



Reintegration Satisfaction Among CF Reservists

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In conducting the research described in this report, the investigators adhered to the policies and procedures set out in the Tri-Council Policy Statement: Ethical conduct for research involving humans, National Council on Ethics in Human Research, Ottawa, 1998 as issued jointly by the Canadian Institutes of Health Research, the Natural Sciences and Engineering Research Council of Canada and the Social Sciences and Humanities Research Council of Canada.

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Abstract

This study sought to assess the post-deployment reintegration experiences of Canadian Armed Forces (CAF) Reservists who had deployed as a part of a recent task force participating in Operation ATHENA. Reservists completed a short survey approximately six to eight months post-deployment. One aspect of the survey, the focus of the current research, asked Reservists to indicate their level of satisfaction with their post-deployment reintegration experience, and factors impacting on this experience. On average, Reservists indicated that they were “neither satisfied nor dissatisfied/neutral” with their post-deployment reintegration experience. Of the 106 individuals responding to this question, close to 60% provided more detailed written information regarding the factors affecting their experience. This information was categorized according to the positive comments, negative comments, and recommendations provided with respect to (1) services and appointments necessary during the reintegration process, (2) employment following deployment, and (3) military support during reintegration. Preliminary recommendations designed to further enhance the post-deployment reintegration process for CAF Reservists are provided.

Résumé

Cette étude avait pour but d'évaluer les expériences de réintégration postdéploiement des réservistes des Forces armées canadiennes (FAC) ayant pris part à un déploiement dans le cadre de l'affectation récente d'une force opérationnelle à l'opération ATHENA. Des réservistes ont rempli un bref sondage environ six à huit mois après un déploiement. Un des aspects du sondage, le centre d'intérêt de l'étude actuelle, consistait à demander aux réservistes d'indiquer leur degré de satisfaction à l'égard de leur expérience de réintégration postdéploiement et les facteurs ayant eu un impact sur cette expérience. En moyenne, les répondants avaient indiqué être « ni satisfait[s] ni insatisfait[s] (neutre) » de leur expérience de réintégration postdéploiement. Sur les 106 personnes ayant répondu à cette question, près de 60 % avaient fourni des renseignements écrits plus détaillés sur les facteurs qui ont eu une incidence sur leur expérience. Ces renseignements ont été classés selon les commentaires positifs, les commentaires négatifs et les recommandations fournies en ce qui concerne 1) les services et les rendez-vous requis durant le processus de réintégration, 2) l'emploi à la suite du déploiement, et 3) le soutien militaire durant la réintégration. Des recommandations préliminaires ont été formulées en vue d'améliorer le processus de réintégration postdéploiement à l'intention des réservistes des FAC.

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Executive summary

Reintegration Satisfaction Among CF Reservists:

Tara L. Holton; Jennifer M. Peach; Wendy Sullivan-Kwantes; Donna I. Pickering; Dorothy Wojtarowicz; Debbie Kerrigan-Brown; DRDC Toronto TM 2013-023; Defence R&D Canada – Toronto; November 2013.

Background:

The post-deployment reintegration period is an important time for service members who have returned from a deployment. It is a time when members readjust to garrison work roles, are reconnected with family and friends, and put the events of their tour in perspective. Past research suggests that it can take several months for military personnel to readjust after returning from deployment, with four months often mentioned as the typical readjustment period following deployment for a peacekeeping mission (Thompson & Gignac, 2001).

The majority of the post-deployment reintegration research that has been conducted focuses on the experiences of Regular Force members, in particular United States (US) military members. Recently, more attention has been paid to the post-deployment reintegration of Reservists. However, much of this research has been undertaken by the US and United Kingdom (UK). The results from several of these studies have focused on the importance of employment and of post-deployment support for Reservists.

Purpose

This study sought to assess the post-deployment reintegration experiences of Canadian Armed Forces (CAF) Reservists who had deployed as a part of a recent task force participating in Operation ATHENA.

Method

One hundred and six Reservists fully completed a short survey approximately six to eight months post-deployment. One aspect of the survey, the focus of the current research, asked Reservists to indicate their level of satisfaction with their post-deployment reintegration experience, and factors impacting on this experience.

Results

On average, Reservists indicated that they were “neither satisfied nor dissatisfied/neutral” with their post-deployment reintegration experience. This response represents the middle category (i.e., a score of 4 on a 7-point Likert response scale, ranging from 1 indicating “very dissatisfied” to 7 indicating “very satisfied”). In order to more fully interpret participants’ responses to this question, they were asked to explain their response if they so desired. This was done through the use of an open-ended follow-up question. Of the 106 individuals responding to this question, close to 60% provided more detailed written information regarding the factors affecting their experience. This information was categorized according to the positive comments, negative

comments, and recommendations provided with respect to (1) services and appointments necessary during the reintegration process, (2) employment following deployment, and (3) military support during reintegration.

Following the trend from past research on post-deployment reintegration with the Regular Force (see Blais, Thompson, & McCreary, 2009), approximately 19% of Reservists commented that they had no issues upon return and no issues with their reintegration process. Speaking generally, analyses of participant comments indicated that the majority of the responses to this open-ended satisfaction question fell within the “negative remarks” category. However, while it is important to note that there were more negative than positive comments regarding the reintegration experience, both positive and negative remarks found within each of the themes are discussed.

Services and Appointments

Approximately 30% of the participants provided positive and negative comments regarding the importance of services and appointments associated with the reintegration process. One of the more common topics that emerged within this category had to do with the amount of health support (medical, dental, and psychological/social work) that Reservists received from the CAF upon returning from their deployment.

A number of respondents felt satisfied with the amount of attention and support that was offered for physical and mental health. Some of the Reservists who sought help with reintegration found the experience to be supportive and the outcome to be positive. Some of the Reservists commented that they received more medical support/inquiries on this tour compared to other tours they had in the past.

Several other respondents indicated that their experiences with services and appointments were negative in nature. A number of participants found that, despite the requirements listed on the Redeployment Checklist, whose completion is a requirement of the reintegration process, they were, in one participant’s words, “abandoned” when it came to appointments and services such as medical, dental, social worker, and clothing/stores. Some indicated that their unit had no plan or provided no guidance during their reintegration.

Difficulties in obtaining services and appointments, as well as treatment within the service or appointment itself, were indicated as reasons for dissatisfaction with the reintegration process. It was also suggested that once class C contracts were terminated, obtaining services was a challenge, even if problems derived from/rose during tour.

Participants suggested that these negative experiences with appointments and services were a reason for dissatisfaction with their reintegration experience, while positive experiences with appointments and services were suggested as a reason for satisfaction with their reintegration experience.

Employment

Approximately 25% of the participants provided positive and negative comments indicating that employment is an important factor in reintegration satisfaction. A number of the participants indicated positive reintegration experiences related to their work/employment. While several of

the remarks discussed lack of employment, some participants indicated that they were employed following their deployment and credited this with helping them in the reintegration process. Reservists who returned from deployment to either civilian employment or Class B employment felt that this helped with reintegration and their general well-being. In general, employment following deployment may be helpful in facilitating a successful transition back to life in Canada, while lack of employment following deployment may cause stress in returning members.

Military Support

Approximately 72% of participants provided positive and negative comments indicating that military support during reintegration is another important factor in participants' satisfaction or lack of satisfaction with their reintegration experience. Military support appears to have had an impact on the respondents' general reintegration experience. Participants indicated that an important aspect of this support was help with the administrative process of reintegration.

As indicated earlier, employment upon returning from tour appears to be a key factor in how well participants felt they were "doing" with reintegration. Some returning Reservists had support from their unit to help them find employment. For those who reported lack of support from the military, the reintegration process was described as poorly organized, lacking in guidance, and disrespectful of the participant's time. Overall, military support both on a personal and an organizational level during the post-deployment period may decrease stress and increase the returning Reservist's general well-being, while lack of military support may increase stress and lead to feelings of abandonment, as well as make the process of reintegration a more convoluted one.

Preliminary Report Recommendations

Preliminary recommendations made at this stage of the study support a number of the recommendation suggestions made by participants:

- First, create a back-to-work program at the unit or brigade level or leverage already existing programs that provide resources and counseling that might help Reservists find employment following their deployment.
- Second, create a resource outlining guidelines for the reintegration of Reservists. This could be provided to all parties involved in the Reserve post-deployment reintegration process.
- Third, allow for the unique schedules of Reservists, by providing flexibility in scheduling services and appointments and in the location of those services and appointments.

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Sommaire

Satisfaction à l'égard de la réintégration chez les réservistes des FAC Tara L. Holton; Jennifer M. Peach; Wendy Sullivan-Kwantes; Donna I. Pickering; Dorothy Wojtarowicz; Debbie Kerrigan-Brown; DRDC Toronto TM 2013-023; R & D pour la défense Canada – Toronto; novembre 2013.

Contexte :

La période de réintégration après déploiement est un moment important pour les militaires qui reviennent d'une mission. C'est le moment où ils se rajustent au travail en garnison, renouent avec la famille et les amis et mettent en perspective les événements survenus pendant l'affectation. Des recherches antérieures indiquent qu'il faut parfois plusieurs mois pour que le personnel militaire se réadapte au retour d'un déploiement. On dit souvent qu'une période de quatre mois constituerait la période de réadaptation habituelle après un déploiement dans le cadre d'une mission de maintien de la paix (Thompson et Gignac, 2001).

La majorité des recherches menées sur la réintégration postdéploiement est axée sur l'expérience des membres de la Force régulière, en particulier les militaires américains. Récemment, la réintégration postdéploiement des réservistes a suscité davantage d'intérêt. Toutefois, une grande partie de cette recherche a été réalisée par les États-Unis et le Royaume-Uni. Les résultats de plusieurs de ces études ont mis l'accent sur l'importance de l'emploi et du soutien postdéploiement aux réservistes.

Objectif

Cette étude a pour but d'évaluer les expériences de réintégration postdéploiement des réservistes des Forces armées canadiennes (FAC) ayant pris part à un déploiement dans le cadre de l'affectation récente d'une force opérationnelle à l'opération ATHENA.

Méthode

Cent six réservistes ont rempli au complet un bref sondage environ six à huit mois après un déploiement. Un des aspects du sondage, le centre d'intérêt de l'étude actuelle, consistait à demander aux réservistes d'indiquer leur degré de satisfaction à l'égard de leur expérience de réintégration postdéploiement et les facteurs ayant eu un impact sur cette expérience.

