



New Zealand
**DEFENCE
FORCE**
Te Ope Kātua O Aotearoa

Headquarters
Joint Forces

Preparing for Deployment

I Mua I Te Wehenga

*A Guide to Psychological Resilience for
Personnel and Families*

Version 02

**A FORCE FOR
NEW ZEALAND**

A GUIDE TO PSYCHOLOGICAL RESILIENCE FOR PERSONNEL AND FAMILIES

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Holistic Approach to Wellbeing Warrior Image designed by Aylah Murray, not to be copied or distributed without authors approval.

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FOREWORD

COMMANDER JOINT FORCES NEW ZEALAND



The New Zealand Defence Force is a tight-knit whānau, a family where everyone has value and is part of a wider community. We are enormously proud of those who serve, as well as those who are behind the scenes supporting those we have in uniform.

Being a part of the NZDF, whether you are in uniform, as a civilian employee or as a partner, spouse, child, parent or friend of a military person – we are all part of a way of life that can be demanding. The NZDF does ask a great deal from our extended whānau, especially during times of operational deployment.

Deployments create additional demands, not only for the service member deployed, but also for those left at home – friends, partners, children and parents.

We recognise what you go through in support of our organisation, and thank you for your contribution and sacrifice.

It is important to us that if you need help, you can find it easily. This booklet is all about providing that help, giving you forewarning of issues that could become problems, and helping you to deal with them. Please share this booklet with your whānau and friends.

Rear Admiral
Jim Gilmour



Deployments create additional demands, not only for the service member deployed, but also for those left at home – friends, partners, children and parents. We recognise what you go through in support of our organisation, and thank you for your contribution and sacrifice.”

FOREWORD

WARRANT OFFICER JOINT FORCES



The NZDF is made up of dedicated and motivated professionals intent on contributing to the safety and security of New Zealand at home or abroad. To achieve this, the NZDF transits personnel to meet the many challenges they will be presented with over the course of their deployment.

This means that our personnel will be separated from their spouses, partners, families and friends for periods of time. For some the support services on offer are well known; for others they may not be as familiar.

Ensuring that you, our NZDF family, have the right information is important to us. We want you to know that while your loved one is deployed, their safety and your welfare is a responsibility that we take seriously.

We are committed to providing access to trained professionals, resources, or networks that offer valuable tools, or contacts to help over the duration of the deployment. At times of need, take strength in knowing that you are not alone.

In preparation for the deployment, we encourage you to view this book. It has been developed with you in mind. Built in-part around the experiences of those who have deployed, it takes you through the emotional cycles of change, and best describes the mental and physical demands placed on our deployed personnel and those left at home.

We hope that the information contained within this book is of assistance. Thank you for your enduring support; it is vital and greatly appreciated.

Warrant Officer Class One
Darrin Waitere

How does this resource work?

This resource is split into three key sections for easy reference so you know where you can get support, useful information about preparing for deployment, as well as some things you can put in place. Here's a quick guide to the sections:

WHAKAPIRI ENGAGEMENT

This section is all about our key NZDF mental health support providers and has info on what you can contact them for and how to do that

WHAKAMARAMA ENLIGHTENMENT

This section is all about what we know personnel and families can go through prior to and during a deployment. It has tips, challenges, and stories from our personnel and their families

WHAKAMANA EMPOWERMENT

This section is all about things you can do to look after yourselves and your families during deployment

HOW TO USE THIS RESOURCE

Even though deployments can be of varying lengths and in different environments, it is common to experience a similar set of reactions, regardless of the differences. Therefore, this resource book is for all NZDF personnel and their families, regardless of deployment, mission area or length. It is acknowledged that whilst deployments can be positive and rewarding experiences for both those that head away and those that stay at home, there are also often a number of challenges.

This resource book highlights what we know about the pre-deployment period and the deployment itself for both NZDF personnel and loved ones. Often, it is exciting to be heading away on deployment, but also hard to have to leave your loved ones behind. Prior to the deployment is often a period of mixed emotions, turbulence and adjustment. You will find throughout the book, advice, tips and experiences that other NZDF personnel and their families have provided, as well as information that may help you and your family through the deployment should you experience any difficulties beyond what you are expecting.

Whilst this resource is not exhaustive, it does aim to make you aware of what some of the more common issues related to deployment are. There are three main sections within this resource that aim to cover information from NZDF mental health support providers, as well as information relating to deployment and separation, and things you can do to look after yourselves throughout the deployment.

Further information relating to returning home after a deployment will be provided by the NZDF support services closer to the end of your deployment.



A HOLISTIC APPROACH TO REINTEGRATION FOLLOWING DEPLOYMENT

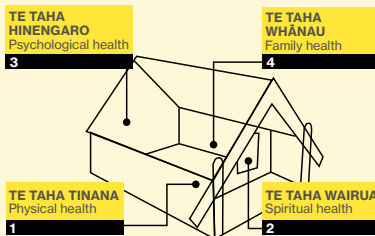
Deployments not only require physical and mental effort, but they often also demand effort or 'fitness' in a number of other areas that are important to our overall well-being. This resource aims to present a range of information and support resources that allow you to take a holistic approach towards dealing with issues that arise as a result of deployment, and allow you to address these in line with your specific needs.

The Te Whare Tapa Whā model can help us understand the holistic approach. Te Whare Tapa Whā means 'the four cornerstones of health' with each side of the house, representing an important aspect of wellbeing. Taha Hinengaro (psychological), Taha Tinana (physical), Taha Wairua (spiritual), and Taha Whānau (family) are the four walls of the whare, each equally contributing to the maintenance of our wellbeing.

This model of health and wellbeing is applicable to every one regardless of ethnicity or cultural identity and allows us to look at deployment in a more balanced and holistic way covering aspects that that are important for everyone.

With strong foundations and equal attention to all four sides, we can better adjust to the new environment and situations that deployment demands, whether you are the one who has deployed or remained at home. Should one of any of the four sides be missing, or in some way damaged, a person or their family may feel 'unbalanced' and subsequently not adjust as well as they could.

The Te Whare Tapa Whā Model of Māori Mental Health



Te Whare Tapa Whā means 'the four cornerstones of health,' with each side of the marae or 'house' representing an aspect of wellbeing. Taha Hinengaro (psychological), Taha Tinana (physical), Taha Wairua (spiritual) and Taha Whānau (family) are the four sides of the marae, each equally important to maintaining our wellbeing.

Each of the four sides, or 'taha,' is intertwined with the other and in order to be in the best health you can be, all four are necessary and should be in balance.

This model of Māori health and wellbeing, allows us to look at reintegration following deployment in a more holistic and balanced way.

APPLYING THE HOLISTIC APPROACH

Using Te Whare Tapa Whā, information provided in this resource is linked to one of the four taha or sides of the model. Throughout the 'Empowerment' section of the resource book, you will see one of the four images below, which is aimed to help you identify information or tools that you can use that relate to a relevant aspect of your wellbeing. This approach is not just for service personnel, but for families too, and allows you to address issues in your life, deployment related or not, in a holistic way. Each of these taha is important in your approach to considering your wellbeing prior to and during the deployment.

TAHA TINANA (Physical)

Deployments are physically demanding and it's easy to forget to look after yourself or maintain your level of fitness. Physical fitness is strongly associated with mental fitness and resilience, and is one way that we can control the environment we are in, and keep ourselves healthy. Information, tips and advice can be found in this book, like diet and exercise that you can use to apply to your physical health and wellbeing during deployment.

TAHA WHĀNAU (Family)

Deployments can have a huge impact on family, so it's important to reflect on this as part of your identity. Whānau isn't necessarily just your immediate family, but your friends, parents, colleagues, the NZDF, and any other collective you may identify with. Information, tips and advice can be found in this book that you can use to apply to your family wellbeing during deployment.

TAHA HINENGARO (Psychological)

What you think and feel prior to, and during deployment, can hugely influence your behaviour and the reactions of others towards you. It's important to set accurate expectations about what may happen, so you are best prepared to cope and adjust. Information, tips and advice can be found in this book, like the deployment transition model, that you can use to apply to your psychological health and wellbeing during deployment.

TAHA WAIRUA (Spiritual)

Looking after your spiritual health may help you feel more connected with loved ones. Spirituality is about exploring relationships with people, your heritage and your environment. Spiritual awareness isn't necessarily coupled with a strong devotion to a given religion, or regular church going, but a sense of faith, identity and belonging. Information can be found in this book, like spiritual resilience, that you can use to apply to your spiritual health and wellbeing during deployment.

