision of housing;
- allocation of housing;
- maintenance responsibilities;
- processing and authorising removal entitlements and allowances;
- booking temporary accommodation; and
- coordination of removals with Toll Transitions.

DHA was established in 1987 as a Statutory under the *Defence Housing Australia Act 1987* to provide housing for members of the ADF and their families. The morale, recruitment, and retention of Defence personnel have improved remarkably in recent years. This is partly due to the quality and standard of housing provided by DHA. They offer a complete housing solution, offering property management and relocation services for their clients. Staff at 16 Housing Management Centres in major regional centres and another 13 outposts around Australia help families move when ADF members are posted to a new location. DHA manages around 17,000 residences in all states and territories of Australia, representing around \$6 billion worth of housing stock. Around 60 percent of these residences are owned by private investors and leased back to DHA through the Sale and Leaseback (SLB) Program.

9.1.2.2 Accommodations

The kind of housing provided to ADF members depends on the number of dependants and family composition. For the purposes of housing and the associated entitlements, members are placed in one of three categories. These are:

- Members with dependants – MWD;
- Members with dependants (separated) – MWD(S); and
- Members without dependants – MWOD.

Service Residences are subsidised houses or apartments that the ADF provides to MWD at most posting locations. The housing allocation process begins when Defence sends a posting order to DHA. ADF members then confirm that they will be relocating and when, at which point a 'Preview Pin' will be sent that enables ADF members to view the homes currently available on HomeFind. Once a property is determined to meet the housing needs of the ADF member, the DHA relocation consultant assesses whether the property is obtainable in the housing entitlement and relocation timeframe. The current home of the ADF member is then made available for other families to choose from.

9.1.3 New Zealand

9.1.3.1 Universal Accommodation Component

NZDF Regular Force personnel can be directed to serve where required to meet operational requirements. Accordingly, all Regular Force personnel are entitled to accommodation assistance. The NZDF has recently reviewed and consolidated its accommodation assistance

policies, and has established a Universal Accommodation Component, payable to all members of the Regular Force. This is a cash allowance paid as part of a Service member's regular salary, which reflects the unique impact of military service on an individual's accommodation costs throughout their career.

9.1.3.2 Accommodations

A limited amount of Service housing for Service members (and their families) is also available at each camp and base. The rental charges are set at a national rental level, and reflect the unique nature of the relationship between the NZDF as landlord and Service member as tenant. A number of furnished family homes are also available at camps and bases which are available for use by families who need to visit the area for welfare reasons.

9.1.4 United Kingdom

9.1.4.1 Service Family Accommodation

[Defence Estates \(DE\)](#) assumed responsibility for [Service Families Accommodation \(SFA\)](#) in England, Scotland and Wales in 2004 following a merger of DE and the Defence Housing Executive. Service personnel aged 18 and over, with the appropriate marital status, are entitled to apply for SFA. Entitlement is for SFA at the duty station although one may be eligible to apply for surplus SFA at other locations. The type of property personnel are entitled to is dependent on rank for Officers and family size for Other Ranks.

9.1.4.2 Joint Service Housing Advice Organization

As an alternative to SFA, the [Joint Service Housing Advice Organization \(JSHAO\)](#) was set up to provide Service personnel and their families with information and advice and encourage the consideration of civilian housing options whilst they are serving and when they are about to return to civilian life.

9.1.5 United States

The DoD¹³ provides housing to military Service members and their families in one of two ways – by providing the Basic Allowance for Housing (BAH) to members (who find housing in the community or in privatized housing) or by providing members with DoD-owned housing. The quality of military housing—as part of the military quality of life—is a key component of military readiness. Quality housing helps the DoD retain the best personnel for its all-volunteer military force. The proportion of personnel remaining in service from bases with high quality housing is about 15 percent higher than for those stationed at places with low housing quality. Today's Service members want to live in communities that offer stability and continuity as a backdrop for deployment, reassignment, and day-to-day life.