Résultats

En moyenne, les réservistes ont indiqué être « ni satisfait[s] ni insatisfait[s] (neutre) » de leur expérience de réintégration postdéploiement. Cette réponse représente la catégorie du milieu (c.-à-d. un score de 4 sur une échelle de réponses de Likert en 7 points, allant de 1 = « Très insatisfait » à 7 = « Très satisfait »). Afin de mieux interpréter les réponses des participants à cette question, on leur a demandé d'expliquer leur réponse s'ils le désiraient, par le recours à une question de suivi ouverte. Sur les 106 personnes ayant répondu à cette question, près de 60 %

avaient fourni des renseignements écrits plus détaillés sur les facteurs qui ont eu une incidence sur leur expérience. Ces renseignements ont été classés selon les commentaires positifs, les commentaires négatifs et les recommandations fournies en ce qui concerne 1) les services et les rendez-vous requis durant le processus de réintégration, 2) l'emploi à la suite du déploiement, et 3) le soutien militaire durant la réintégration.

Conformément à la tendance observée dans les travaux de recherche antérieurs sur la réintégration postdéploiement de la Force régulière (voir Blais, Thompson et McCreary, 2009), environ 19 % des réservistes ont indiqué n'avoir eu aucun problème à leur retour ni avec le processus de réintégration. Dans l'ensemble, l'analyse des commentaires des participants a révélé que la majorité des réponses à cette question ouverte sur la satisfaction appartenaient à la catégorie des « remarques négatives ». Toutefois, bien qu'il importe de souligner que l'expérience de réintégration a suscité plus de commentaires négatifs que positifs, les deux types de remarques exprimées pour chacun des thèmes font l'objet d'une analyse.

Services et rendez-vous

Environ 30 % des participants ont formulé des commentaires positifs ou négatifs à propos de l'importance des services et des rendez-vous associés au processus de réintégration. Un des sujets les plus fréquents qui est ressorti de cette catégorie portait sur le degré de soutien en santé (soins médicaux, dentaires et psychologiques/travail social) que les réservistes ont reçu des FAC au retour d'un déploiement.

Un certain nombre de répondants se sont dits satisfaits du degré d'attention et de soutien offert en santé physique et mentale. Certains réservistes qui avaient demandé une aide à la réintégration ont trouvé que l'expérience leur avait été d'un grand soutien et que le résultat s'était avéré positif. D'autres ont mentionné qu'on leur avait offert davantage de soutien médical et que l'on s'était davantage enquis de leur santé à la suite de cette affectation comparativement à d'autres affectations par le passé.

Plusieurs autres répondants ont indiqué avoir vécu une expérience négative des services et des rendez-vous. Malgré les exigences figurant sur la Liste de vérification pour redéploiement, dont la mise en œuvre est obligatoire dans le cadre du processus de réintégration, de nombreux participants se sont sentis « abandonnés », selon les mots d'un répondant, lorsqu'il était question de rendez-vous et de services comme des services médicaux, dentaires, de travail social, ainsi que des services de fourniture et d'habillement. Certains ont indiqué que leur unité ne disposait d'aucun plan ou n'offrait aucun conseil durant leur réintégration.

Les difficultés à obtenir des services et des rendez-vous, de même que des traitements dans le cadre du service ou lors du rendez-vous même étaient des motifs d'insatisfaction invoqués à l'égard du processus de réintégration. On a même laissé entendre que, une fois les contrats de service de classe C terminés, il était difficile d'obtenir des services, même si les problèmes découlaient de l'affectation ou étaient survenus durant celle-ci.

Selon les participants, ces expériences négatives des rendez-vous et des services constituaient des facteurs d'insatisfaction à l'égard du processus de réintégration, tandis que les expériences positives dans le même domaine constituaient des facteurs de satisfaction dans le cadre de leur expérience de réintégration.

Emploi

Environ 25 % des participants ont formulé des commentaires positifs ou négatifs selon lesquels l'emploi est un facteur important de satisfaction lors de la réintégration. D'après un certain nombre de participants, l'expérience de réintégration liée au travail/à l'emploi s'est avérée positive. Même si plusieurs remarques portaient sur le manque d'emploi, certains participants ont indiqué qu'ils occupaient un emploi à la suite de leur déploiement et ont reconnu que cela les avait aidés dans le processus de réintégration. Les réservistes qui, à leur retour d'une mission, ont occupé un emploi civil ou un emploi de classe B estimaient que cela avait contribué à leur réintégration et à leur bien-être général. Dans l'ensemble, l'emploi après un déploiement peut aider à assurer une transition réussie vers la vie au Canada, tandis que le manque d'emploi au retour d'un déploiement peut causer du stress chez les militaires.

Soutien militaire

Environ 72 % des participants ont formulé des commentaires positifs ou négatifs indiquant que le soutien militaire durant la réintégration est un autre facteur important de satisfaction ou d'insatisfaction à l'égard de leur expérience de réintégration. Le soutien militaire semble avoir eu un impact sur l'expérience générale de réintégration des répondants. Les participants ont souligné que la facilitation du processus administratif de réintégration avait été un aspect important de ce soutien.

Comme il a été mentionné précédemment, l'emploi après un retour de mission semble être un facteur déterminant dans la manière dont les participants se sont sentis lors de la réintégration. Certains réservistes de retour au pays ont obtenu du soutien auprès de leur unité, qui les a aidés à trouver un emploi. Ceux qui ont fait état d'un manque de soutien de la part des FAC ont qualifié le processus de réintégration de mal organisé et indiqué qu'il offrait un encadrement insuffisant et était peu soucieux du temps du participant. Dans l'ensemble, le soutien militaire offert tant sur le plan personnel qu'organisationnel durant la période postdéploiement peut réduire le stress et accroître le bien-être général du réserviste qui rentre au pays. À l'opposé, l'absence d'un tel soutien peut augmenter le niveau de stress et mener à un sentiment d'abandon, en plus de rendre le processus de réintégration plus compliqué.

Recommandations préliminaires du rapport

Les recommandations préliminaires formulées à ce stade-ci de l'étude appuient un certain nombre de recommandations proposées par les participants :

- Premièrement, créer un programme de retour au travail à l'échelle de l'unité ou de la brigade ou se servir de programmes existants qui offrent des ressources et du counseling pouvant aider les réservistes à trouver un emploi après un déploiement.
- Deuxièmement, créer une ressource définissant les lignes directrices pour la réintégration des réservistes. Cette ressource pourrait être transmise à toutes les parties concernées par le processus de réintégration postdéploiement au sein de la Réserve.
- Troisièmement, tenir compte des horaires particuliers des réservistes, en faisant preuve de souplesse dans la programmation des services et des rendez-vous et dans la détermination du lieu où ceux-ci sont offerts.

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1 Introduction

1.1 Background

The post-deployment reintegration period is an important time for service members returning from deployment. It is a time when members readjust to garrison work roles, are reconnected with family and friends, and put the events of their tour in perspective. Past research suggests that it can take several months for military personnel to readjust after returning from deployment, with four months often mentioned as the typical readjustment period following deployment for a peacekeeping mission (Thompson & Gignac, 2001). The role of the Canadian Armed Forces (CAF) in Afghanistan as a part of the North Atlantic Treaty Organization (NATO) has been “to reduce the capability of the insurgency, support the growth in capacity and capability of the ANSF [Afghan National Security Forces], and create a secure environment for improving governance and socio-economic development and creating sustainable stability across Afghanistan” (NATO, 2013). Since the beginning of Canada’s participation in the NATO missions in Afghanistan, 158 soldiers have died (“Memorial honours Canadian soldiers,” 2012), and a large number have been injured. There have also been a number of civilian casualties. The increasingly complex and changing nature of today’s operations underscores how crucial it is to continue to study and support the reintegration process for the benefit of all CAF members.

Research on reintegration following deployment has been the subject of numerous studies, with the majority of past research on reintegration focused on the negative experiences reported by military members. Several studies suggest that negative post-deployment experiences can adversely impact psychological well-being (see Blais, Thompson, & McCreary, 2009). However, as Blais et al. (2009) have found, more recent research indicates that military personnel also report experiencing positive post-deployment reintegration experiences. These positive experiences, such as a positive homecoming reception by family, friends, and the community, have been found to be related to better post-deployment adjustment (Bolton, Litz, Glenn, Orsillo, & Roemer, 2002). Moreover, the success and quality of reintegration may act as a catalyst, determining “whether acute stress reactions are either diminished to subclinical intensity or are preserved undiminished to become recognized at some later point” (Fontana & Rosenheck, 1994, p. 683). Despite the potential implications of this research for military members, their families, and military institutions, relatively few studies to date have attempted to identify the negative and positive post-deployment reintegration experiences associated with long-term adjustment or examined the factors that may be related to positive or negative post-deployment reintegration experiences. Of the studies that exist, most have focused on the experiences of Vietnam veterans (e.g., Fontana & Rosenheck, 1994; Wilson & Krauss, 1985) and on military members recounting their homecoming experiences years later (e.g., Hoge, Auchterlonie, & Milliken, 2006).

One exception is the aforementioned research conducted by Blais et al. (2009) who discuss the development of a new reintegration measure. This work assesses CAF Regular Force members’ reintegration experiences, both positive and negative, four months post-deployment. It also addresses the issue of how these experiences relate to individual- and organizational-level outcomes. For example, at the individual outcome level, higher levels of negative family reintegration experiences were related to higher levels of family stressors (Blais et al., 2009). Also, more negative personal reintegration experiences were related to higher distress levels

(*ibid.*). With respect to organizational outcomes, more negative work reintegration experiences were related to less affective organizational commitment, greater negative work-related affect, and greater intentions to leave the military (*ibid.*). More positive work reintegration experiences were related to a higher level of affective organizational commitment and more positive job-related affect (*ibid.*). Although this research advances our understanding of post-deployment reintegration, there are a few limitations that the current research seeks to address. First, the focus of Blais et al. (2009) was on Regular Force members and does not address Augmentees (*i.e.*, individuals or small groups, taken from the Regular or Reserve Forces, who are used to supplement or support the main battle group) and Reservists. While some recent research on reintegration and the post-deployment period has included Augmentees and Reservists (*e.g.*, Harvey, Hatch, Jones, Hull, Jones, Greenberg, Dandeker, Fear, & Wesseley, 2011; Riviere, Kendall-Robbins, McGurk, Castro, & Hoge, 2011), the majority of this research has been conducted by the United States (US) and the United Kingdom (UK). In terms of research on Reservists and Augmentees from a Canadian perspective (*e.g.*, see Fikretoglu & McCreary, 2010; Fraser & Powers, 2009; Sullivan-Kwantes, Febraro, & Blais, 2005), studies conducted have focused primarily on mental health outcomes.