TAHA TINANA (Physical)

It is important to consider your physical health during deployment. Whilst on deployment we often change our diet and exercise routines. Sometimes this is a positive step (and sometimes not). It is important to keep up good habits of eating a healthy diet, and exercising regularly. We also need to be mindful of the amount of alcohol consumed as it can have a negative effect on our physical health. Other physical health resources available during deployment are the NZDF Physical Training Instructors and the Army Dieticians. Both can be contacted via email.

TAHA WHĀNAU (Family)

Personnel Welfare J18

Wha-nau play an important role in the lives of the majority of our service members and provide an anchor to home. Prior to deployment, preparation is key and families will also go through some of the same things that the deploying member will go through; including preparation for separation, reorganising of responsibilities and sometimes even relocation to a different place. Good preparation empowers families to be resilient during deployment. NZDF has many opportunities and resources available to assist wha-nau during deployment and it is useful to take advantage of these if possible. The NZDF operational support network is available to all and there is no issue that is too big or too small to raise. Talking with others who have gone through the same experience in similar circumstances is also a great way to get useful insight. The sooner an issue is raised the sooner a solution can be found.

TAHA HINENGARO (Psychological)

Director of Defence Psychology

To get ready for your deployment means getting mentally prepared to ensure the wellbeing of hinengaro. You will face changes and challenges during the deployment that will test your mental resources and skills. Prepare hinengaro now: build your expectations; your left and right of arc about how things might be different and what could surprise you. Reflect on different scenarios and situations, how you might think and feel and how you could deal with them. Think on how you have coped in similar situations – what did you do? What difference did that make? Talk with others who have deployed before – what worked for them? What didn't? Consider what resources you have – your mental tools and resiliency skills that will help you cope – practice them to build their effectiveness. Build your sense of connection and trust with the people you will deploy as they will be key supports for the wellbeing of hinengaro in the field.

TAHA WAIRUA (Spiritual)

Principal Chaplain (Operations)

The spiritual essence of a person is their life force; regardless of the degree to which it is acknowledged, it is part of every human being. This determines us as individuals, as a collective, who and what we are, where we have come from and where we are going. Talking about our spiritual self can be difficult as it is very personal, but it is important as it can help us understand ourselves and others, and to cope better with life's demands, such as a deployment. On the journey of life we all, at times, need a guide. If we look back in time, there are many great men and women, who have, in humility, looked for that help, strength, resolve, and peace.

"With all your heart, trust the Lord and not your own judgment. Always let Him lead you, and he will clear the road for you to follow. Don't ever think you are wise enough, but respect the Lord." (Proverbs 3:5-7).





WHAKAPIRI **ENGAGEMENT**

WHAKAPIRI | ENGAGEMENT

This section of the book contains information about key support providers in the NZDF, how to access their services, and how you might use the services they provide. This information is for all NZDF personnel, Regular or Reservist, and their families and next-of-kin. The remainder of this section provides information on these NZDF agencies, with numbers on how to contact them at the end of the section.

- 13** NZDF Psychologists
- 15** Deployment Services Officer (DSO)
- 15** Defence Community Facilitators (DCF) /
Navy Community Organisation (NCO)
- 16** NZDF Social Workers
- 16** NZDF Health
- 17** NZDF Chaplains
- 18** Māori Cultural Advisors
- 19** NZDF Physical Training Instructors
- 19** Veterans' Affairs New Zealand
- 20** Equity Services
- 21** Sexual Assault Prevention And Response Advisors (SAPRA)
- 23** NZDF Contact Numbers

NZDF PSYCHOLOGISTS

Throughout the deployment cycle, NZDF psychologists work to provide you with a comprehensive psychological support to deployment programme (PSDP) which begins with pre-deployment training, support during the deployment itself, and key support at the end of a deployment. This approach is tailored for NZDF personnel, however, we are also able to provide support to, or establish the right kind of support for families and partners of our personnel as well.

NZDF psychologists are available via email or telephone at any time during the deployment to assist if you experience any difficulties, or just want to check what's normal and not normal about your situation in some cases.

We are also able to facilitate external referrals to counsellors and clinical psychologists should you need some additional support or are experiencing mental distress.

These referrals are managed confidentially and can be used for NZDF personnel, your partner, Primary Next of Kin (PNOK) or children who may experience difficulties with the deployment too.

Most camps and bases have NZDF psychologists, who are approachable and happy to help should you wish to contact them. You can find all the contact information for our NZDF psychologists across New Zealand at the end of the engagement section. If you are deployed you can also contact the Senior Psychologist at HQJFNZ.

Frequently asked questions about seeking psychological support

HOW DO I KNOW IF I SHOULD BE SEEKING SUPPORT?

People come to see psychologists for a whole range of reasons. Some people just want some help with work issues and others might be having problems at home, and want to find ways to be a better partner or parent. People also come to see a psychologist if they have been through difficult or traumatic events, and want some advice on how they can cope with things more effectively.

WILL PEOPLE FIND OUT IF I GO TO SEE AN NZDF PSYCHOLOGIST?

If you refer yourself to a psychologist, no one will have to know unless you want them to. Going to see a psychologist is a lot like a going to see a doctor, they have to keep your information confidential. NZDF psychologists might have to break confidentiality if there are concerns around someone's safety or the safety of others, or if someone has broken military or civilian laws. Outside of this you get to decide who knows, and how much information they get. Psychologists will always talk to you before they pass your information on.

WHAT CAN I EXPECT WHEN I GO TO SEE AN NZDF PSYCHOLOGIST?

NZDF psychologists are not clinical psychologists. This means they are not qualified to treat all of the psychological issues service people experience. The good news is that they have regular contact with a number of civilian psychologists and counsellors who specialise in a range of different issues. Once they have spoken to you, an NZDF psychologist can refer you, if necessary, to the person best qualified to help you move forward. People view this referral system positively, as it means that they are not sharing their very personal and confidential details with another member of the NZDF, but with an external professional, with support from the NZDF.

DOES GOING TO A NZDF PSYCHOLOGIST AUTOMATICALLY MEAN I WILL BE REFERRED?

Not always. Sometimes there are simple steps that a NZDF psychologist can help you with which don't require things to go any further. It really depends on what is best for you and your development, and what you want. NZDF psychologists are experienced in making sure that the help people get is tailored to their specific needs. Going to an external service provider does not mean that your issues are worse than someone else's, or that you are "crazy". It just means that there is someone external to the organisation that is better qualified to help you. If a referral is required, you will be referred to a professional that can deal with your specific situation – this is not always a Clinical Psychologist, but may be a counsellor or some other specialist.

WILL SEEKING PSYCHOLOGICAL SUPPORT AFFECT MY MEDICAL GRADING AND DEPLOYMENT OPPORTUNITIES?

This depends on the type of issue you are experiencing and what is necessary for you to get back to your best. Some personnel do get medically downgraded, but this is only a temporary situation. For others it is not necessary. The same as

if you have a physical injury, you wouldn't be able to deploy right away if you had broken your leg or dislocated your shoulder. The same is true if you have a psychological issue. A vast majority of personnel who have sought psychological support are medically cleared and fully deployable once they have got the help they need.

DO I HAVE TO PAY FOR REFERRAL SERVICES?

If you are a member of the NZDF, the cost of referrals is usually covered by the NZDF. PNOK may receive limited funding from the NZDF for external referral services, depending upon the nature, cause and duration of the issue.

WILL SEEKING PSYCHOLOGICAL SUPPORT AFFECT MY SECURITY CLEARANCE?

One of the responsibilities that comes with holding a national security clearance is the requirement for individuals to report changes in their personal circumstances as soon as they happen. This is so that the NZDF can assess any potential risks, and work with the person to reduce them if needed. Changes that need to be reported include changes in health or medical circumstances – this includes seeking support for psychological conditions. The vast majority of psychological conditions present little or no security risk, and can be managed by seeing a psychologist or allied health professional, such as a counsellor or psychotherapist. In such cases your security clearance will be unaffected, as any potential security risk will be identified and managed. In cases where a potential security risk cannot be managed through seeing a psychologist (or other health professional) additional steps may need to be taken to mitigate the risk. Such cases are uncommon, and are managed on a case-by-case basis.