¹³ http://www.militaryhomefront.dod.mil/portal/page/mhf/MHF/MHF_HOME_1?section_id=20.40.500.241.0.0.0.0

9.1.5.1 Accommodations

The DoD's long-standing policy is to rely first on the private sector for its housing, paying housing allowances to its Service members, where roughly 63 percent of military families live. The DoD provides military housing in areas where private-sector housing falls short, considering cost, commuting distance, and other established criteria. In these cases, it operates barracks for unaccompanied personnel, military family housing for members with dependants, and temporary lodging for Service members changing station or on temporary duty. As of FY 2007, DoD currently houses about 10 percent of its families on-base, owning and operating about 134,000 housing units worldwide. In addition, privatized housing is where roughly 24 percent of members live and this number is increasing. About three percent of Service members live in 801/802 leased housing.

9.1.5.2 Military Housing Privatization Initiative

U.S. military personnel who have one or more family members living with them are eligible to apply for and occupy military family housing. Approximately 10 percent of all families live on-base, in government-owned military housing that is often dilapidated, too small, and/or lacking in modern facilities—43 percent (or 58,000 units) are substandard. On-base housing has an average age of 33 years, and 25 percent is over 40 years old. The U.S. Congress established the [Military Housing Privatization Initiative \(MHPI\)](#) in 1996 as a tool to help the military improve the quality of life for its Service members by improving the condition of their housing. The MHPI was designed and developed to attract private sector financing, expertise and innovation to provide necessary housing faster and more efficiently than traditional Military Construction processes would allow.

The MHPI addresses two significant problems concerning housing for military Service members and their families: (1) the poor condition of DoD owned housing, and (2) a shortage of quality affordable private housing. Under the MHPI authorities, the DoD works with the private sector to revitalize military family housing through a variety of financial tools, including direct loans, loan guarantees, equity investments, conveyance or leasing of land and/or housing/and other facilities. The Office of the Secretary of Defense has delegated the MHPI to the Military Services and they are authorized to enter into agreements with private developers selected in a competitive process to own, maintain and operate family housing via a 50-year lease.

9.2 Relocation Services

This section outlines relocation services offered to military families. Information pertaining to specific relocation allowances is provided under separate cover (Wang & Tanner, 2008).

9.2.1 Canada

The CF Integrated Relocation Program (CFIRP)¹⁴ helps make relocation easy and efficient by assisting CF families in getting ready to go, finding a new home, buying a new home, moving

¹⁴ <http://www.irp-pri.com/aboutProgram.cfm?x=%29%3CF9W8%28%5E4H%3E%27%2F%0A>

and paying for the relocation. Through the CFIRP, a Directory of Participating Suppliers has been developed with the names and contact numbers of over 8,000 pre-qualified Suppliers that one can call, maximum fee schedules pre-arranged, and pre-qualification of services and experience completed. The Directory includes: real estate agents, real estate appraisers, home inspectors, lawyers/notaries, rental finding firms, and property management firms.

To help reduce the stress of moving and to make the transition easier, thoughtful planning is essential. There is a large amount of information to deal with during a relocation, so to help put all of it together, the Directorate of Quality of Life (DQOL) has also put together a [moving planner](#).

9.2.2 Australia

ADF personnel are entitled to a full removal when they are posted out of a location. DHA manages relocations for approximately 30,000 ADF members and their families each year. Toll Transitions¹⁵ has been the complete relocation partner for Defence members and their families for over half a century. Toll Transitions works closely with the Department of Defence and DHA to ensure that moves are conducted smoothly and professionally. Toll Transitions manages the relocation of a member's household, personal effects and vehicles. This is done through quoting the move to a panel of over 150 service providers who have the capacity to service such an important client as the Department of Defence. All the providers are pre-qualified and work to Toll Transitions high standards of service delivery. Toll Transitions ensures that all aspects of the removal from the carton kit to a complete unpack is managed thoroughly.

Toll Transitions has also developed the EASYMOVE KIT specifically for Defence members and their families. The kit contains helpful information and all the forms needed to start the relocation. DHA provides a hard copy of the kit when the member is relocating and it is also available at the Toll Transitions Defence Website.

The Toll Transitions Defence Website also enables the member to request a removal and input their inventory online. The inventory will be securely stored and for all subsequent moves the member can simply logon, using a secure password, to update their inventory as required. It also has a 'track and trace' feature so that at any time the member can check the progress of their removal.