The findings from a study examining the post-deployment reintegration experiences of CAF Air Force (AF) personnel (Sullivan-Kwantes et al., 2005) provide some initial evidence of the special post-deployment reintegration challenges that Augmentees may experience. In this study, the positive and negative post-deployment reintegration experiences of AF personnel in the personal, family, and cultural domains were obtained through the use of a focus group methodology (*ibid.*). Of relevance, a subset of the participants in the study were Augmentees (*i.e.*, Regular and Reserve Force personnel who had not deployed as part of a formed unit). Results from this study identified some of the special deployment-related challenges experienced by Augmentees as being (1) a lack of recognition/no acknowledgement of their return to work following a deployment, (2) a disorganized return process to Canada (*e.g.*, problems with flights, hotel, and transportation), (3) lack of opportunity to share their deployment and reintegration experiences with their work colleagues, (4) administrative issues such as payroll-related problems post-deployment, and (5) inadequate physical, psychological, and work follow-up during the reintegration phase of their deployment (a concern shared with other AF personnel) (*ibid.*). Additionally, the families of Augmentees found deployments to be isolating without having other families to share their experiences with (*ibid.*).

It is important to further understand the reintegration experiences of Augmentees and Reservists as they have increasingly been asked to participate in multiple deployments (Canada, Standing Senate Committee, 2011). Unlike their Regular Force counterparts, Augmentees and Reservists may lack unit-level social support and may not receive a systematic follow-up since they return to units that have not deployed (Blais et al., 2009).

As indicated, most of the recent post-deployment reintegration research focusing on Reservists has been undertaken by the US and UK. The results from several of these studies focused on the importance of employment and of post-deployment support. For example, findings from a study of 503 UK Reservists returning from a deployment to Iraq or Afghanistan found that 40.4% of the Reservists who had a civilian job at the time they were called up (70.2% of the sample) reported having some deployment-related problems associated with their civilian employment (Harvey et al., 2011). This included involuntary loss of their job, perceived loss of promotion and responsibility, or lack of support (*ibid.*).

Research by Elbogen, Johnson, Wagner, Newton, and Beckham (2012) suggests there may be a relationship between financial difficulties and mental health problems. Three hundred and eighty-eight US soldiers who had deployed to Iraq or Afghanistan completed a national survey on post-deployment adjustment. Results of this research indicated that probable major depressive disorder and post-traumatic stress disorder (PTSD) were both associated with the experience of financial difficulties (Elbogen et al., 2012). However, irrespective of diagnosis, individuals who reported having money to meet their basic needs were less likely to have post-deployment adjustment difficulties (ibid.). These difficulties included criminal arrest, substance abuse, suicidal behaviour, and aggression (ibid.). Based on these findings, Elbogen et al. (2012) noted the importance of meaningful employment for military members as a factor that may enhance outcomes as well as improve quality of life. One limitation of this research is that it was cross-sectional in nature.

A study by Riviere et al. (2011) also supports the relationship between employment loss and financial hardship, and mental health problems. Cross sectional data were collected from 4,034 US National Guard soldiers at two time points. Job loss was found to increase the odds of meeting the criteria for depression at three and twelve months and for PTSD at twelve months (Riviere et al., 2011). Financial hardship increased the likelihood at three and twelve months for screening positive for PTSD and depression (ibid.). These results occurred even after adjusting for combat exposure and various demographic factors. A limitation of this research is that there was no pre-deployment information on the mental health status of the National Guard soldiers, making it impossible to determine the causal sequence of events (e.g., whether mental health problems caused the employment/financial issues observed or vice versa) (ibid.).

Apart from employment, recent research on Reservists in the UK indicates that post-deployment support is another factor affecting the well-being of Reservists. The importance of post-deployment support is evidenced in the findings of Harvey et al. (2011). Of the 503 Reservists participating in the research who had deployed to Iraq or Afghanistan, approximately 44% said that they felt poorly supported by the military in the weeks following their return to the UK (Harvey et al., 2011). In comparison, only approximately 30% of Regular Force members reported feeling poorly supported by the military after their return (ibid.). This difference in reporting of post-deployment military support was statistically significant.

Harvey et al. (2011) also reported that Reservists differed from their Regular Force counterparts with respect to other types of post-deployment support. More specifically, Reservists were more likely than Regular Force members to report having difficulties returning to normal social activities (Harvey et al., 2011). Reservists were also comparatively more likely to be classified as having low levels of overall social support and participation (i.e., experiencing difficulty in at least two of the four measures of non-military social support in the weeks following their return from a deployment; ibid.). These measures were (1) having difficulty resuming social activities, (2) feeling people did not understand what they went through, (3) feeling let down by people they thought would stand by them, and (4) feeling unable to talk about their experiences to family and friends (ibid.).

Additional findings from Harvey et al. (2011) indicated that perceived lack of support from the military was related to increased reports of probable PTSD and alcohol misuse. Additionally, lower levels of post-deployment support (non-military) and participation were related to higher reported levels of anxiety, depression, probable PTSD, and alcohol misuse (Harvey et al., 2011).

However, perceived lack of employer support was not related to significant increases in any of the mental health outcomes studied (ibid.).

Although not specific to Reservists, findings from Pietrzak et al. (2010) further support the protective role played by post-deployment social support. This study assessed the relationship between a variety of possible protective factors, including post-deployment social support and resilience, and mental health outcomes in 272 US soldiers who were a part of Operation ENDURING FREEDOM and Operation IRAQI FREEDOM. Lower levels of unit support and post-deployment social support were found to be related to a variety of negative mental health indicators, including increased levels of PTSD and depressive symptoms, and decreased levels of resilience and psychosocial functioning (Pietrzak et al., 2010). More complex analyses (i.e., path analyses) indicated that the impact that unit support had on PTSD and depressive symptoms was through its relationship with resilience (ibid.). Individuals with lower levels of unit support were less resilient, and this accounted for the increased levels of PTSD and depressive symptoms reported (ibid.). A recommendation made by these authors as a consequence of their findings was for interventions designed to bolster unit support, resilience, and post-deployment support due to their potentially protective role (ibid.).

Interim findings from a recent large-scale survey of the CAF Primary Reserves (Fraser & Powers, 2009) shed some light on the post-deployment reintegration experiences of CAF Reservists. Three thousand four hundred and fifty-five Reservists (Sea, Land, and Air) participated in the study. One subset of survey questions asked Reservists about their post-deployment reintegration experiences. More specifically, Reservists who had deployed were asked a series of questions about their experiences after returning from their most recent deployment.

The first set of questions asked Reservists about the experiences they and their families had prior to and immediately following their return. When Reservists were asked whether they had received information on post-deployment services, 55.1% said they had (Class A¹: 51.8%; Class B: 62.4%) (ibid.). Only 14% of Reservists indicated that their family had received post-deployment briefings prior to the member returning to Canada (ibid.). Approximately 43% of Reservists (Class A: 58.6%; Class B: 42.3%) indicated that they received a reception upon their return to Canada (ibid.). Of those who received a reception, 33.7% (Class A: 42.9%; Class B 34.0%) indicated that this included immediate post-deployment administration (ibid.). Approximately one-third of Reservists (Class A: 45.4%; Class B; 32.5%) said they had completed this immediate post-deployment administration² (ibid.). Finally, when asked if they had

¹ Class A Reservists are part-time. They train with their reserve unit one night per week and one weekend per month, except in the summer when there is a break in the training cycle. Class B Reservists are employed within Canada by the CAF. More specifically, they are on a full-time contract for a specified period of time. According to the *Queen's Regulations & Orders (QR&O)*, "(1) [a] member of the Reserve Force is on Class "C" Reserve Service when the member is on full-time service and is serving (a) with approval by or on behalf of the Chief of the Defence Staff in a Regular Force establishment position or is supernumerary to Regular Force establishment; or (b) on either an operation or an operation of a type approved by or on behalf of the Chief of the Defence Staff" (DND, 2006, Section 3, 9.08). The entry continues: "(1.1) For the purpose of subparagraph (1)(b), "operation" includes training and other duties necessary for the operation, and leave related to the operation... (2) Class "C" Reserve Service includes proceeding to and returning from the place of duty" (ibid.). Class A, B, and C Reserve Service are defined in detail in *QR&O* 9.06, 9.07, and 9.08 respectively (DND, 2006).

² 100% includes non-applicable responses as well as "Yes" and "No" responses to this question.

completed a post-deployment interview with a health-care provider within 45 days of returning, less than half (45.8%) indicated that they had (ibid.).

Another question asked whether Reservists who returned from their most recent deployment had completed the post-deployment follow-up checklist (i.e., redeployment checklist) 60 days after returning from their deployment. Only 46.4% of Reservists indicated they had completed the checklist within this timeframe (ibid.). Individuals who responded “no” (i.e., they had not completed the checklist) were asked to indicate what items on the checklist were incomplete. A few of the items listed (not a comprehensive list) as not being completed were medical examination (Overall: 30.8%; Class A: 61.0%; Class B: 19.9%), enhanced post-deployment screening with padre/social worker/mental health interview (Overall: 37.2%; Class A: 41.2%; Class B: 39.6%), and any medical follow-up (Overall: 24.4%; Class A: 35.5%; Class B: 19.8%) (ibid.). Although these results suggest that some Reservists, in particular Class A Reservists, may not have all the items on their redeployment checklist completed, they do not explain the reason(s) why.

Finally, when Reservists were asked if they would be treated fairly by the CAF medical/dental and administrative systems if they became ill or injured, only 67.0% (i.e., approximately two-thirds) of Class A Reservists said “yes” compared to 79.2% of Class B Reservists (ibid.).

It should be noted that Junior Non-Commissioned Members (NCMs) in the Army were under-represented in this study (ibid.). This is problematic as this sub-group comprises more than 60% of the Primary Reserve population (ibid.). Post-stratification weights were applied to the data to reduce the bias associated with the non-representativeness of the sample due in large part to the under-representation of Army Junior NCMs (ibid.).

1.2 Purpose

The current research was developed to address the need for further research on the population of CAF Reserve members by assessing their reintegration experiences approximately six to eight months post-deployment. In particular, this study explored the topics of post-deployment support and employment, as previous UK and US research with reservists had indicated these areas as especially important. In addition, the study included Army Junior NCMS as this population had been under-represented in previous research. In line with the work of Blais et al. (2009), the current approach assumed that reintegration is a process that occurs over time and that adjustment may still be taking place after four months, the typical adjustment period for a peacekeeping mission (Thompson & Gignac, 2001). The present report is part of a larger research project and derives from survey data focusing on quantitative and qualitative measures of Reservist satisfaction with their reintegration experience. In keeping with work done by Blais et al. (2009), this report will focus on both the positive and negative experiences that participants had with the reintegration system for Reservists as well as participant recommendations for improvement of the system for Reservists.

2 Method

This report focuses specifically on the qualitative and quantitative satisfaction survey data from a larger study on the post-deployment reintegration and satisfaction experiences of CAF Reservists. This section will describe the methodology pertaining to two questions from the survey portion of the larger study. The quantitative findings from the larger survey that are not addressed in this report will be presented in a forthcoming Technical Memorandum. This report will focus on the relationship between positive and negative post-deployment reintegration experiences in the work, personal, and interpersonal domains on the one hand, and symptoms and benefits on the other hand.