DEPLOYMENT SERVICES OFFICER (DSO)

The role of the Deployment Services Officer (DSO) is to provide information and support to all NZDF personnel deploying on land-based missions and their families, from all three Services. We recognise that families will be affected differently by the deployment and you may wish to discuss concerns or issues important to you with them. Primary Next of Kin (PNOK) should not hesitate to contact a DSO personally before, during or after the deployment. Their goal is to provide families of deploying personnel with the best support possible. Whether this is your first experience of a deployment or only the latest in a series of many, we all have something in common – our loved ones are deployed with the NZDF.

Before the deployment the DSOs participate in family briefings in order to share as much information as possible

about the mission and the support that is available. During the deployment the DSOs are available on 0800 phone numbers 24 hours a day, 7 days a week, to answer any queries or concerns and to provide information. They also make regular contact with PNOK and any additional family members via the deployment newsletter, The Bugle. Support from the DSOs continues to be available on completion of the deployment.

You can find DSO contact information in the contact information list at the end of the engagement section. We have a DSO based in Burnham and another DSO based in Linton; however they are available to all PNOK across New Zealand from any of the three services, including Reserve Force personnel and their families.

DEFENCE COMMUNITY FACILITATORS (DCF)/ NAVY COMMUNITY ORGANISATION (NCO)

The Defence Community Facilitators/ Navy Community Organisation provides activities and events that connect families and personnel with each other and the wider defence community. Their focus is supporting strong resilient defence whānau/families through the provision

of education and awareness. They provide whānau/family support services and community news. They are able to support families during deployment and following return and reintegration of service members. Our contact details can be found at the end of this section.

NZDF SOCIAL WORKERS

Social Workers provide professional health and wellness services for NZDF members and their family /whānau to tackle social issues and support operational readiness. They can work with uniformed and non-uniformed individuals, groups or the wider community. They will provide education and brief intervention to enable people to identify solutions to issues. They are available to support or connect people to other services on a range of issues including relationships, housing, relocation or posting concerns, addiction concerns around alcohol or gambling, work issues,

family/whānau and child or parenting concerns, child custody, financial stress, health and mental health issues and family violence or harm issues. The social workers focus on preventing crisis happening but if these occur they are able to respond. They will create a plan with people to get through the immediate and longer term impacts of a crisis and prevent further escalation.

Social workers are located at camps and bases, contact information can be found at the end of this section.

NZDF HEALTH

NZDF health provides medical facilities and personnel both at home and overseas to assist in all aspects of NZDF Service personnel health and wellbeing. In particular our medical services have trained doctors and nurses who can advise, assist and treat any issues which may occur prior to, on, and after deployment.

We have an integrated team approach in order to support you on deployment and to address any issues on your return to NZ. The key message is to approach us early if any problems arise. Often early assistance, intervention, or advice will mean a better, healthier outcome. Like a general practice, our medical team can access resources and assistance on your behalf in a confidential way, both civilian and military.

If you are unsure about something, want to chat or just get a bit of advice, we are here to help. Duty phone numbers can be found at the end of this section.

Health care is provided only to NZDF personnel, and families are advised to seek medical care through their GP or other health care provider. However, should a need arise, the Service person may ask for health care advice for partners and family members through the NZDF Health Services. Depending upon the nature of the issue, NZDF support may be able to assist PNOK through one of the other support agencies listed in this section.

I NZDF CHAPLAINS

Chaplaincy is a service which the NZDF provides to all NZDF personnel and their families. This service is available 24 hours a day, 7 days a week, with Chaplains located on every Base and Camp, and also accompanying every major deployment. The primary role of NZDF Chaplains is to attend to the welfare and spiritual needs of all people who call on us for support. Chaplains are highly skilled and trained in listening and relating to all people, irrespective of religious affiliation.

Chaplains are uniformed members of NZDF and as such provide a link between NZDF personnel and their command chain, medical, and the other helping professionals in, and beyond, the NZDF. Chaplains are available for advice and counsel on any matter of concern which will be held in confidence and (under most conditions) may not be shared with anyone else.

NZDF Chaplains represent many Christian denominations and offer a wide perspective on things spiritual or faith related regardless of any person's faith tradition. They will also facilitate contact with representatives of other faiths when required.

THE ROLES AND RESPONSIBILITIES OF THE CHAPLAIN INCLUDE:

- Pastoral Counselling
- Individual and family welfare support
- Visitation of workplaces, medical facilities (and even places of detention!)
- Liaison with Commanders and staff, welfare agencies, and referrals to other specialist agencies as appropriate, both internal and external.
- Providing assistance in matters relating to deployment and supporting families during deployment (Chaplains themselves also deploy).

Chaplains are available at all NZDF Bases and Camps, and available for families to contact during deployment. Contact information can be found at the end of the engagement section.



MĀORI CULTURAL ADVISORS

The NZDF provides Māori Cultural advice throughout the organisation by the respective personnel listed below. There are also fluent Māori speakers within the NZDF that can also provide advice. Advice from pronunciation, basic translation, waiata (songs), karakia (Māori prayer), tikanga (protocols) and Kawa (underlying permanent protocols). If substantial translation is required, it is recommended that you seek the advice of a registered translator which you will find at Te Puni Kōkiri, or Te Taura Whiri i te Reo Māori (Māori Language Commission) web sites. Internal advisers are not registered translators.

Te reo me ona tikanga (Māori language and protocols) are practiced within the pōwhiri (traditional Māori welcome) and Māori awareness modules from our two Marae at Waiouru Military Camp, Devonport Naval Base, and our

Tūrangawaewae at Ohakea Air Base. There are Māori Liaison Officers, and Māori Cultural Groups who meet to practice and learn Māori waiata at some of our other bases as well. An holistic approach of the Māori world view is encouraged which may assist individuals in personal identity, spiritual connection, strengthening of family ties, New Zealand Māori History and personal wellbeing. The Māori language will assist you in the understanding and there is currently an NZDF Māori Strategy Plan (2020) in place to assist in the normalisation of te reo and the training and education at different levels throughout the NZDF. Our Māori facilities are safe havens or simply places where personnel can 'reset and adjust' and are open to all NZDF uniformed and non-uniform personnel. Nau mai haere mai ki a koutou katoa – welcome to all.

NZDF PHYSICAL TRAINING INSTRUCTOR

Like diet, our mood is strongly influenced by exercise and our levels of physical fitness. Physical and mental health is inter-related, and an improvement in one area results in an improvement in the other. Keeping physically fit will increase our resilience and our ability to deal with stressful, difficult and demanding situations.

NZDF Physical Training Instructors (PTI's) are here to assist with your Health and Fitness. Regional POC's are available at the end of this section.



Veterans' Affairs New Zealand



www.veteransaffairs.mil.nz

Veterans' Affairs proudly serves and supports New Zealand veterans and their families.

WHO IS A VETERAN?

Our veterans are aged from 19 to more than a hundred years and include currently serving personnel and those in civilian life. If you have been on an operational deployment recognised as a war and emergency by the Minister of Veterans' Affairs, then you are now a New Zealand Veteran. This deployment may entitle you to veteran's entitlements.

For more information on Veterans Affairs see the Returning Home from Deployment book or visit our website - www.veteransaffairs.mil.nz

EQUITY

NZDF is committed to providing a workplace free from discrimination, harassment and bullying. All personnel have undergone equity training throughout their careers and as part of their pre-deployment training (unless granted dispensation) and this should be reflected in their behaviour during deployment. During the deployment personnel will also have had access to their chains of command, the international free dial Anti-Harassment Advisor (AHA) hotline and in some cases deployed chaplains and AHAs as well in order to resolve problems or complaints.

If for some reason you now believe that something happened to you or others while you were deployed that you wish to report, query or take further you have several options available to you as follows:

- Contact the person or people you have an issue with and discuss the matter directly with them;
- Contact your current chain of command to discuss the issue and your options;
- Anti Harassment Advisors, either using the 0800 693324 free calling number or finding your own AHA in the HR Toolkit on the Defence Personnel intranet site;
- Lay a formal complaint using DFO 3, Part 13, Chapter 2;
- Contact the military police if you believe an offence has been committed.