9.2.3 New Zealand

NZDF personnel permanently posted within New Zealand or internationally are entitled to have any actual and reasonable expenses of the posting met at public expense. NZDF has a service agreement with a local relocations agency, which is responsible for packing, transport and delivery of goods at the final destination. The NZDF manages the majority of the logistical process around relocating personnel; insurance coverage is also provided to all Service members during relocation.

NZDF personnel may also be eligible for additional financial assistance on posting, namely:

¹⁵ [https://www.tolltransitions.com.au/tms/transferee/\(ebguuo45e5tb5r55acuvov45\)/clients/defence/Default.aspx](https://www.tolltransitions.com.au/tms/transferee/(ebguuo45e5tb5r55acuvov45)/clients/defence/Default.aspx)

- Accommodation expenses at either end of the relocation,
- Refund of legal and estate agent fees if their house is sold as a result of posting,
- Boarding of household pets,
- School uniform subsidy,
- Disturbance grant, and
- Refund of sundry expenses.

On arrival at the new posting location, personnel usually receive a welcome pack containing information on the local area, schooling, shopping and a point of contact within the camp, base, or ship.

9.2.4 United Kingdom

The Service Families Task Force has developed a guide for families on moving to steer them through the process and identify what they need to do and where to go for help.

9.2.5 United States

- **MilitaryHomefront**¹⁶ provides a link to relocation information with detailed information on the major military installations for use by service members, their families and DoD civilian employees during a permanent change of station move.
- [Military.com](#) has a link to a relocation page that includes links to information to assist with: finding a mover; finding a realtor; truck rental; address change; a moving guide; military installation links; city guides; spouse employment; school profiles; moving tips and resources.
- [Military Teens on the Move \(MTOM\)](#) is a user friendly website specifically designed to provide relocation and outreach support to military youth ages six to 18 years. This positive support system provides a wealth of resources and outreach assistance related to the challenges facing military youth today. It includes installation and school information and strategies for coping with the strains of moving. By connecting youth to a wide range of information resources, MTOM helps them play a more proactive role in the relocation process.
- [Navy Family Support and Relocation](#) provides a comprehensive resource for sailors and their families, enabling them to access information about the Navy communities in which they reside or to which they may be relocating.
- **Air Force Relocation Assistance**, offered through the FSC, offers one-on-one assistance to families, as well as classes for those who are moving. Settling in assistance and community orientations are available to new community members. FSC staff members provide training for new sponsors and collaborate with other base agencies to ensure families feel welcomed into their new community.

¹⁶ http://www.militaryhomefront.dod.mil/portal/page/mhf/MHF/MHF_HOME_1?section_id=20.40.500.398.0.0.0.0

10. Conclusion

10.1 Summary

Each of the five TTCP nations has a significant number of military family support programs in each of the seven critical areas - schooling, childcare, spousal employment, healthcare, spousal/family support while military personnel are away, morale and welfare programs (military exchanges, gyms, theatres, etc.), and housing. Effort has clearly been taken to address needs in the current climate of operations, where militaries have shifted from predominantly peacekeeping roles to fighting conflict.

General Support. The majority of the TTCP nations have a number of organizations and agencies that provide direct support to military families. For example, the CF has Canadian/Military Family Resource Centres (C/MFRCs), the Australian Defence Force (ADF) has the Defence Community Organization (DCO), the UK has its HIVE Tri-Service Information Service, and the U.S. has military family support centres associated with each of its Services. There are also specific support programs dedicated to military families, as well as websites and toll free numbers that can be easily accessed wherever family members are located around the world.

Schooling. Military families have unique educational needs due to their mobile lifestyle. The TTCP nations are committed to providing military families with advisory services and a range of support measures to help minimize the negative impacts on family functioning as a result of this mobile lifestyle. For example, as part of the DCO, the ADF has Regional Education Liaison Officers who are professionally trained teachers who understand both the different State and Territory systems and the Defence environment. Many of the TTCP nations offer at least some form of financial assistance for dependants' education to offset additional costs incurred with the posting of families, i.e. the UK's Continuity of Education Allowances. Some also provide specific programs aimed at making school transitions as easy as possible. For example, the ADF has a Defence School Transition Aide Program, as well as a Changing Schools Checklist, school passports, and digital student portfolios. Only Canada and the UK, in the case of overseas postings, and the U.S., in the case of remote postings and overseas postings, provide actual schools for military children.