The present study, which was conducted online, targeted the approximately 500 Reservists who had deployed as a part of a task force recently participating in Operation ATHENA. Participants were recruited by email and posters. In total, 119 Reservists completed a portion of the online survey that is the focus of the current study. Nine participants dropped out partway through the study, leaving 106 participants in total.

On average, participants were 25–29 years old, and had served 11.19 years in the Reserves ($SD = 7.68$). The majority of respondents (94%) were men. Eighty-four individuals self-identified as White, 17 self-identified as an ethnicity other than White (including East Asian, South Asian, Black, Filipino, Latin American, or other ethnicities), and five self-identified as belonging to multiple ethnicities. Forty-two participants indicated they had completed a high school level of education or less, 38 had completed an apprenticeship, trade, community college, CEGEP, or equivalent, and 25 had completed a Bachelor's degree or higher level of education. Thirty-one individuals indicated that they currently resided in a large city, 43 resided in a small city, 14 resided in a large town, 11 resided in a small town, and 7 resided in a rural community. Fifty-six respondents were single without dependents, 3 were single with dependents, 22 were married without dependents, and 23 were married with dependents. Sixty-three individuals had a rank of Private to Master Corporal/Ordinary Seaman to Master Seaman (Junior NCM), 28 had a rank of Sergeant to Chief Warrant Officer/Petty Officer 2nd class to Chief Petty Officer 1st class (Senior NCM), and 14 were officers [(ie., had a rank of Lieutenant to Captain/Sub-Lieutenant to Lieutenant (Junior Officers) or a rank of Major/Lieutenant-Commander and above (Senior Officers)].

Following informed consent, participants completed a 15–20 minute online survey assessing their demographic and military characteristics, their post-deployment reintegration experience, their satisfaction with that experience (both expressed in ratings and in their own words), symptoms of PTSD, depression, and anxiety, and amount of meaning experienced in day-to-day activities. The parts of the survey that are addressed in the present report included two items: a quantitative Likert-scale question and an open-ended qualitative question, both of which focused on participant satisfaction with the reintegration process.

For the first question addressing satisfaction with the reintegration process, participants were asked to rate their satisfaction on a Likert scale ranging from 1 indicating “Very Dissatisfied” to 7 indicating “Very Satisfied,” as seen below:

How would you best describe your post deployment reintegration experience?

- Very dissatisfied
- Dissatisfied
- Somewhat dissatisfied
- Neither satisfied nor dissatisfied/neutral
- Somewhat satisfied
- Satisfied
- Very satisfied

After indicating their level of satisfaction with post-deployment reintegration experiences, participants were asked in an open-ended question to remark on their satisfaction with their reintegration experience. Of the 119 survey respondents, 62 provided responses to the open-ended question, which read:

“If you would like to, please explain your level of satisfaction with your post-deployment reintegration experience here.”

Conventional qualitative data-analytical tools and techniques were used to analyze the open-ended responses to this question. Specifically, NVivo8, a qualitative research software package created by QSR International, was used to identify and categorize themes that emerged from the responses. Patterns in the data were coded into node hierarchies, which served as a means of identifying themes and organizing the data.

3 Results

As indicated, this report focuses solely on the data addressing participant satisfaction with the reintegration process.

With regard to quantitative findings based on responses to the Likert question addressing satisfaction with the reintegration process, the average level of satisfaction reported by Reservists with respect to their post-deployment reintegration experience was 4 (on a scale ranging from 1 indicating “very dissatisfied” to 7 indicating “very satisfied”), indicating “neither satisfied or dissatisfied/neutral.”

Apart from ascertaining the average level of satisfaction with the post-deployment reintegration process, it was deemed important to determine if reported level of satisfaction was related to a variety of demographic factors. These demographic factors included participant age, level of education, relationship status (partner/no partner), dependent status (i.e., being responsible for children or other dependents), years of service in the CAF, and rank. In the case of the analysis for rank, there was an insufficient number of officers to include in the analysis, so the differences in rank reported pertain to differences between junior and senior NCMs. Interestingly, none of the demographic factors were related to reported level of satisfaction with the post-deployment reintegration process [Age: $r(106) = .11$, ns; Level of education: $r(106) = -.08$, ns; Relationship status: $t(104) = -.03$, ns; Dependent status: $t(104) = -.15$, ns; Years of service: $r(106) = .11$, ns; Rank: $t(90) = -1.58$, ns].

We were also interested in determining whether there was a difference between the level of satisfaction with the post-deployment reintegration process reported by Reservists with two or more deployments versus one (i.e., Reservists for whom this was their first deployment). There was no significant difference in the level of satisfaction reported by Reservists for whom this was their first deployment compared to Reservists who had deployed on multiple occasions [$t(104) = -.25$, ns.].

Additionally, we assessed whether there was a relationship between how stressful a Reservist perceived their deployment to be and their reported level of satisfaction with the post-deployment reintegration process. Perceived stressfulness of one’s deployment was not significantly related to reported level of post-deployment reintegration satisfaction [$r(106) = -.11$, ns].

One final analysis assessed whether change in Reserve Class status pre- to post-deployment was related to the reported level of satisfaction with the post-deployment reintegration process. Three groups were compared: Reservists who were Class A (part-time) pre-deployment and Class B (full-time) post-deployment (Group 1), Reservists who were Class B (full-time) pre-deployment and Class A (part-time) post-deployment (Group 2), and Reservists who had no change in their Reserve Class status pre- to post-deployment (e.g., was Class A pre- and post-deployment) (Group 3). This analysis was significant [$F(2, 97) = 7.29$, $p < .001$].

Post-hoc analysis indicated that Reservists who went from being Class B prior to being deployed to Class A post-deployment were significantly less satisfied with their post-deployment reintegration experience compared to Reservists who went from being Class A pre-deployment to being Class B post-deployment and compared to Reservists who had no change in their Reserve

Class status pre- and post-deployment [Group 1: $M = 5.20$, $SE = 0.55$; Group 2: $M = 2.96$, $SE = 0.34$; Group 3; $M = 4.16$, $SE = 0.22$). Of relevance with respect to these findings are the recommendations put forth in the *Primary Reserve Employment Capacity Study* (PRECS) (Canada, VCDS, 2012). This report provides recommendations regarding baseline Reserve full-time employment positions (i.e., Class B positions) and a suggested timeframe with which to achieve this baseline, amounting to a reduction in the number of full-time employment (Class B) positions.

The findings from the quantitative portion of the current research are consistent with the qualitative results that follow.

The qualitative data that resulted from the open-ended question on Reservist satisfaction with the reintegration process were organized into three main categories: (1) positive remarks, (2) negative remarks, and (3) recommendations provided by participants. Data were coded by two research associates. Assessments of inter-rater reliability, which reflects the extent of agreement between raters with respect to data coding/categorization, were calculated. Including all coding schemes (including higher-level nodes to which no statements were coded), the Kappa was .86 and the percent agreement was 93.17%. Excluding the higher-level nodes to which no statements were coded, the Kappa was .83 and the percent agreement was 91%. These values indicate that there was considerable agreement between the two research associates with respect to how information arising from the open-ended question should be categorized.

Within each of these main categories, a number of themes emerged, the most pertinent of which focused on the topics of (1) services and appointments necessary during the reintegration process, which included positive and negative comments about services and appointments, such as dental and medical appointments or other services needed to complete the reintegration checklist (also known as the Redeployment Checklist, see Appendix A); (2) employment following deployment, which included positive and negative comments about employment or lack of employment during the reintegration experience; and (3) military support during reintegration, which included positive and negative comments about support or lack of support/perceived lack of support by the military during the reintegration process.

In addition to categorizing the data through NVivo in order to ensure inter-rater reliability, further measures were taken to ensure that comments were placed within the most appropriate theme. A subject-matter expert (SME), one of the co-authors who is a member of the Reserves and who has deployed and returned twice through the reintegration process, also coded the data and corroborated the themes and the data that fell within each of the themes.

The following section expands on the themes mentioned above. It is important to note that completing the open-ended portion of the survey was optional and therefore was not completed by all the participants. Thus, because participants self-selected to respond to this question, the following results are not generalizable to all Reservists who completed the survey, nor, as with any qualitative research, are these findings generalizable to CAF Reservists in general. However, the qualitative portion of this survey does provide a number of themes, represented by a range of experiences that will be elaborated upon in the follow-up interview portion of the larger project from which this paper derives.

3.1 Main Themes

As mentioned, analyses of the qualitative data revealed that most of the comments focused on the positive and negative aspects of three main themes, those of (1) services/appointments, (2) employment/unemployment, and (3) military support for the reintegration process. This section will discuss each of these categories in turn.

Following the trend from past research on post-deployment reintegration with the Regular Force (see Blais, Thompson, & McCreary, 2009), approximately 19% of Reservists commented that they had no issues upon return and no issues with their reintegration process. For example, one participant indicated that they had “never had any issues with reintegration with either deployment” (Respondent 54), while another suggested that “overall I had no issues” (Respondent 22).

Speaking generally, analyses of participant comments indicated that the majority of responses to this open-ended satisfaction question fell within the “negative remarks” category. However, while it is important to note that there were more negative than positive comments regarding the reintegration experience, this section will discuss both positive and negative remarks found within each of the themes. Both types of remarks (positive and negative) bolster the arguments made within each of these themes, provide a more complete picture of respondent comments, and best illustrate the importance and influence that each of these categories may have on the reintegration experience.

3.1.1 Services and Appointments

Approximately 30% of the participants provided positive and negative comments regarding the importance of services and appointments associated with the reintegration process. One of the more common topics that emerged within this category had to do with the amount of health (medical, dental, and psychological/social work) support that Reservists received from the CAF upon returning from their deployment. A number of respondents felt satisfied with the amount of attention and support that was offered for physical and mental health. Examples of this support included paid sessions with medical personnel, such as physiotherapists, and general inquiries into mental health.

Medically I have been very well looked after, and my peers who have required additional follow-up are receiving excellent treatment. (Respondent 46)

Very satisfied, I required some additional physiotherapy upon my return for a minor back injury and received 16 sessions. The only negative was that after the initial 10 sessions an additional 6 was ordered by the physiotherapist but was approved a month after the initial 10 had been completed. (Respondent 42)

Some of the Reservists who did seek help with reintegration found the experience to be supportive and the outcome to be positive.

Because of the support from the [redacted] I can say it was a positive outcome after seeking help. Prior to seeking help, my reintegration back into everyday life was very unsuccessful due to outcomes beyond my control. (Respondent 37)

Some of the Reservists commented that they received more medical support/inquiries on this tour compared to other tours they had had in the past.

If I compare to my [previous] tour, this time ... there were more medical pers asking me how I was doing. I felt more support than last tour. (Respondent 56)

Several other respondents indicated that their experiences with services and appointments were negative in nature. A number of participants found that despite the requirements listed on the Redeployment Checklist (refer to Appendix A), they were, in one participant's words, "abandoned" when it came to appointments and services such as medical, dental, social worker, and clothing/stores. Some indicated that their unit had no plan or provided no guidance during their reintegration.