As a general principle, issues are usually best resolved at the lowest appropriate level and at the earliest opportunity so individuals are encouraged to use the resources available to them to solve the problem. For further information refer to the following:

- HR Toolkit at <http://orgs/imx/hr-toolkit/LP/home.aspx>
- DFO 3, Part 5, Chapters 2 and 3, Equity and Diversity and the Prevention of Discrimination, Harassment and Bullying
- DFO 3, Part 13, Chapters 2, Complaints In addition to the above you may also use the following email addresses to make contact with the equity network:
 - equity.diversity@nzdf.mil.nz
 - J1OperationalWelfare@nzdf.mil.nz

SEXUAL ASSAULT PREVENTION AND RESPONSE ADVISORS (SAPRA)

The NZDF has a team of SAPRAs spread throughout the Camps and Bases in New Zealand. We were established in 2016 as part of OPERATION RESPECT to enable the NZDF to prevent and respond to any form of unwanted sexual behaviour.

What do SAPRAs provide?

There are a number of different support options available for people affected, including their families and friends. The team can provide:

- someone to talk to about any form of unwanted sexual behaviour

- support to make a formal report, if you want to.
- support you through investigations, legal procedures, administrative and other processes.

For further information about the SAPRA role, please contact us.

The Restricted reporting option was developed (refer DFO 6/2016) to provide people access to information, resources, and support.



Restricted Disclosure
=
No investigation

What is a Restricted Disclosure?

A person who has experienced unwanted sexual behaviour can make a Restricted Disclosure to a Sexual Assault Prevention and Response Advisor (SAPRA). They can expect to receive the help and support they need. The information they disclose to the SAPRA will not be passed on to anyone*, and no investigation will take place.

**In some circumstances, a disclosure is not able to be restricted. These include:*

- *If keeping the information confidential presents a serious risk to the life or safety of the victim/survivor or anyone else.*
- *If an investigation is already underway.*
- *If the incident is already in the public domain (i.e. more people already know about it).*

Unrestricted Disclosures are made when a victim/survivor would like the incident to be formally investigated, or when another person bound by the AFDA becomes aware of the incident and reports it in accordance with s.102 AFDA and DM 69 (see below).



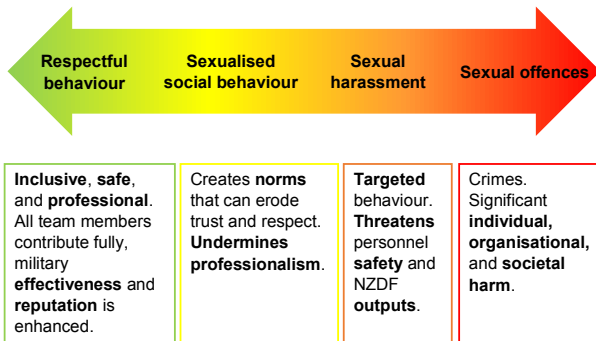
Restricted Disclosure
=
No investigation

What is an Unrestricted Disclosure?

Any military member who has experienced unwanted sexual behaviour can make an Unrestricted Disclosure to a SAPRA, Leader (Commander / Manager), a Chaplain, medical person, MP, or other NZDF person who they trust. An investigation will take place.

The Continuum Of Sexual Behaviour

This is a tool to help all NZDF personnel understand and talk about sexual behaviours. Behaviour should be ‘in the green’ at all times. SAPRAs work across the continuum and can provide advice about any behaviours of a sexual nature.



Contact us

Free call: NZ 24/7 – 0800 693 324 *International:* +64 4 527 5799

National: (04) 527 5799 *Email:* SAPRA@nzdf.mil.nz

NZDF CONTACT NUMBERS

Appointment	Outside No.	Camp/Base & Extn No.
DEVONPORT		
Base Psychologist	(09) 445 5546	Devonport 7546
Chaplain	021 972 454	
Defence Health Centre	(09) 445 5922	Devonport 7922
Duty Medic	021 804 768	
Social Worker	027 490 2781, 0800 NAVYHELP	
SAPRA (04) 527 5799, 0800 693 324 Overseas +64 4 527 5799	021 913 608	
Navy Community Organisation	0800 NAVYHELP (0800 6289 4357)	
Māori Cultural Advisor	(09) 446 1858	Devonport 8258
Marae Manager	(09) 445 5407	Devonport 7407
Military Police	0800 50 11 22	
Career Transition Coach	021 961 341	
WHENUAPAI		
Base Psychologist	(09) 417 7000	Whenuapai 8020
Chaplain	(09) 417 7000	Whenuapai 7009
Defence Health Centre	(09) 417 7019	Whenuapai 7019
Duty Medic	027 490 6074	
Social Worker	021 952 845	
SAPRA 0800 693 324, (04) 527 5799 Overseas +64 4 527 5799	021 908 424	
Defence Community Facilitator	(09) 417 7000, 027 4450 2001	Whenuapai 7035
Deployment Services Officer	021 649 903, 027 449 756, 0800 683 77 327, 0800 337 567	
Military Police	0800 50 11 22	
Career Transition Coach	021 943 882	
PAPAKURA		
Base Psychologist	396 8624	
Chaplain	396 8760	
Defence Health Centre	(396) 8522	
Duty Medic		
Social Worker	021 952 205	
SAPRA 0800 693 324, (04) 527 5799 Overseas +64 4 527 5799	021 908 424	
Deployment Services Officer	021 649 903, 027 449 756, 0800 683 77 327, 0800 337 567	
Defence Community Facilitator		Papakura 5744
Military Police	0800 50 11 22	
Career Transition Coach	021 943 882	

Confidential Helpline

0800NZDF4U (0800 693348) is a confidential helpline offering 24/7 telephone sessions and up to 3 face to face confidential sessions with a trained counsellor. It is available to all members of the defence community including all uniformed personnel, defence civilians, veterans and families.

Appointment	Outside No.	Camp/Base & Extn No.
WAIOURU		
Base Psychologist	(06) 387 5599, 021 957 710	Waiouru 7704
Chaplain	(06) 387 5599	Waiouru 7030
Defence Health Centre	021 241 9248	
Duty Medic	021 942 989	
Social Worker	021 913 645	
SAPRA 0800 693 324, (04) 527 5799 Overseas +64 4 527 5799	(06) 351 5531, 021 226 9065	
Defence Community Facilitator	021 226 9056	
Deployment Services Officer	021 649 903, 027 449 756, 0800 683 77 327, 0800 337 567	
Marae Manager		Waiouru 7185
Military Police	0800 50 11 22	
Career Transition Coach	021 940 854	
OHAKEA		
Base Psychologist	(06) 351 5446	
Chaplain	021 351 542	
Defence Health Centre	(06) 351 5732	Ohakea 7132
Duty Medic	021 716 290	
Social Worker	021 922 427	
SAPRA 0800 693 324, (04) 527 5799, Overseas +64 4 527 5799	021 913 645	
Defence Community Facilitator	(06) 351 5439, 021 351 542	
Deployment Services Officer	021 649 903, 027 449 756 0800 683 77 327, 0800 337 567	
Tūrangawaewae Manager		Ohakea 8150
Military Police	0800 50 11 22	
Career Transition Coach	021 940 854	
LINTON		
Base Psychologist	021 949 996	
Chaplain	(06) 351 9635	
Defence Health Centre	(06) 351 9565	Linton 7565
Duty Medic	027 249 9426	
Social Worker	021 922 159, 021 953 967	
SAPRA 0800 693 324, (04) 527 5799, Overseas +64 4 527 5799	021 913 645	
Defence Community Facilitator	(06) 351 9970, 021 649 901	
Deployment Services Officer	021 649 903, 0800 683 77 327	
Military Police	0800 50 11 22	
Career Transition Coach	021 940 854	

Appointment	Outside No.	Camp/Base & Extn No.
WELLINGTON/TRENTHAM		
Base Psychologist	(04) 529 6121	
Chaplain	(04) 529 6111	
Defence Health Centre		
Trentham	(04) 527 5064	
Wgtn City – Travel Doctor	(04) 527 5045	
Duty Medic	021 386 094	
Social Worker	021 905 251	
SAPRA 0800 693 324, (04) 527 5799 Overseas +64 4 527 5799	021 913 673	
Defence Community Facilitator (Air)	(04) 496 0894, 021 243 4108	
Defence Community Facilitator (Army)	(04) 527 5029, 027 217 1476	
Deployment Services Officer	021 649 903, 027 449 756, 0800 683 77 327, 0800 337 567	
Māori Cultural Advisor	(04) 496 0892	
Military Police	0800 50 11 22	
Career Transition Coach	021 958 470	
WOODBOURNE		
Base Psychologist	(03) 577 1699	
Chaplain	(03) 577 1175	
Defence Health Centre	(03) 577 1136	Woodbourne 7136
Duty Medic	021 625 984	
Social Worker	021 916 143	
SAPRA 0800 693 324, (04) 527 5799 Overseas +64 4 527 5799	021 913 691	
Defence Community Facilitator	(03) 577 1177, 027 246 4910	
Deployment Services Officer	021 649 903, 027 449 756, 0800 683 77 327, 0800 337 567	
Military Police	0800 50 11 22	
Career Transition Coach	021 241 0085	
BURNHAM		
Base Psychologist	(03) 363 0005, 337 7005	
Chaplain	(03) 363 0315, 021 246 9336	
Defence Health Centre	(03) 363 0159, 0800 262 342	Burnham 7159
Duty Medic	027 435 3889	
Social Worker	021 921 762, 021 957 528	
SAPRA 0800 693 324, (04) 527 5799 Overseas +64 4 527 5799	021 913 691	
Defence Community Facilitator	(03) 363 0322, 021 045 5099	
Deployment Services Officer	027 449 756, 03 363 0421, 0800 337 567	
Military Police	0800 50 11 22	
Career Transition Coach	021 241 0085	

Reservists: Contact the appropriate support agency at the camp or base nearest to your location, or request assistance through your Unit.