Childcare. Most of the TTCP militaries offer some form of childcare assistance to military members. Aside from standard childcare facilities, there are also emergency and respite childcare programs offered by some of the nations. The ADF also has an assistance program aimed at encouraging military spouses to establish home-based childcare businesses, in an effort to address the demand for more childcare providers. As well, the ADF and the UK offer a salary packaging scheme, which reduces a member's salary in return for childcare vouchers.

Spousal Employment and Education. Spousal employment assistance varies across TTCP militaries, from employment counselling services offered at most of the family support centres, to the U.S. Military Spouse Preference Program which gives spouses priority in the employment selection process. The UK and the U.S. also have distance learning programs with universities so that family members can continue their education, regardless of their

geographic location, and the U.S. offers financial assistance programs for spouses so they may gain the education required to allow them to qualify for increased employment opportunities.

Healthcare. Although TTCP militaries do not typically offer medical or dental care to military families, the U.S. excepted, there are support mechanisms for both military members and/or family members who require assistance with special needs, mental health care, counselling or domestic/family violence. Casualty support for military members and their families is beyond the scope of this paper and is covered under a separate report.

Support While Military Personnel Are Away. Spending time away from a military member due to deployments, training or other service requirements, is one of the characteristics of a military family lifestyle. TTCP militaries all offer a range of services and initiatives to help members and their families effectively deal with these periods of separation, and to understand some of the feelings that they may experience at these times. Briefings, support groups and handbooks are common practices. There are also emergency support schemes. Of particular note are the support programs that have been developed for military children in the U.S., including special camps for children of deployed personnel, Sesame Street workshops, and Operation Military Kids.

Morale and Welfare Programs. TTCP nations allow military families access to many of the morale and welfare programs, such as sports and recreation facilities, commissaries and exchanges, that they provide to military members. In addition to these, there are also relationship, parenting and child/youth programs offered by many of the militaries. There are also emergency financial assistance programs, such as the CF's Military Families Fund, which is an agile and responsive means for units to help military families within hours of being advised of need.

Housing & Relocation Services. Each of the TTCP militaries offer some form of accommodation and/or accommodation assistance to military families, particularly at remote locations where the housing options off-base are limited. In addition, there are specific programs offered to assist with relocation.

10.2 Recommendations

Although there are a significant number of military family support programs today, it is not evident to what extent they are actually addressing the needs of the target community. It is therefore recommended that evaluations be conducted on various CF programs, as well as consultations conducted with military families. The CF's "Quality of Life Among Military Families: A Survey of Spouses and Partners of Canadian Forces Members" Questionnaire will assist in such evaluative efforts. The various military family support programs in the other four TTCP nations could then be carefully examined to identify those lessons learned and best practices that would supplement or improve upon the programs currently offered by the CF, bearing in mind governance or legislative restrictions.

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Websites:

Defence Estates, <http://www.defence-estates.mod.uk/index.php>

Joint Service Housing Advice Organization, <http://www2.army.mod.uk/soldierwelfare/supportagencies/aws/jshao/>

United States

Websites:

DoD Housing, http://www.militaryhomefront.dod.mil/portal/page/mhf/MHF/MHF_HOME_1?section_id=20.40.500.241.0.0.0.0

Military.com, http://benefits.military.com/misc/relocation/relocation.jsp?file=Relocation_Main.htm

Military Homefront,

http://www.militaryhomefront.dod.mil/portal/page/mhf/MHF/MHF_HOME_1?section_id=20.40.500.398.0.0.0.0.0

Military Housing Privatization Initiative, <https://dafs.daps.dla.mil/mhpi/index.cfm>