The reintegration checklist provided to returning members involves a number of services and appointments that the returning member receives and must attend in order to complete the checklist (see Appendix A). These services and appointments are listed as a required part of the reintegration procedure, and returning members are entitled to these services as a part of their reintegration process.³

Difficulties in obtaining services and appointments, as well as treatment within the service or appointment itself, were indicated as reasons for dissatisfaction with the reintegration process. For example, the following participant spoke in general about feeling unhappy with his treatment during his post-deployment medical, as well as his reintegration experience upon return to Canada:

I was part of the Task Force until we touched down in [redacted] at which time I was dumped at the civilian airport to be subjected to a humiliating search (in uniform which I was asked to remove during the search) while the rest of the task force carried on to [redacted] by military transport. From there I flew home and took a taxi home alone. And that was the beginning. It was a huge shock to go from active duty in [redacted] one day to taking a taxi to my apartment in [redacted] alone a couple days later. The Reg force guys go home together and have that support system. I of course had to book my own medical at the UMS [Unit Medical Station] and when I went in for it I was seen by a contract civie Dr. who asked "what do you want?" I replied "I'm here for my post-deployment medical." He said, "Ok, well what do you want me to do?" I didn't know

³ Further to this, the *CDIO Series 1000* (2009) indicates that "reserve Unit Chaplains or appropriate health care providers will conduct follow up with each returning Reserve Unit member within 45 days of a member's return from a deployment, i.e. during Phase Three of the Reintegration Plan. The use of the same professional for both the pre and post procedures will provide a degree of continuity which will enable those redeploying members who may be in need of immediate health or other care not identified earlier during the deployment, or Phases One, Two or Three of the reintegration process, to be identified and assistance provided as required. This additional measure is required for a returning Reserve Force member because they: a. may be the only member from their Unit redeploying; b. have a limited number of duty days/month as a Class "A" Reserve Force member during which they come into contact with their military peers; or c. may work or attend a school where their co-workers or classmates may be unaware of their recent deployment and any effects from it" (DND, 2009b, p. 75/84 or 114).

what to say so I just asked him to sign my form that he had seen me and then I left.
(Respondent 41)

Another participant suggested that there was poor communication between brigades, units and medical, dental, and other services, and that services were unavailable.

Organization was extremely poor. Most appointments should have been booked for the first three working days after returning from theatre. Brigade appeared to be completely unprepared for returning troops. Troops were required to drive back and forth from [location] to home unit only to hear that home units were to book appointments; however, units would attempt to book appointments and have phone calls and e-mails ignored. Poor communication between brigades and units. Home unit would receive different information regarding schedules and procedures for reintegration. E-mails and phone calls from home units regarding appointments were ignored. No information was given regarding what was required for appointments, i.e. PSS [Personnel Support Services]. MIR [Medical Inspection Room] did not communicate with the units. MIR took 4 months to book medicals and MIR was unaware that almost all members received medical prior to leaving theatre. They did not ask until the day of the appointments. Social worker was not available for 4 months. (Respondent 23)

A number of the comments regarding dental and other services focused on lack of service regardless of Class C status:

When I returned I felt that I was pretty much abandoned in terms of employment, formal follow-ups and by the dental clinic... the military dental clinic would not so much as provide me with a cleaning. As Class C, and having returned from tour, I was extremely dissatisfied with their discrimination based on my Reservist status, and their unwillingness to provide me with services that my Class C status actually entitled me to.
(Respondent 7)

I had chipped a tooth while on tour and wanted to have it looked at. I had only two days in KAF [Kandahar Air Field]... and did not have time to see the dentist in KAF. I thought I'll just go home and see the army dentist at home and it'd be the same. So I came home and booked an appointment... however an hour before the appointment the clerk from [redacted] called me and in the rudest manner possible basically told me that I was not entitled to dental privileges and cancelled my appointment. I was back for less than a month and still on Class C and post-deployment leave. To the best of my knowledge, Class C entitles me to Reg F [Regular Force] dental privileges. My unit attempted to rebook the appt by faxing my Class C SOU [Statement of Understanding] to [redacted] but apparently I was still not entitled... In the end I had to go see a civilian dentist at my own expense and my own time for something that occurred while I was on tour. I am extremely dissatisfied with my post-deployment reintegration for this one reason alone.
(Respondent 26)

It was also suggested that once class C contracts were terminated, obtaining services was a challenge, even if problems derived from/arose during tour. One individual indicated that the situation was eventually rectified, while others were still dealing with such challenges at the time of the survey:

I have had difficulties dealing with the military medical system. I have been informed on several occasions that I am not eligible for services related to the tour due to the end of my 'contract.' This has since been rectified, but not without me causing a stir.
(Respondent 48)

Once I finished my Class C contract trying to get anything done was...useless. I have friends who need to speak with mental health workers but are constantly turned away because they are Class A. They have issues with tour, yet they cannot see someone for the life of them! Their issues aren't too great, but the stress upon them is - one remarked the other day that if they were really in need and considering something like suicide, that being told to bugger off by the receptionists and military mental health professionals...would not help anyone. This is because we are Class A and are therefore less deserving, despite having served 8 months outside the wire in some of the most fun places in Kandahar Province. (Respondent 44)

These excerpts suggest that a number of the respondents had negative experiences with appointments and services that are required to complete the reintegration checklist. Participants suggested that these negative experiences with appointments and services were a reason for dissatisfaction with their reintegration experience, while positive experiences with appointments and services were suggested as a reason for satisfaction with their reintegration experience.

3.1.2 Employment

Approximately 25% of the participants provided positive and negative comments indicating that employment is an important factor in reintegration satisfaction. Following the trend from previous reintegration research with Army personnel (Thompson & Gignac, 2001) and Air Force personnel (Sullivan-Kwantes et al., 2005), analyses of the data found that a number of participants indicated positive reintegration experiences related to their work/employment. While several of the remarks discussed lack of employment, some participants indicated that they were employed following their deployment and credited this with helping them in the reintegration process. Reservists who returned from deployment to either civilian employment or Class B employment felt that this helped with reintegration and their general well-being. A number of the respondents viewed employment upon return, either as a Class B contract or with the ability to return to their prior civilian employment, as a sign of support from the CAF and their larger community. In fact, regardless of whether the comments regarding employment were positive or negative, participants indicated that employment is a key factor regarding satisfaction with their reintegration experience.

Those who had employment post-deployment credited their employment with helping them reintegrate effectively:

It was hard to give up my sanctuary (at home) when my post-deployment leave was over. It was one of the hardest things I ever did... I'm still struggling with it, but it's getting better. I lucked into a great new job and staff. If it wasn't for that, I'm pretty sure I would have taken off the uniform for good. (Respondent 8)

My employer gave me my job back upon return. This had very positive impact on my well being. Post-deployment screening had me flagged as a high risk. Had there been no support, I would not be doing so well. (Respondent 20)

As indicated, several participants revealed that they had not been able to obtain employment upon return and suggested that a lack of employment was hindering their reintegration process.

Once you come back from Afghanistan you feel like you've done something good and now you're useless and the Army won't even employ you. (Respondent 21)

After tour we were given our post deployment leave and then our contracts were terminated...I was on class B for over a year at my unit and I went on tour. Came home and no class B were available, rendering me jobless. I've been living off my savings from tour. (Respondent 35)

I am at present having no issues with anything I saw or did overseas despite being in a highly stressful high risk area of operations. I am, however, suffering some serious issues now that I am back. I am no longer fully employed by the military and am trying to scrape a living with odd jobs and whatever meager employment the Reserves is able to offer. (Respondent 57)

Since returning, I have not found full time work or work in my field. Component transfers are closed and my deployment interrupted my transition from full time school to a career. I am employed through short term Class B contracts when they arise... My failure to transition to a career causes me stress. This is a problem that is specific to the Reserves and is experienced by many of my peers. (Respondent 46).

Participants suggest in these excerpts that employment following deployment may be helpful in facilitating a successful transition back to life in Canada, while lack of employment following deployment may cause stress in returning members. While the CAF cannot be expected to provide employment to every returning Reservist, one recommendation made by participants indicates that support in the form of back-to-work programs and resumé workshops may help alleviate the stress and increase satisfaction with the reintegration experience. This recommendation will be expanded upon in the Recommendation section of this report.

3.1.3 Military Support

According to the *CEFCOM Directives for International Operations (CDIO) Series 1000* (2009), it is expected that home unit Commanding Officers ensure that individuals and Augmentees who return from a deployment receive the same post-deployment treatment provided to their counterparts in formed units and that they are received and recognized by the unit. Approximately 72% of participants provided positive and negative comments indicating that military support during reintegration is another important factor in participants' satisfaction or lack of satisfaction with their reintegration experience. Military support appears to have had an impact on the respondents' general reintegration experience. Participants indicated that an important aspect of this support was help with the administrative process of reintegration, for example, help with booking appointments, help with the reintegration checklist, signatures, and pay issues. Of those participants who spoke about positive experiences, a few indicated that the support of their unit

and/or brigade helped mitigate what might have been an otherwise challenging reintegration process.

I am happy with the way my home unit provided reintegration as they had a set, phased plan which has been executed relatively well. (Respondent 1)

It would have been a nightmare if it wasn't for the hard work of our OR [Orderly Room]. (Respondent 40)

As indicated earlier, employment upon returning from tour appears to be a key factor in how well participants felt they were "doing" with reintegration. Some returning Reservists had support from their unit to help them find employment. This appears to have had an impact on how satisfied they were with their reintegration experience.

The unit is setting conditions for reintegration for personnel within the unit into civilian jobs. The issue is many of the returning veterans had no jobs to come back to including Class B employment which has increased much of the reintegration stress for many unit personnel. This is currently being dealt with. (Respondent 1)

The unit has made it very easy for the returning soldiers in regards to finding a job/or providing services to obtain the job we want....Army friends are the best support. (Respondent 4)

For those who reported lack of support from the military, the reintegration process was described as poorly organized, lacking in guidance, and disrespectful of the participant's time.

My home unit made me feel as if I were a number and a name on a checklist that they had to complete. The reintegration plan appeared disorganized and discouraged anybody from taking initiative. No one at my home unit knew with 100% confidence what administration they needed from me or what I needed to do. Overall I had a lot of running around to do, finding out things through friends, asking a lot of questions to a lot of people. (Respondent 9)

I feel that there was a lack of support by our home unit while completing the post-deployment checklist. I had to take time off work and school to complete these appointments, and the unit didn't make it a priority to support these events. If it wasn't parade night or weekend training they didn't want to recognize it as army time. For the Reg. Force [Regular Force] this was a seamless process as the appointments were just built into the workday. (Respondent 52)

Very poor. I had absolutely no idea what I was to do or where to go. There was no one telling me specifically what had to be done once I arrived home. I reported to my home unit for the 2 half days, did paperwork and that was it. Never was told when, where or what to do... Was never given a checklist with any dates printed on it. (Respondent 12)

Some participants who experienced this lack of support reported feeling disrespected and undervalued by the military.