NOTES



WHAKAMARAMA **ENLIGHTENMENT**

WHAKAMARAMA
ENLIGHTENMENT

WHAKAMARAMA | ENLIGHTENMENT

This section of the book contains information about what personnel and families commonly experience prior to and during deployment. Throughout there are also 'Additional Resources' which contain websites and Smartphone Apps available for that particular section.

- 29 Preparing for Deployment
 - Regular Force
 - Territorial, Non-Regular, and Volunteer Reserve Forces
- 34 Emotional Cycle of Deployment
- 43 Whānau / Family and Relationship Negotiation
 - Children's Reactions to Deployment
 - Deploying as a Parent (including sole parents and blended families)
 - Staying at Home
 - Whānau / Family Roles
 - Communication
- 59 Deployments and Mental Health
 - Deployment Stress
 - Critical Incidents
 - Post-Traumatic Stress Disorder

How does this section work?

Use this section to get a general understanding of what the different stages are leading up to the point of departure for the deployment and during the deployment. Although many people focus on the actual departure, the period of time prior to this and immediately after are also significant. This section will describe common reactions for these phases of deployment, and provide tips to deal with potential issues you may face.

PREPARING FOR DEPLOYMENT

This section of the book is designed to give a general outline of common deployment experiences for both NZDF personnel and family. The deployment is often an experience like no other, and one to look forward to, but some aspects may also be viewed negatively. As a result, the period leading up to the departure can be one of mixed emotions about what it will be like, and what is being left behind. People from past deployments have reported a variety of issues related to deployment. Some people experience a number of difficulties which are caused or exacerbated by the deployment, whereas others thrive in their new situation.

How you react is a very individual response that depends upon a host of factors, and is different for everyone. The following material is designed to make you aware of what some of the more common issues are, and provides information on how to look after yourself. For those who have experienced deployment before, it is important to remember that this experience may not be the same as before, and this may be especially so if your personal situation has changed from your previous deployment/s.

Refer to the section on *Whakapiri – Engagement* for access to support services.

Please remember when reading this section that:

- Each deployment and personal circumstance is unique and hence the challenges faced reflect this.
- The resources in this booklet are a reflection of what past deployers/families have benefited from and lessons learnt.
- Repeat deployers can have an important role in supporting others and their knowledge base of these issues enables them to help.

REGULAR FORCE

This may be your first deployment, or you may be a seasoned veteran of deploying with the NZDF. Regardless of your previous experience, it is likely that this deployment will be different, and you need to treat it as a new experience. You may be working with only NZDF members, or you may be the only kiwi in your team. Remember, each deployment

provides different circumstances, and will expose you to different people, cultures, languages, and ways of life. The way you do business in the NZDF may not be appropriate in the deployment environment, and you will need to remain open-minded and adaptable to do well in your new environment.

TERRITORIAL, NON-REGULAR AND VOLUNTEER RESERVE FORCES

Deployment for Reserve Force personnel and their families can be significantly different than that for Regular Force personnel due to a number of reasons. Simply leaving your usual life and heading overseas on a military deployment can be difficult for your family, friends, peers, colleagues, and workmates to understand. This can make the period leading up to deployment harder. Friends and family may not understand why you want to do this, and may not have access to other military partners and families that can provide useful support during this difficult period. Peers, colleagues and workmates may not have a sufficient level of understanding around what the NZDF does on deployments and why this is important, and may view your extended period of leave as 'special treatment' or 'unfair'. They may resent your upcoming deployment, especially if they perceive your absence as resulting in negative consequences for them, such as taking on an increased workload or responsibility, or having to train a new employee to replace you while you are away. This can be difficult for both you and your work colleagues to deal with.

It has been found that the transition from civilian life to deployment is easier if the organisation you work for is supportive of and understanding about the deployment. You may find that your boss or colleagues don't really understand what you are heading into, or what it will be like for you. Sometimes it can be frustrating dealing with the differences between deployment and civilian life, e.g. the demands of the NZDF prior to and during deployment, and the military bureaucracy compared with the relative freedom you are used to in civilian life. There may also be a huge difference between pace of work in your civilian life to that on deployment, depending upon your role in NZ and your role on deployment. This may cause boredom and frustration, or exhaustion.

Mental health outcomes are also different. Research suggests Reserve Force personnel may experience similar or lesser work and family stress, depression and anxiety when compared to Regular Force, but may experience higher rates of suicidal thoughts, suicide attempts, and higher rates of PTSD symptomology due to adjustment difficulties following their return home.

Tips for preparing for Departure

- *Talk to your Commanding Officer. They may be able to provide advice and guidance to use in your workplace.*
- *Talk to other Reserve Force personnel and their families about their experiences.*
- *Talk to your family and friends about your deployment, where you are going, what you will be doing and why this is important.*
- *Provide the same information to your workplace – This can be achieved in a number of ways, talk to them, provide a presentation, leave information in the staff room (for example, copies of the Army News).*
- *Realise that some of your co-workers may not be interested in your deployment.*
- *Talk to your PNOK about how often you expect to be able to contact them.*
- *Ask the DSO to send copies of 'The Bugle', the deployment newsletter to your workplace, as well as to your family and PNOK.*
- *Go slowly in your new role in the military. You will need to make friends and establish your place as a credible NZDF service person. You may be used to giving the orders in the workplace, but depending on your role in the NZDF, this may not be appropriate. Take time to settle into your role, the NZDF, and your deployment team and contingent.*
- *Expect some things to be difficult. Expect that you will find some things more difficult than your Regular Force team mates, whereas other parts of the deployment experience you may cope with better than they do.*

BEING A REPLACEMENT

Being a reserve or replacement for a deployment can be additionally challenging as you have the added uncertainty for you and your family around whether you will actively deploy and the time frame of that deployment.

Additional challenges:

- Uncertainty of timeframe
- Returning to home unit after PDT
- Short notice departure
- Potentially attending two PDT's in a row.

NOTES

EMOTIONAL CYCLE OF DEPLOYMENT

Emotional Cycle of Deployment

EMOTIONAL CYCLE OF DEPLOYMENT

A deployment can be an emotional experience both for those deploying and those left behind. Understanding the emotions surrounding separations caused by deployments and realising that these emotions are perfectly normal can make it a lot easier for everyone.

A model, called the Emotional Cycle of Deployment (ECOD), was developed for use by the United States Navy. It describes changes in partners' behaviour and emotions during deployments of three months or more. It is also useful as a guide for understanding emotions relating to shorter deployments. Although it was initially developed for the partner who remained at home, the model is also useful for understanding some of the separation related emotions of the deployed partner and any children involved in the deployment experience.

It is important to understand that the ECOD is a model. It is an attempt to tie together a number of concepts to help you understand and interpret your feelings in the hope that the entire deployment / separation process is a little easier for you. Whilst the model appears to be true for most people, this does not mean that it will be true for you. You may feel that some parts are relevant and some are not. You may find that you experience many of the emotions described in the model, but in a different order or for different lengths of time than the model suggests.