Military Teens on the Move, <http://www.defenselink.mil/mtom/>

Navy Family Support and Relocation,

<http://www.npc.navy.mil/commandsupport/spousesupport>

List of acronyms

AAFES	Army and Air Force Exchange System
AAP	American Association of Pediatrics
ABF	Army Benevolent Fund
AC/ASCC/DRU	Army Commands/Army Service Component Commands/Direct Reporting Unit
ADF	Australian Defence Force
ADFMHS	ADF Mental Health Strategy
AFAP	Army Family Action Plan
AFF	Army Family Federation
AFLO	Army Family Liaison Office
AFNORTH	Allied Forces North Regional Headquarters
AFPRB	Armed Forces Pay Review Body
AFTB	Army Family Team Building
AIFSN	Army Integrated Family Services Network
ASC	Army Community Service
AUSA	Association of the United States Army
AWS	Army Welfare Support Service
B&GCA	Boys and Girls Club of America
BAH	Basic Allowance for Housing
CAA	Career Advancement Account
CANEX	CF Exchange System
CCR&R	Child Care Referral Service
CDC	Child Development Centre
CDCB	Canadian Defence Community Banking
CDH	Child Development House
CDS	Chief of Defence Staff
CDS	Child Development System (U.S.)
CEAS	Children's Education Advisory Service
CF	Canadian Forces
CFCF	CF Central Fund
CFHA	CF Housing Authority
CFIRP	CF Integrated Relocation Program
CFMAP	CF Member Assistance Program
CFPAF	CF Personnel Assistance Fund

CFPSA	CF Personnel Support Agency
CFS	Command Financial Specialists
CFSC	Community and Family Support Centre
C/MFRC	Canadian and Military Family Resource Centre
CMFRC	Canadian Military Family Resource Centre
CMP	Chief Military Personnel
CSL	Confidential Support Line
CYS	Child and Youth Services
DAOD	Defence Administrative Order
DCCP	Defence Child Care Program
DCO	Defence Community Organization
DDESS	Defense Dependant Elementary and Secondary Schools
DE	Defence Estate
DeCA	Defense Commissary Agency
DEST	Department of Education, Science and Training
DFA	Defence Families Australia
DGMPRA	Director General Military Personnel Research & Analysis
DHA	Defence Housing Australia
DHPW	Directorate of Health Promotion and Wellness
DMFS	Director Military Family Services
DND	Department of National Defence
DoD	Department of Defense
DoDDS	Department of Defense Dependents Schools
DoDEA	Department of Defense Education Activity
DoL	Department of Labour
DQOL	Directorate of Quality of Life
DSG	Deployment Support Group
DSTA	Defence School Transition Aide
DSW	Defence Social Worker
EAS	Education Assistance Scheme
ECCP	Extended Child Care Program
ECRC	Expeditionary Combat Readiness Centre
EFM	Exceptional Family Members
EFMP	Exceptional Family Member Program
ESFS	Emergency Support for Families Scheme

FaCSIA	Families, Community Services and Indigenous Affairs
FAP	Family Advocacy Program
FCC	Family Child Care
FFSC	Fleet Family Support Centers
FHP&R	Force Health Protection and Readiness
FLO	Family Liaison Officer
FOH	Federal Occupational Health
FMWRC	Family and Morale, Welfare and Recreation Command
FRG	Family Readiness Group
FSC	Family Support Centers
FSFP	Family Support Funding Program
HCML	Handbook on Canadian Military Life
HQ JFNZ	Headquarters Joint Forces New Zealand
JSHAO	Joint Service Housing Advice Organization
MCCIYN	Military Child Care in Your Neighbourhood
MCCS	Marine Corps Community Services
MCEC	Military Child Education Coalition
MCFTB	Marine Corps Family Team Building
MFF	Military Families Fund
MFLC	Military and Family Life Consultant
MFRC	Military Family Resource Centre
MFSP	Military Family Support Program
MHPI	Military Housing Privatization Initiative
MHSA	Mental Health Self-Assessment
MIL	Mission Information Line
MOD	Ministry of Defence
MTF	Military Treatment Facility
MTOM	Military Teens on the Move
MWD	Married with Dependants
MWD(S)	Married with Dependants (Separated)
MWOD	Married without Dependants
MWR	Morale, Welfare and Recreation
NACCRRA	National Association of Child Care Resource and Referral Agencies
NEX	Navy Exchange