Within the Reserve units there existed a feeling of near hostility against members returning home. Not to mention the absence of support to members while deployed from the Reserve unit, but coming home to 'this' was almost adding insult to injury. No one cares about what you did, that's the message I received from many levels within the chain of command and even my own rank-peers. (Respondent 44)

Military support during the reintegration process appears to have had an influence on how satisfied respondents were with their reintegration process. Participants who responded to the open-ended survey question indicated that military support both on a personal and an organizational level during this post-deployment period may have decreased stress and increased their general well-being, while the lack of military support may have increased stress and may have led to feelings of abandonment, as well as making the process of reintegration a much more difficult and convoluted one.

3.2 Recommendations Provided By Participants

The following are suggestions on how to improve the reintegration system made by Reservists who have been through the reintegration process. Even though each individual recommendation made here does not necessarily represent a pattern within the data, the authors of this document felt that the participants' insights may be of value to the reader.

A number of recommendations made by participants focused on concrete suggestions to make completing the Redeployment Checklist (Appendix A) easier. First, participants suggested that a unit or brigade-level Reintegration Officer be appointed to assist in the completion of the checklist.

3.2.1 Employ/Leverage a Unit or Brigade-Level Reintegration Officer Who Oversees Reintegration of Reservists

Although some participants indicated that their unit or brigade did provide a Reintegration Officer, participants' comments suggested that not all returnees were provided with a point of contact to assist with reintegration, and that when an individual was appointed, the support provided by that individual varied.

All Reservists are left to fend for themselves once back home. There should be something similar to an assisting officer to assist members with reintegration...a friendly reminder that A,B,C needs to be done or a phone call to see how things are going would go a long way. The onus is on the member to ensure that all reintegration "checks in the box" are done. The system is not very effective in that sense. Option B would be to extend members contracts by 30-60 days upon return IOT [in order to] ensure all checks in the box are done and that no major issues arise shortly after return. (Respondent 27)

Recommend that each unit appoints a reintegration officer. To help returning members reintegrate with their home units, society and to ensure that all proper reintegration screening is complete. Informs members of what steps has to be completed and when. Remind them, and transport them if necessary. (Respondent 12)

I felt that there was little prompting. I had to take initiative to find out what needed to be done and where. Not that I'm lazy, but guidance (not vague commands) would've have been helpful. (Respondent 13)

Building on the comments and recommendations made by participants, military support for returning Reservists appears important to a smooth reintegration process and Reservist reintegration satisfaction. Allowing for a Reintegration Officer who oversees the reintegration process from the moment members fly home and who can provide definitive answers and guidance directly to the returning members during the reintegration process would potentially clear up the confusion and reports of poor organization surrounding the Reservist reintegration process. As indicated earlier (by Respondent 40), some units provided excellent support to their returnees, a fact which did not go unnoticed by respondents who indicated that this was a factor in their satisfaction with the reintegration process.

3.2.2 Hold Casual BBQs to Welcome Home Returning Members and Families

In order to facilitate returnees' personal reintegration back into the unit and Canada, some units hold a casual BBQ to welcome home returning members and their families.

Also recommend a casual BBQ or party be held for all returning members within unit/area/brigade for Reservists. Would help a lot unwind with the stress and anger still built up from tour. Alleviates all this stress through socializing with other members on TF (Task Force). Can all relate to tour. (Respondent 12)

This could assist in decreasing feelings of social isolation and help the returnee feel connected to their unit. It is also in keeping with *CANFORGEN 118/05*, which indicates under the heading of recognition, that "it is important that CF members and their families be thanked and recognized in an appropriate manner for their contributions to military operations. Reintegration plans should address the need for reintegration activities and ensure that members who deployed as augmentees or individuals are taken into consideration. Chain of command should be actively involved in the recognition process" (DND, 2005, p. 4, para. 16). In preliminary analyses of interview data, some individuals indicated that during their welcome home party, they were appointed a buddy who checked up on them during their leave and who suggested they seek help for mental health issues if necessary. As indicated in Pickering and Holton (2011), this peer support can be beneficial to soldiers who deploy.

3.2.3 Conduct Reintegration Briefings Sooner

One respondent suggested ensuring that Reservists' families receive timely reintegration briefings before the Reservist returns home, as is done for the families of Regular Force members.

After my first tour, I attended the reintegration briefing with my family. This meeting was FOUR MONTHS after returning from theatre. The meeting talked more to the families than to the soldiers and was all about how to welcome your soldier home, things to look out for in your soldier, etc., etc. These are things that should've been covered with the families BEFORE we returned and I, and my family, voiced this opinion. Low

and behold, the very same briefing was conducted, once again, approximately FOUR MONTHS post deployment. Both times, these briefings were available to regular force families prior to their soldiers returning. Are regular force members and their families more important than Reservists? That's how it seemed to many of us. (Respondent 17)

According to the *CDIO Series 1000* (2009), “all deployed personnel must be properly recognized for their contributions to the operation. Commanders should seize the opportunities to thank and recognize members/families and are to include guidance regarding recognition activities in their reintegration plans. If an event or function is held to recognize those who participated in the operation, Augmentees and individuals should be invited where practical. When possible, families should be included in the recognition activities conducted during Phase Three and Phase Four” (DND, 2009b, p. 113). Conducting reintegration briefings before a member returns home could prepare the family for the soldier’s return, enabling family members to provide better support to the returnee. Given that some Reservists do not live near the briefing location, perhaps alternative briefings might be considered. For example, a DVD, website, phone call, or written document might help those who are unable to attend a briefing. Providing Reservists equal access to support services may help them to feel appreciated and respected, which could also assist in positive reintegration.

3.2.4 Provide Flexibility in Service Availability

Some participants suggested that flexibility in service availability is an important factor for the unique needs of returning Reservists. Ideally, brigade-level service providers could provide longer hours and more flexibility for services so that Reservists can access them after their civilian school or work responsibilities. This could potentially include days in which service providers travel to the home units, especially if many individuals deployed from the same unit and that unit is more than a few hours from the service provider.

Trying to get booked in to see the social worker is a pain, as many of us have full time civilian jobs and can't get time off. It would help if the [redacted] Social Worker was more willing to come in to the individual armouries on parade nights to take care of the soldiers, rather than complain about how she "doesn't work evenings." (Respondent 17)

With [redacted] so far away there was no solid plan in which to have the social working or medical visits in our area. It is near impossible to coord and get timing trips to [redacted] that work in the window of Class A soldiers with other life commits to work on their timeframe. I would recommend in the future that there be the chance to have the key pers [personnel] of reintegration travel through the geographical area (30 min drive max) to the units at the bde [brigade] level. This would help ensure that reintegration is on track. (Respondent 10)

Another topic, related to flexibility in service delivery, had to do with providing transportation from the airport upon arrival in Canada, and to and from appointments during the reintegration period. For many returning CAF members, driving and crowded roads are anxiety-provoking experiences in the early weeks post-deployment (D. Wojtarowicz, personal communication, March 2012). For the course of their deployment, many returning CAF members have been driving (or have been driven) in high-threat areas where they are trained to consistently scan for

threats and to drive offensively in order to minimize risks such as encountering an improvised explosive device (IED). It has been theorized that some returning members may find it difficult and stressful to adapt their driving habits once they have returned home, resulting in inappropriate evasive actions which could lead to increased risk of road traffic accidents (Zamorski & Kelly, 2012).

It was stressful having to drive on a busy highway to go to post deployment meetings in [redacted] and would have been easier if it was something that was set up to be completed at the home unit. (Respondent 19)

Reintegration begins when CAF members first arrive back in Canada. Although many brigades and units made efforts to meet their returnees in the airport (or communicated with the returnee ahead of time to ask them whether they wanted to be met), this was not completed in all cases as indicated below.

If I can make one recommendation for change that would have made a huge difference for me it would be to have military transport all the way home for the Reservist and Regulars alike. (Respondent 41)

Meeting a returnee at the airport, or ensuring ahead of time that they have transportation—be it from family, friend, or unit member—may allow for the perception of support from the moment of return, which could potentially improve the reintegration experience and increase reintegration satisfaction.

Furthermore, flexibility in hours and location (or transportation to the location), so that those Reservists returning to employment are able attend their appointments, could reduce stress for the returning Reservist as well as potentially increase Redeployment Checklist compliance and rapidity of completion of the checklist, as well as increase Reservist satisfaction with the reintegration procedure.

3.2.5 Create or Leverage Existing Back-to-Work Programs for Reservists Returning from Deployment

As indicated earlier, a number of participants discussed the importance of employment in facilitating the reintegration process. Participants whose units created back-to-work programs to help returning Reservists find employment suggested that this was a factor facilitating their well-being and satisfaction with their reintegration experience. It is therefore not surprising that one of the participant recommendations was to create a back-to-work program that might provide resources and counseling for Reservists seeking employment following their deployment.

There should be a back to work program to keep us busy, this might help with PTSD. Keep our minds working, thinking about something else and [not] drinking. (Respondent 14)

Although the CAF currently has programs available to assist members in their transition to civilian work, these programs are often directed towards Regular Force members who are retiring or toward injured personnel and are not clearly advertised as being available to Reservists, even

though many of them are. Although these workshops are available to Reservists post-deployment, Reservists and their Units may not be aware of their existence or the fact that a Reservist can attend the training without their chain of command's support (for pay, for example, as the member can attend for free on their own time). More education and better dissemination of information about existing programs may help in this regard. Please see Appendix B for several resources available through the Base Personnel Selection Office (BPSO).

4 Recommendations

4.1 Preliminary Recommendations

The following section includes preliminary recommendations made by the researchers. It is important to remind the reader that these preliminary recommendations are made based on analysis of a small sample of qualitative data from one open-ended survey question on reintegration satisfaction and should not be taken as definitive. The next phase of data analysis, involving 31 in-depth interviews with Reservists recently returned from deployment, will allow for a more complete understanding of the Reservists' reintegration experience. That said, initial preliminary recommendations are as follows:

(1) Given the emphasis placed upon the importance of meaningful employment in facilitating the reintegration process and the positive reports from participants whose units have created programs to aid in this regard, one of the recommendations would be to create a back-to-work program at the unit or brigade level or leverage already existing programs that provide resources and counseling that might help Reservists find employment following their deployment. There are a number of resources available that may be appropriate (see Appendices B and C). It is important to note that, as mentioned earlier, we are not suggesting that the CAF should be responsible for providing employment to returning Reserve members, but rather that providing/leveraging such resources and counseling may aid in a successful reintegration process.