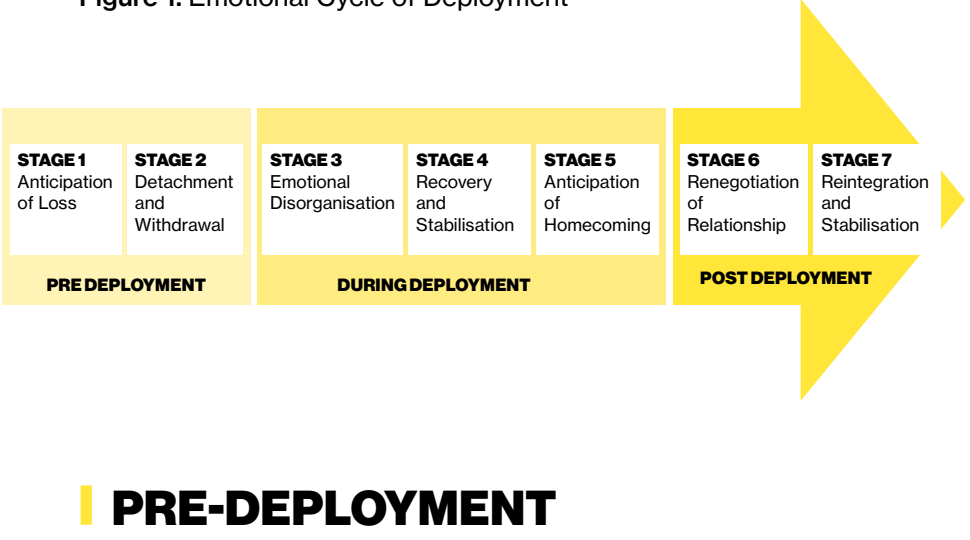


Different circumstances may vary the applicability of the model, for example, different amounts of notice prior to deployment, different lengths of deployment, differences in ability to meet your partner/family part-way through the deployment, and differing personal circumstances. Most people, no matter what their circumstance, find something of relevance in the model.

Finally, the model does not attempt to tell you how to deal with different emotions and behaviours. Some ideas are suggested, but it is presented on the basis that acknowledging the whole range of feelings, both positive and negative, is the first step towards dealing with them in a healthy manner.

On the following page is a diagram of the ECOD and information regarding stages 1–4. More information on stages 5–7 will be provided prior to the end of the deployment.

Figure 1: Emotional Cycle of Deployment



I PRE-DEPLOYMENT

Many people focus on the point of departure on deployment as the pivotal point of the beginning of the deployment. In fact, the deployment begins prior to this point. Separation occurs due to the need for the Service person to attend pre-deployment training, and mentally, both partners begin preparing for different things. This has an impact on how we feel about the upcoming deployment, how we relate to each other, and the emotions we experience as a result of this. The recognition of the fact that the departure is going to occur is the point at which the Emotional Cycle of Deployment (ECOD) begins.

The ECOD has seven stages, the first two stages of the ECOD model attempt to describe the emotions and reactions commonly experienced during the pre-deployment period.



STAGE 1

– Anticipation of Loss

This stage occurs four to six weeks before the deployment and can be characterised by the following:

- It may be hard for the partner remaining at home to accept that their deploying partner is leaving.
- The partner remaining at home may find themselves becoming sad or angry unexpectedly, for no known reason. These reactions help release pent-up emotions.
- The couple may bicker, or argue, more often than usual. This is not a sign that something is wrong with the relationship, but is often a psychological attempt to distance themselves emotionally, which will make the separation easier.
- Other frequent symptoms of this stage include restlessness, depression and irritability. Partners remaining at home often feel angry or resentful, while deploying partners may experience feelings of guilt.

GENERAL SUGGESTIONS:

- Allow yourself to feel and express your full range of emotional responses in an appropriate way
- Encourage all family members to share their feelings
- Reassure your partner of your love and commitment
- Involve the whole family in preparing for the separation
- Create opportunities for warm, lasting memories
- Try to see the deployment as a challenging opportunity for growth and personal development
- Remember that the deployment is not forever

Deployed Personnel

- Share honestly all you can about the deployment
- Choose favourite family photos to take with you
- Make a list of all important family occasions; take cards with you to send home
- If you have children, make videos they can watch while you are away (reading stories, playing games etc.)

Partner

- Take photos/ video of your partner doing routine activities
- Build a solid support network for yourself
- Think about what you would like to do with this time, and set realistic goals for yourself
- Have concrete, written plans for an unexpected family crisis and/or emergency

STAGE 2

– Detachment and Withdrawal

This stage occurs during the final days before departure and in many ways it is the most difficult as the relationship is out of the couple's or family's control. It is characterised by the following:

- There is much activity, trying to squeeze in all last minute activities and visits into the remaining time together. The partner remaining at home, in particular, often feels tired, over-whelmed and lacking in energy. Making decisions can be difficult.
- There is sometimes a sense of despair or helplessness as nothing either the partner remaining at home or deploying partner can do can change the fact that the separation is going to happen.
- The couple may become less close, not sharing thoughts and feelings with each other. They may also experience a change in their desire for sex. Even though the couple may think “we've got to have sex; this is it for six months”, the female in particular often finds it difficult to be intimate just

before a separation. This can cause problems if it is seen as rejection rather than as a reaction to difficult circumstances.

- This can be an uncomfortable stage, with perhaps an unspoken hope that the deployment won't occur but also a feeling, on the part of both the deploying partner and the partner remaining at home, that the sooner the deploying partner leaves the better. In addition, whilst both partners are physically in the same house, emotionally they may have already separated.

GENERAL SUGGESTIONS:

- Accept your feelings as normal reactions to challenging circumstances, and not signs of rejection
- Communicate as openly and honestly as possible
- Be patient with yourself, your partner and, if you have them, your children

Deployed Personnel

- If possible complete your packing and preparation early so that the last day and evening can be couple or family time
- Plan something quiet but meaningful for the last day together – family time or a special meal
- Accept your excitement about the deployment as natural and normal, without expecting your family to share your feelings

Partner

- Try to take good care of yourself – in terms of nutrition, sleep, exercise, hobbies, social support
- Make a plan to keep you occupied for the period of time immediately following the deployment, and the first few days of the separation
- Ignore the rumours, try to rely on official sources of information concerning the departure and the deployment

STAGE 3

- Emotional Disorganisation

This occurs just after the deploying partner goes away and may be a difficult time for both partners. Both have to get used to a change in lifestyle and no matter how well prepared they think they are, the actual separation can still come as a shock. Stage Three lasts for roughly six weeks after the partner deploying goes away and during this time the following emotions may be experienced:

- Partners at home may feel numb, aimless, without purpose and somewhat lethargic and depressed. Sometimes they withdraw from social contact with friends and neighbours, especially if friends' partners are at home. Other common feelings of this stage include restlessness, confusion, disorganisation, indecisiveness and irritability. The unspoken question is: "What am I going to do with this hole in my life?"
- Partners remaining at home can often feel overwhelmed as they face total responsibility for family matters. Deployed partners have reported feeling 'lonely and frustrated'.

- Some partners at home have difficulty sleeping, particularly those who feel unsafe on their own at nights. Others sleep excessively. Deployed partners too can have difficulty sleeping because of all that they have been experiencing in their new environment.
- In summary this is a stage characterised by both partners getting used to and adjusting to their new situation. This stage usually passes within a few weeks as people adjust, but some partners at home never move out of this stage, and find the deployment a very unhappy experience.

GENERAL SUGGESTIONS:

- Communicate – keep in touch about everyday events, and share your feelings to maintain the emotional bond with your partner
- Date and number letters so that your partner can read them in sequence
- Try to end phone calls on a positive note – it may be a long wait before the next call

Deployed Personnel

- Share as much as you can about your daily life and work
- If you have children, write separate letters to them periodically

Partner

- Maintain your usual routine, and look for other activities you can fit into your life to promote your resilience (exercise, social activities, etc.)
- Participate in group support, whether formal or informal
- If you have children, help them to express their feelings and to stay in touch with their absent parent

STAGE 4

– Recovery and Stabilisation

At some stage in the deployment both partners come to the realisation that, emotionally, they are doing just fine. They have become used to their new situation or environment and have established new routines that do not include the other person. This can be a very satisfying stage as it is filled with personal growth for both partners. Other behaviours and feelings typical of this stage include:

- People feel good about themselves: each new experience adds to their self-confidence.
- People feel more comfortable with their roles and responsibilities.
- Partners at home cultivate new sources of support through friends, work, church, partners groups etc. They also tend to contact old friends they haven't contacted for some time, or pick up old hobbies.
- Partners at home have a new sense of freedom and independence. They may begin to feel asexual as there is not much contact with the other sex and they are doing the things that their deployed partners usually do. They live the life of a "single person" and become so independent that they unconsciously refer to things, which

belong to the couple as their own. For example, saying "my house" and "my car" instead of "our house" and "our car".