NMCRS	Navy-Marine Corps Relief Society
NMFA	National Military Family Association
NPS	New Parent Support Program
NWCC	National Welfare Coordination Centre
NYSOMH	New York State Office of Mental Health
NZDF	New Zealand Defence Force
OMCC	Operation Military Child Care
OMK	Operation Military Kids
OSISS	Operational Stress Injuries Social Support
OU	Open University
PACMAN	Pay and Conditions Manual
PCS	Permanent Change of Station
PDHRA	Post Deployment Health Reassessment
PPPWD	Program for Persons with Disabilities
PMQ	Private Married Quarters
PPP	Priority Placement Program
Program S	DoD Military Spouse Preference Program
PSP	Personnel Support Programs
PTSD	Post Traumatic Stress Disorder
QFCC	Quality Family Child Care
RAF	Royal Air Force
RAFA	Royal Air Force Association
RAFCOM	Royal Air Force Community Support
RBL	Royal British Legion
REDLO	Regional Education Liaison Officer
RESP	Registered Education Savings Plan
RNZAF	Royal New Zealand Air Force
RNZN	Royal New Zealand Navy
RRSP	Registered Retirement Savings Plan
SAC	School Age Care
SAFE	Special Accommodation for Emergencies
SCE	Service Children's Education
SFA	Service Families Accommodation

SHAPE	Supreme Headquarters of the Allied Powers in Europe
SISIP	Service Income Security Insurance Program
SLB	Sale and Leaseback
Space A	Space Available Travel
SPVA	Service Personnel and Veterans Agency
SSAFA-FH	Soldiers, Sailors, and Airmen's Families Association – Forces Help
STT	Spouses to Teachers
SWAPP	Service Workforce Access Program for Partners
TTCP	The Technical Cooperation Program
UK	United Kingdom
U.S.	United States
USAEUR	U.S. Army Europe
USAF	United States Air Force
USO	United Service Organization
4TG	Four Tier Grading

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Family support has been identified by the Chief of the Defence Staff as a priority issue for the Chief of Military Personnel. In support of this initiative, the Director General Military Personnel Research and Analysis (DGMPPRA) was tasked with identifying research that would assist in scoping options for the way ahead in seven critical areas – schooling, childcare, spousal employment, healthcare, spousal/family support while military personnel are away, morale and welfare programs (military exchanges, gyms, theatres, etc.), and housing. A synopsis of the research that has been done since 1990 with regards to these factors was drafted in March 2008, in preparation for the Canadian Forces (CF) Family Services Summit to be held in May 2008. DGMPPRA was then tasked to review the military family support programs of The Technical Cooperation Program (TTCP) nations (Canada, Australia, New Zealand, the United Kingdom and the United States). This paper provides a synopsis of the programs that exist in each of the five countries with regards to the seven critical areas. Based upon this review, it was found that there are a multitude of family support programs that have been developed to meet the particular needs of each military. Lessons learned and best practices can be easily extracted, bearing in mind different governance and legislative structures.

Le Chef d'état-major de la Défense a déterminé que le soutien des familles devait devenir un dossier prioritaire pour le Chef du personnel militaire. Pour appuyer cette initiative, on a demandé au Directeur général – Recherche et analyse (Personnel militaire) (DGRAPM) d'indiquer des travaux de recherche qui pourraient aider à explorer les options pour l'avenir dans sept domaines critiques : l'éducation, la garde des enfants, l'accès des conjoints au marché du travail, les soins de santé, le soutien du conjoint/de la famille en l'absence du militaire, les programmes destinés à soutenir le moral et à promouvoir le bien-être (échanges militaires, gymnases, cinémas, etc.), et le logement. Un sommaire des recherches effectuées depuis 1990 dans ces domaines a été établi en mars 2008. Puis, le DGRAPM a été chargé d'étudier les programmes de soutien des familles des militaires des pays du Programme de coopération technique (TTCP) (le Canada, l'Australie, la Nouvelle-Zélande, le Royaume-Uni et les États-Unis). Le présent document offre une vue d'ensemble des programmes qui ont été mis en place par ces cinq pays dans les sept domaines critiques mentionnés plus haut. L'étude nous apprend qu'il existe une multitude de programmes de soutien des familles visant à répondre aux besoins particuliers de chaque armée. Des leçons et des pratiques exemplaires peuvent facilement être extraites, sans perdre de vue toutefois les différences sur les plans de la gouvernance et de la législation.

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Family Support

Schooling

Childcare

Spousal Employment

Healthcare

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