(2) Building on the comments and recommendations made by participants, support from the military for returning Reservists is essential to a smooth reintegration process and Reservist reintegration satisfaction. We suggest the creation of a resource⁴ outlining guidelines for the reintegration of Reservists. This resource could be provided to each unit and brigade, to each individual deploying member, and to those who provide services in the reintegration process (such as medical, dental, and social work services) and would allow for transparency in the process and prevention of the problems outlined by participants. Further to this, providing Reintegration Officers at the brigade level with a detailed list of roles and responsibilities would potentially clear up confusion and reports of poor organization surrounding the Reservist reintegration process. Indeed, having a Reintegration Officer at the unit or brigade level was a recommendation put forth by participants.

(3) Allowing for the unique schedules of Reservists, we recommend flexibility in scheduling appointments and in the location of those appointments. For many returning CAF members, driving and crowds are anxiety-provoking experiences in the early weeks post-deployment. Flexibility in hours and location (or transportation to the location) so that those Reservists returning to employment or school are able attend their appointments could reduce stress for the

⁴ Although we refer to this resource generically, such a resource may constitute a universal pamphlet or booklet, or it may take the form of a new policy, directive, or order. We encourage decision makers to consider the implications of all of these options. Such a resource could be based in part on information found in *CDIO Series 1000* (quoted throughout this document), the aim of which is “to provide direction, guidance and information to commanders, commanding officers and their staffs for the provision of personnel support for personnel deployed to CEFCON operations” (DND, 2009b, p. 1/7).

returning Reservist as well as potentially increase reintegration checklist compliance, rapidity of completion of the checklist, and, potentially, Reservist satisfaction with the reintegration procedure.

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List of symbols/abbreviations/acronyms/initialisms

Bde	Brigade
BPSO	Base Personnel Selection Office
CAF	Canadian Armed Forces
CANFORGEN	Canadian Forces General Order
CDA	Canadian Defence Academy
CDIO	CEFCOM Directives for International Operations
CEFCOM	Canadian Expeditionary Forces Command
CTS	Career Transition Services
DGMPRA	Director General Military Personnel Research & Analysis
DND	Department of Defence
IOT	In order to
JPSU	Joint Personnel Support Unit
KAF	Kandahar Air Field
LMS	Learning Management System
MFRC	Military Family Resource Centre
MIR	Medical Inspection Room
NATO	North Atlantic Treaty Organization
NCM	Non-Commissioned Member
OR	Orderly Room
OSSIS	Operational Stress Injury Social Support
PSS	Personnel Support Services
PSTD	Post Traumatic Stress Disorder

Reg F	Regular Force
RMCC	Royal Military College of Canada
SCAN	Second Career Assistance Network
SISIP	Service Income Security Insurance Plan
SME	Subject-Matter Expert
SOU	Statement of Understanding
TF	Task Force
UK	United Kingdom
UMS	Unit Medical Station
US	United States
VAC	Veteran's Affairs Canada
VCDS	Vice Chief of Defence Staff

Appendix A

PROTECTED B (when completed)

1.3-12 Annex A

REDEPLOYMENT CHECKLIST

SN		RANK		NAME AND INIT	
DEPLOYED UNIT (ROTO)		HOME UNIT		HOME UNIT LOCN	
DATE OF DEPLOYMENT		CHALK		SUPERVISOR	

C = Date of Arrival in Canada

D = Date of Departure from Theatre

POST DEPLOYMENT	APPROVING AUTHORITY	SIGNATURE	REMARKS/TIMELINE
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PHASE ONE – IN THEATRE

PRE-DAG AND DAG

Re-integration Briefings	Post-deployment Stress Briefing	Mental Health Professional		<p>(C-30 TO C-14) To take place in AOR during Pre-DAG if possible. For Reserve Force members include input on Canadian Forces Liaison Council (CFLC)-Reserve Unit Support Program (RUSP) Requirement for Reserve Force Members to arrange a time to interview with the Reserve Unit Padre (CDIO 1.3-12)</p>
	Family Re-integration Briefing			
	Workplace Re-integration Briefing			
Mental Health Interview	One-on-one Interview (As required)	Mental Health Professional		
Admin	Theatre PER or PDR	Supervisor		<p>(C-14) PER to be completed prior to DAG. (CDIO 1.3-8)</p>
	Leave Pass			(CDIO 1.3.7.D)
	Class C Terms of service	Unit RMS Clerk		Reserve Members only, Class C Statements of Understanding will be adjusted by the Employing Authority in conjunction with direction from the TF
	Attach Posting Msg			Verification that ait post msg supports actual deployment period
	Assignment Record update HRMS			Verification that HRMS assignment record is the same as the ait posting msg
Claims as required	Unit RMS Clerk		(Att posting/veh storage/custodial/LTA, etc)	

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PROTECTED B (when completed)

PROTECTED B (when completed)				
POST DEPLOYMENT		APPROVING AUTHORITY	SIGNATURE	REMARKS/TIMELINE
ETA/MOT Msg	Include leave plan and itinerary for all augmentees to be forwarded to Home unit CO NLT 14 days prior to departure from theatre	Unit RMS Clerk		(C-14) Copy to all augmentees (Regular and Reserve Force) (CDIO 1.3-5.A)
CO's OSI Reintegration Letter Example provided in CDIO 1.3-12 Annex B		Unit CO		(C-7) Original mailed to home unit Copy to be placed on Shadow File.
Medical	DedARATION of Injury or Illness (CFMO 27-03 Annex A)	HSS MO (Missions with CF HSS element only)		(C-7) HSS element present - To be signed off during phase 1. - Any required follow-up will be coordinated by the HSS Unit. HSS element not present - To be completed as part of the Partial Workday Program on re-deployment
	Patient Questionnaire (DND 2552)			
	Medical Follow-up letter for Reserves	NMLT LO (Missions with CF HSS element only)		HSS element present - To be signed off during phase 1. - Original will be mailed to home unit. A copy will be given to member and a copy will be placed on medical file. HSS element not present - To be completed as part of the Partial Workday Program on re-deployment
Fin	Pay arrangements	NSE OR or URS Clerk		(C-7)
	Record of Employment	TF URS		Reserve Force Members Only
Clothing and Equipment	Mission-specific items remaining in theatre returned	Sup Pl		(C-1)
CONFIRMATION DAG				
Chalk Manifest	Confirm Member's particulars against the Chalk Manifest	NSE OR		(D-1) For formed bodies only. Otherwise cfm flight bookings and arrangements to get member to airhead.
Fin	Cease Allowances and AWSE	NSE OR		(C-1) Cease allowances as member departs theatre
2/6				
PROTECTED B (when completed)				

PROTECTED B (when completed)

POST DEPLOYMENT		APPROVING AUTHORITY	SIGNATURE	REMARKS/TIMELINE
Docs to be Hand Carried	Temporary CF 2034 with copies of recent CF 2033 (Record of Med Examination)	DAG Clk		(D-1) To be contained in sealed medical envelope.
	Declaration of Injury or Illness (CFMO 27-03 Annex A)			
	Patient Questionnaire (DND 2552)			
	International Certificate of Vaccination			
	Medical Follow-up letter			Reserve Force members only – sealed in medical documentation if a HSS element is present with the mission. Otherwise it is to be completed as part of the Partial Workday Program on re-deployment
	Shadow Files			To be hand carried. Will include copy of CO's Reintegration Letter and CO's OSI letter.
	Passport			
	Customs Declaration (incl Y38 Form if used)			If pre-issued
Personal Emergency Notification (PEN) form			Confirm up to date	
Military ID Card/Discs				
<u>PHASE 1 – COMPLETED</u>		Unit CO		THIS SIGNATURE CAN NOT BE DELEGATED BELOW UNIT CO Must be entered into HRMS
<u>PHASE TWO – DECOMPRESSION IN A THIRD LOCATION</u>				
<u>PHASE 2 – COMPLETED</u>		Unit CO		THIS SIGNATURE CAN NOT BE DELEGATED BELOW UNIT CO – Exact sign-off requirements to be added locally once identified in the published redeployment/reintegration plan Must be entered into HRMS.

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PHASE THREE – ARRIVAL ASSISTANCE GROUP			
Medical	Medical Examination	MO	(C to C+48 hrs) All augmentees (Regular and Reserve Force) plus remainder if/as identified in Reintegration Plan and/or by HSS Staff, Medical AAG staff or if the member answers "yes" to CFMO 27-03 Annex A.
Clothing and equipment	Mission specific and/or belonging to base/unit or not on permanent scale of issue	Unit, Base/Wing Supply	(C – C+5) All augmentees (Reg and Res F) plus remainder identified in redeployment plan.

POST DEPLOYMENT	APPROVING AUTHORITY	SIGNATURE	REMARKS/TIMELINE
Admin	Revised ETA/MOT Msg to Home Unit (if required)	IC AAG or Ops URS	ETA/MOT – Attn: Unit CO/Padre (Reserve Force units)
	Leave Pass verified	Ops URS	
	Release Action Taken	Release Section	Reserve Force Members Only
	Advances, Pay arrangements, and Allowances cease verified (as applicable)	IC AAG	
	Terms of Service Amended as applicable	G1 Empl/ or delegated representative	Reserve Force members Only
Passport	Return of Special Passports (Red/ Green)	IC AAG	As specified in Redeployment/Re-integration Plan pers not authorized to retain special passports will relinquish them at the AAG. These passports will be returned to NDHQ.
Fin	Travel Claims Verified	IC AAG	As required for onward movement to home unit.
PHASE 3 – COMPLETED		OIC AAG	Augmentees released to Home unit on completion of AAG activities as directed in Reintegration Plan - Phase 3
		Member's signature	Member acknowledges Phases 1 through 3 completed and entered into HRMS

PROTECTED B (when completed)

Phase 4 – Post Mission Follow-up

Copy of this Checklist with Phase 3 completed to be maintained in Pers file until replaced by completed Checklist including Phase 4. For any member posted prior to completion of Phase 4, forward a copy of this Checklist to new home unit

Pay	Finalize Claims	Home Unit		SLTA, Custodial Expenses, Vehicle Storage, Etc
Passports	Return of Special Passports	Home Unit		Turn into home unit OR special passports which have been identified by J4 as authorized to be retained by the member. These passports will not be returned to NDHQ.
Clothing and equipment	Mission specific and/or belonging to home base/unit or not on permanent scale of issue	Home Unit QM		(C + 60)
POST DEPLOYMENT		APPROVING AUTHORITY	SIGNATURE	REMARKS/TIMELINE
CF Liaison Council/Unit Employer Support Rep (RESERVE FORCE MEMBERS ONLY)	Interview	Unit Employer Support Rep (ES Rep)		(C + 60) Information required to reinforce and/or begin Employer Support Programs incl RUSP. May form basis of letters of appreciation or award ceremony for employers
Medical	Medical Examination	MO		(C + Post-Deployment Leave + 30) NLT 30 days of the member's return from disembarkation leave unless already completed in Phase 2 or 3 above.
	Tuberculin (PPD) Testing	MO		(C + 90) All individuals are required to have a post-deployment PPD testing after returning from duty provided the last test was negative. It is recommended that the routine post-deployment PPD test be done 12 weeks after return from overseas duty.
	Enhanced Post Deployment Screening	SWO		(C + 90 to C + 180) It is recommended that the enhanced post-deployment screening interviews be done 4-6 months after return from overseas duty.
	All medical interventions completed or member advised of recommended follow-up action(s)	Base MO		MO to brief member on recommended follow-up action(s) To be updated prior to CO sign-off