- This stage is one of the benefits of the deployment for the partner remaining at home as it is a time for much growth and development which may otherwise not occur.
- This stage, however, can also be difficult. Generally, partners at home on their own tend not to eat as well as when their deployed partner is home, and the stress of the deployment can contribute towards increased frequency of minor illness. For those partners remaining at home who "get stuck" at Stage Three, the continued isolation from not only their partner but their family and friends can leave them vulnerable, uncertain and unhappy.

GENERAL SUGGESTIONS:

- Enjoy new skills, freedom and independence
- Celebrate positive signs of growth in yourself, partner and, if you have them, your children
- Offer empathy and support to family, friends, colleagues in need

Deployed Personnel

- Maintain regular contact with family – mail, phone calls, Skype, videos, etc.
- Participate in formal defusing's following critical incidents.
- Confide in trusted colleagues
- Acknowledge and refer to your partner's activities and achievements. This implies interest and recognition of their contributions.

Partner

- Share your feelings of pride and self confidence, reassuring your partner that you still long for the separation to end
- Share ideas for care packages with other partners of deployed personnel
- If you have children, encourage and assist them to keep the absent parent a vital part of the family.

STAGE 5

- Anticipation of Homecoming

About four to six weeks before the deployed partner returns, partners at home often feel that time is running out, and all the things that they planned to do before the return date are not going to get done. There is often a shift in focus back to the deployed partner and their return. The following thoughts and emotions are often present at this time:

- Feelings of joy and excitement about being together again.
- Sometimes there are also feelings of apprehension. Although the partners at home generally want their deployed partners back, they may wonder what they are going to have to give up or change in their new routine. They have to “make room” for the deployed partner, as the “hole” that existed when their deployed partner went away is now filled.
- Deployed partners may also feel anxious about any changes that may have taken place at home. For example, will they still be needed, will their toddler recognise them, and will there still be room for them in this family that seems to be coping so well without them.



Keep your focus on the mission and your work routine. The job is not done until you leave - people are relying on you.”

- Many partners at home bury their concerns in work. There can be a sense of restlessness and confusion. Decisions are often harder to make and often they are postponed until the homecoming. Some partners at home become irritable and may experience changes in appetite and sleep

GENERAL SUGGESTIONS:

- Share your feelings of apprehension as well as excitement and joy
- Share your expectations and desires for homecoming
- Reassure your partner of your love and commitment
- If you have children; include them in planning for the homecoming celebration, plan some special family time with them both before the end of the deployment and afterwards

Deployed Personnel

- Relay only officially confirmed information about your return (date, time, location) to your family
- Read the RTNZ information which is sent to you in theatre (Participate in in-theatre psychological debriefs, if they occur)

Partner

- Ignore rumours and try to wait patiently for official date, time, location information on your partner's return, or seek it through official channels (such as the DSO)
- Read the reunion information sent to you by the NZDF

POST DEPLOYMENT



The post-deployment period occurs from reunion, although emotionally, this period may also overlap with some of the experiences from Stage Five – Anticipation of Homecoming. Although most people are settled within six weeks of completion of the deployment, for others, the post-deployment period may continue for several months or longer. There is no definitive end-point for the post-deployment period, and it can be different for all individuals.

The ECOD model attempts to explain the emotional reactions to reunion and the post-deployment period in stages 6 and 7. This information will be sent to you prior to the end of the deployment.

Note to Deployed Personnel

If you are having any difficulties with any stage of the deployment, the psychologists, chaplains, social workers, Māori cultural advisors, medical professionals or your command chain will be able to provide some advice and guidance. They can also provide advice if you are worried about a friend or colleague. Remember that the deployment may not be easy for your partner either, so don't forget to ask what it's like for them.

Note to Partner

If you are having difficulties with any part of the deployment, there are many NZDF people available who can provide advice and guidance e.g. Psychologists, Social Workers, Defence Community Facilitators, Deployment Services Officers. You can also talk to other partners who have been through the same situation as you. Should you not wish to contact the NZDF for any reason, please seek support and advice through trusted friends and your GP.

Note to Commander

In order to look after your team, you need to look after yourself. It is important for you to be able to recognise any issues and provide the right guidance and direction for your team, but this should not be done at your own detriment. Looking after your team involves supporting family also. The need to provide guidance and direction begins prior to your pre-deployment training, and carries on throughout the transition back to life in NZ. Psychologically, the most vulnerable points of deployment are the 'settling in' stage and the 'anticipating leaving' stage. It is important to motivate and guide your team to make the right decisions, especially during these phases of deployment. In the quick reference guide, the box labelled 'Helpful Resources' contains sections you can go to for advice. The psychologists, chaplains, Social Workers, māori cultural advisors, and medical professionals can also offer advice and guidance.



Don't be forceful in resuming your responsibilities; remember your partner has managed these while you were away."

Additional Resources

Emotional Cycle of Deployment

<http://www.royalnavy.mod.uk/welfare/deployment/the-deployment-cycle/the-emotional-cycle-of-deployment>

NZDF Psychology Resource: Returning Home from Deployment – Te Hokingamai. Available in hard copy or electronically from the force for families website – force4families.mil.nz

General Information from force for families website – force4families.mil.nz

General Information – <http://www.militaryonesource.mil/>

Wellness Resources – <http://afterdeployment.dcoe.mil>

A guide for the families of mobilised members of the Territorial Army and the Regular Reserve; and, A guide for the families of deployed Regular Army Personnel. (Located under family guides on the right hand side of the page) – <http://www.army.mod.uk/welfare-support/23208.aspx>

WHĀNAU / FAMILY & RELATIONSHIP NEGOTIATION

How does this section work?

This section is aimed at helping you deal with the different aspects of family life during deployment as a deploying parent or as a parent staying at home. The following will be covered:

- *Children's Reactions to Deployment*
- *Whānau Family Roles*
- *Deploying as a Parent*
- *Staying at Home*
- *Sole Parent Advice*
- *Communication*
- *Blended Families*

Children's Reactions to Deployment

It is natural for NZDF personnel, partners and other close family and friends to have mixed feelings about the deployment, similarly, is it natural for children to experience a range of emotions relating to the deployment. The deployment can create additional stress upon the family due to the disruption of usual routines, the change occurring within family dynamics, and the time required to 'settle down' into the new routines once the deployment begins.

A huge range of emotions, behaviours and reactions can be experienced by the children of deploying personnel. Positive emotions include being very excited and feeling proud about the parent's role on deployment or the child's perceived new role in the family. It is also reported that some children have really developed over the course of a deployment. They have come into their own and the whole family has become closer as a result of the separation caused by deployment.

They have had a lot of fun times and have become good friends with one another, despite the absence of one parent. However, a number of negative emotions may also develop. These are completely normal and should be expected to occur at some stage during the deployment. While these reactions are normal, it is not okay to let them persist, for example, to let your child continue to act out. In addition, bare in mind that children, being typically self-centred, will worry about how their world will change, without consideration of how the deployment is impacting upon others.

Children sometimes model their behaviour on the way the parent at home copes.

Obviously children will pick up on how their parent is feeling, so make sure that you look after yourself as much as possible and ask for support during the times when you need additional support (see the list of the NZDF Support Services in the Engagement section).

It is important to remember that different children will experience different reactions at different times, and it is normal for a child to act differently at this time. The NZDF Psychologists have a range of children's resource booklets available – a list is available in the back of this booklet, under 'Additional Resources', some of which are available on the Home Base web site as downloads. Should you be concerned about your child's reaction to the deployment, there are many NZDF people available who can provide advice and guidance (Social Workers, Deployment Services Officers, Defence Community Facilitators), and additional support may be provided on a case-by-case basis. You can also talk to other families who have experienced separation before, or are currently experiencing deployment separation, or talk to trusted friends.

The following table highlights some common reactions to deployments and provides you some tips and hints on how to deal with difficult behaviours in particular. Some of the strategies and tips have come from other families who have been through deployment experiences.