PROTECTED B (when completed)

A or B to be signed off to complete Phase 4 and the Redeployment Checklist		
A – PHASE 4 COMPLETED	CO confirms he/she is satisfied that the member has completed all post-deployment follow-up. Must be entered into HRMS	(NLT C + 180) NOT TO BE DELEGATED BELOW CO
B – PHASE 4 COMPLETED and member advised by MO/Med rep of recommended follow-up action(s)	CO confirms he/she is satisfied that the member has completed all post-deployment follow-up and that member has been advised by appropriate Med staff of the recommended follow-up action(s) that should be undertaken. Must be entered into HRMS	(NLT C + 180) NOT TO BE DELEGATED BELOW CO
<i>Member's signature acknowledging Phase 4 A – Completed and entered into HRMS</i>	Signature:	Date:
<i>Member's signature acknowledging Phase 4 B - Completed and that he/she was advised by Medical staff of the recommended follow-up action(s) that should be undertaken</i>	Signature:	Date:

Appendix B

EMPLOYMENT-RELATED COURSES OFFERED BY THE CAF

The CAF offers a number of career and education counseling programs via the local Base Personnel Selection Office (BPSO), as well as one-on-one counseling sessions, by appointment with the Personnel Selection Officer.

These services may be categorized into two streams: (1) group-based regularly scheduled on-going services, and (2) personalized counseling.

The former include Second Career Assistance Network (SCAN) seminars and Career Transition Services (CTS) workshop.

The SCAN seminar is a three-day workshop hosted on base usually during the training year (September to June) across Canada. It consists of a series of Subject Matter Experts (internal and external) who present information on administration relating to the release procedure and benefits/pension; financial planning and management, with services offered by the CAF Service Income Security Insurance Plan (SISIP); and career and educational training resources. With respect to educational resources, an education reimbursement program that Primary Reserve members may be eligible for is discussed. This type of program encourages post-secondary education and assists with post-military career educational upgrading. Day 3 is catered to members releasing on a medical category, where there are more steps involved and a less predictable timeline to work with. Separate SCAN seminars are offered for Primary Reserve and Regular Force members.

Individuals participating in these SCAN seminars gain valuable information which can better prepare them for their future endeavours. These seminars involve a lot of planning on the part of participants. There is a need to understand the eligibility requirements for various programs/services. Of particular importance is coordinating the use of a number of services available that are delivered via separate branches/offices. Individuals will also come away with contacts, assisting them in starting the information-seeking process.

Even though members are encouraged to attend more than one session in their career to better prepare for their post-military future, many do not attend until their retirement or release is pending. Many individuals are also not aware that they may attend more than once. Also, based on the experience of those involved with the program, some CAF members may think that these seminars are reserved for members pending retirement or release.

From the SCAN, members learn about the Career Transition Services (CTS) workshop. There is usually an increase in inquiries for this workshop following SCAN sessions. Until recently, this was contracted out to a third-party provider (i.e., Right Management) by Veterans Affairs Canada (VAC). However, as of October 2012 the CAF took over this role. The three-day CTS workshop, hosted by the BPSO, focuses on interview-, resume-, and job-searching strategies. An optional one-on-one, follow-up session with the workshop facilitator is also included.

Finally, one-on-one counselling sessions focusing on career counselling, skills assessment, and education counselling are available with the BPS Officer. Library services, including a library of resume-writing and job-finding literature, are available through the BPSO. Books can be loaned out free of charge to CAF members.

Appendix C

LIST OF RESOURCES FOR RESERVISTS

Work-Related Websites/Information

1. Offered by the Base Personnel Selection Office (BPSO), as mandated by the Canadian Defence Academy (CDA):
 - Second Career Assistance Network (SCAN) seminars;
 - Career Transition Services (CTS) workshop;
 - contact local BPSO for further information.
2. Second Career Assistance Network (SCAN) website:
 - a list of current CAF Reserve-related, employment opportunities is provided under “Programs and Services.”

<http://www.cda.forces.gc.ca/au-ns/wa/sca-eng.asp>
3. Federal Government-supported partnership to facilitate career transition from military career to construction trades:
 - Helmets to Hardhats.

<http://helmstohardhats.org/>

Education-Related Websites

1. Offered by the Base Personnel Selection Office (BPSO), as mandated by the Canadian Defence Academy (CDA):
 - Education Reimbursement programs.

CAF members wishing to pursue further education can apply under the following education reimbursement programs (e.g., Education Reimbursement for the Primary Reserve).

English link (under “Education Reimbursement” section)

<http://www.CAFsuo.forces.gc.ca/adm/pdp-pps/er-eng.asp#er-02>

French link (“Remboursement des frais de scolarité”)

<http://www.CAFsuo.forces.gc.ca/adm/pdp-pps/er-fra.asp#er-02>
2. Offered by CDA, self-directed online learning:

- DND Learn.

This is a web-based learning management system (LMS) that enables online learning for students. Some Royal Military College of Canada (RMCC) courses are offered using DND Learn (i.e., distance learning). Refer to RMCC website.

English links

<http://www.rmc.ca/index-eng.asp>

<http://www.dndlearn.forces.gc.ca/index-eng.asp>

French links

<http://www.rmc.ca/index-fra.asp>

<http://www.dndlearn.forces.gc.ca/index-fra.asp>

- Second-language courses.

Online self-directed, second-language courses offered. Contact the Canadian Armed Forces Language School for further information.

English link

<http://www.CAFls.forces.gc.ca/index-eng.asp>

French link

<http://www.CAFls.forces.gc.ca/pro-ser/index-fra.asp>

Other Useful Websites

1. Operational Stress Injury Social Support (OSSIS) Program

Military members do not need to receive a diagnosis of an operational stress injury to become involved in this program. OSISS provides peer mentorship, peer support groups, as well as information and referral for military members who may be struggling with reintegration. They also have a family support network, which provides support to families who feel their member may be experiencing difficulty following a deployment. This service is instrumental in helping military members and families seeking support and access to resources. It is confidential.

English

<http://www.veterans.gc.ca/eng/mental-health/health-promotion/ossis>

French

<http://www.veterans.gc.ca/fra/sante-mentale/promotion/ssbso>

2. Joint Personnel Support Unit (JPSU, also known as “the Centre”)

A full range of clinical assessment and treatment services for veteran and military mental health is available across the country in the ten operational stress injury clinics of the Veterans Affairs Canada (VAC) network. Each clinic has a team of mental health professionals specializing in the treatment of operational stress injuries. This service can be accessed through CAF medical clinics or a VAC referral.

English

<http://www.cmp-cpm.forces.gc.ca/cen/index-eng.asp>

French

<http://www.cmp-cpm.forces.gc.ca/cen/index-fra.asp>

3. Military Family Resource Centres (MFRC)

All Military Family Resource Centres (MFRC) have a counselor or social worker who is able to provide short-term counselling and/or crisis counselling support to CAF families. Military members are not eligible to come in for sessions on their own, but they may engage in couple or family counselling using this service. In addition, the Deployment Support Program at each MFRC offers support to the families of deployed military members for two years following their loved ones' return.

To find the location of the nearest MFRC:

English

<http://www.familyforce.ca/EN/Pages/default.aspx>

French

<http://www.familyforce.ca/FR/Pages/default.aspx>

4. Canada Company

A charitable, non-partisan organization bringing together business and community leaders and the Canadian military. Advocating for and supporting soldiers and their families (e.g., sharing the sacrifice initiative).

Enter into the English and French versions of the website from

<http://www.canadacompany.ca/>

5. Wounded Warriors

A description of programs/initiatives to support wounded soldiers is provided along with a list of upcoming events.

English

www.woundedwarriors.ca

6. Guaranteed Interview

Established in 2008 and originally known as “civiside.com”, its original mission was to connect military Reservists with employers. However, the mission of “guaranteed interview.com” is to assist actively serving and veteran military personnel with their post-military career search. For example, prospective employers can post job openings on the website and military members (both currently serving and veteran) can post their resumes on the website.

English

<http://guaranteedinterview.com/>

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This study sought to assess the post-deployment reintegration experiences of Canadian Armed Forces (CAF) Reservists who had deployed as a part of a recent task force participating in Operation ATHENA. Reservists completed a short survey approximately six to eight months post-deployment. One aspect of the survey, the focus of the current research, asked Reservists to indicate their level of satisfaction with their post-deployment reintegration experience, and factors impacting on this experience. On average, Reservists indicated that they were “neither satisfied nor dissatisfied/neutral” with their post-deployment reintegration experience. Of the 106 individuals responding to this question, close to 60% provided more detailed written information regarding the factors affecting their experience. This information was categorized according to the positive comments, negative comments, and recommendations provided with respect to (1) services and appointments necessary during the reintegration process, (2) employment following deployment, and (3) military support during reintegration. Preliminary recommendations designed to further enhance the post-deployment reintegration process for CAF Reservists are provided.

Cette étude avait pour but d'évaluer les expériences de réintégration postdéploiement des réservistes des Forces armées canadiennes (FAC) ayant pris part à un déploiement dans le cadre de l'affectation récente d'une force opérationnelle à l'opération ATHENA. Des réservistes ont rempli un bref sondage environ six à huit mois après un déploiement. Un des aspects du sondage, le centre d'intérêt de l'étude actuelle, consistait à demander aux réservistes d'indiquer leur degré de satisfaction à l'égard de leur expérience de réintégration postdéploiement et les facteurs ayant eu un impact sur cette expérience. En moyenne, les répondants avaient indiqué être « ni satisfait[s] ni insatisfait[s] (neutre) » de leur expérience de réintégration postdéploiement. Sur les 106 personnes ayant répondu à cette question, près de 60 % avaient fourni des renseignements écrits plus détaillés sur les facteurs qui ont eu une incidence sur leur expérience. Ces renseignements ont été classés selon les commentaires positifs, les commentaires négatifs et les recommandations fournies en ce qui concerne 1) les services et les rendez-vous requis durant le processus de réintégration, 2) l'emploi à la suite du déploiement, et 3) le soutien militaire durant la réintégration. Des recommandations préliminaires ont été formulées en vue d'améliorer le processus de réintégration postdéploiement à l'intention des réservistes des FAC.

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reintegration; reservists; augmentees; post-deployment; reintegration satisfaction

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