Children's reactions

- Anger ("it's all your fault")
- Insecurity
- Becoming distant and aloof or 'acting cold'
- Crying
- Arguing
- Anxiety or fear
- Pleading ("please don't go");
- Promises ("if I behave better will you stay?")
- Guilt ("it's my fault")
- Intense rage ("I want to kill you")
- Cynicism or false bravado ("big deal, who cares?", "I don't need you anyway")
- Denial ("I don't want to hear about it")
- Curses; threats; silence; conflict
- Rejection of one or both parents
- Sadness
- Loneliness
- Confusion or Disbelief



The hardest part for me was coming home and finding out that there had been a lot more changes at home than I knew about.”

Dealing with Children's Reactions Prior to deployment

During this phase, it is important for both parents to:

- Tell your children about the deployment as soon as you can, once it is confirmed. They no doubt will have sensed that something is up and they may be anxious and fearful. Tell your children together, in a familiar place, like home. Allow for them to express their emotions.
- Reassure your children that you love them.
- Spend as much time as possible leading up to the departure talking about where the parent deploying is going, why they are going, what they will be doing and when they'll be back. Try to do this on their level, by drawings and pictures if necessary, calendars and maps on the wall for example.
- Make sure that you are both as open and honest as possible with your children.
- Encourage them to tell you how they feel about the deployment, try to ascertain whether they have any concerns, and then allay their fears as much as possible. Children need constant reassurance about why a parent is leaving – for work – and that they are coming back. If children are distant, go to them, give them assurance but do not force them to talk about their reactions until they are ready.
- Meet your child's needs and deal with their feelings. Don't run away from them – this avoidance option can be very tempting for parents if they are feeling overwhelmed themselves.
- Take plenty of family photographs, including photographs of each child with the deploying parent. Encourage each child to put these in a special place and also to give some to the deploying parent during their absence.
- Elicit your children's help with getting ready for deployment. Give them their own special job to do, such as helping to pack.



Dealing with Children's Reactions During Deployment

It is important for the parent at home to:

- Routines Rock! Keep to familiar routines as much as possible. Children need to feel secure and to know “where they are. It is very important to keep the same rules, this allows the children to anticipate what will happen to them, and help create a sense of control despite the changes caused by one parent's absence.
- Keep to the same household chores (perhaps with each child having one extra that used to be the deploying parents), the same homework schedule and the same TV watching time. Plan together with your children any alterations in the routine. If they feel that they have been a part of the planning process, they are more likely to follow through with it!
- Make sure you allow plenty of opportunities for your children to express their feelings, even if they are yelling and telling you that they ‘hate’ either you or the deployed parent.

A suggestion is to tell them that you are sorry about this because you and the deployed parent love them very much.

- Recognise and allow for your children's development and maturation (teenagers in particular) during the period of the deployment.
- Have regular family meetings, in which everyone should be given a chance to talk. Listen carefully to what your children have to say. If your children don't want to talk – let it go. They might not know how they feel, but let them know you are available if they do feel like talking. They are more likely to talk if they have heard you express your feelings. In some cases, especially for older children, it can be a good idea to encourage them to talk to an appropriate third party who may be less involved e.g. teacher, coach, mentor, family friend, or relative.
- Continuously remind children that you love them, and that the separation caused by deployment is temporary.

Deploying as a Parent

Deploying as a parent carries with it all the normal emotions you would expect with deployment, but often parents who deploy are harder on themselves than they need to be. It is quite common for parents to feel guilty that they are going to be away from their children for extended periods of time and worried about missing out on special occasions and other times of importance.

On speaking with parents within the NZDF who have deployed, it was commonly stated that deploying as

a parent was one of the toughest challenges they have been through. Whilst you may miss some moments with your children while you are away, don't let that overshadow the great opportunity and professional reward you will gain from deploying.

To give you some great tips and hints on how to deal with deploying as a parent, we have been in touch with a number of NZDF parents who have deployed. They share their tips and ideas below and on the following page.

Tips and Ideas:

- Previously deployed NZDF parents say, try not to be so hard on yourself! The guilt is a personal thing, and you will need to work through it yourself.
- Dedicate family time clear of work in the lead up to deployment.
- Think about a plan around communication. Check out the Communication page further on in this section.
- Have a plan around saying goodbye. For example, will it be at home or at the airport? Some parents say they find it better to say goodbye at home as this is familiar territory for the children. Be consistent each time you deploy.
- For younger children, make video or audio recordings of favourite bedtime stories being read by the deploying parent or activities and games being played with the children so that these can be played or watched after the deployed parent's departure.
- Put maps on the wall at home, with markings to show where the deployed parent is. Put any photographs you receive around the map to further bring the location alive. Photographs of everyday things (like where the deployed parent washes, where they sleep, where they eat) can be made into songs or stories for young children.
- One family told us about how they would fill a jar with the number jellybeans that represented how many days their parent would be away. Each day the children got to eat a jellybean. This is a great way for children to actually see the time decrease.
- Have things for the children to look forward to. For example, four months into a 12 month deployment they might go on holiday to meet their deployed parent somewhere.
- Arranging a magazine or comic subscription for your child is also a good idea because it ensures that they will receive something from you regularly, regardless of deployment mail services. One deploying parent organized for small presents to be sent to their children every 2 weeks.

Speak to their teachers

My wife and I took the time to speak to the teachers before she deployed so that we could explain to the teachers what was about to happen and asked them to keep an eye on our children's behaviour and potential mood swings.

Ask for help and build a network before you leave

I had a very supportive network of friends around me who I was happy to ask for help. Life is always busy and there will always be times when time, space and your capacity to be in two places at once are unachievable. This means you need to be willing to call a friend or seek out family support. The key is willing to ask. I was also very fortunate to have my Dad come and move in with me and the boys for extended periods. The fact that he was able to do the pick up and drop off to school was the greatest support as this alleviated the pressure on me to get out of the office when work cranked up.

Give them little projects to work towards!

When my daughter was three I bought her seeds (sunflower) and potting mix. On my last day before I went away, we planted some in three different pots. I explained to her she needed to be a big girl and be responsible for those flowers. She would need to look after them and water them everyday. If she didn't give up, the seeds would grow into a beautiful flower that she could give and show to me on my return. My parents always watered the flowers together with her. She really embraced this and on my return she was so proud of the big flowers they turned into. When we spoke on the phone it was a great conversation point and it was something she could joyfully boast about. It gave her great confidence. The bigger the plant got, the closer mummy was to returning and taking her back home. Tip: make sure the seeds are something you know is easy to look after and will grow easily.



Keep talking about your deployed person

Keep engaging the kids with what their parents are doing on their deployment and what an important job they are doing and how proud you are of them. This helps them to understand that their work took them away and they didn't choose to be away. It also helps them to think about how great it will be when they come home. I talked about how their mum (who was deployed) loves to read to them at night and that she will enjoy putting them to bed when she gets home. We would also record the kids reading at night on voxer and then send the recording to their Mum so she could hear them reading and how they were developing with homework etc. This also ensured that my wife felt part of the kids development.

Give your children a project!

Now that my daughter is older and loves spending time on the Ipad/ computer, I give her different topics to research and put together in a presentation for me. I've told her when Mummy returns from deployment we are going to go on an overseas holiday together to celebrate getting through the deployment. Her job, while Mummy is away, is to research and come up with different locations we can go away on a holiday together. She needs to create a power point presentation telling me the pros and cons of each location. She needs to find key activities we can do at the location and how we would get there. She also needs to provide me with what she would chose as the best option and why that is a good option for us.

Preparing as a Sole Parent

In addition to the aspects noted so far, sole parents have a unique situation where extra considerations may need to be addressed. Some additional suggestions were sourced from the US Navy. These are shown below, followed by some tips from other sole parents in the NZDF.

- Does your will cover who will become your child/ren's guardians should something happen to you?
- Are your childcare providers aware of any medical conditions, medications, and how to get medication refills?
- Have you discussed rules and discipline with your child care providers?
- Have you arranged a plan for how your child/ren's birthdays will be celebrated?
- Have you developed a communication plan with your childcare providers?

Some options of what to do with your kids while you are deployed

- **Ask someone to move into your property/dwelling:**
Are you able to get a friend/family member to move into your house and look after your kids in an environment they are used to? Familiarity is important to children. They know their routine and where their space is and the only thing missing is the parent but everything else is more or less the same.
- **Send them away to live with a relative/friend:**
This will depend on your child's age and location of where your friend/family lives. Remember to consider the impact that changing schools may have.
- **Allow them to live with a neighbour:**
Some neighbours will be more than happy to look after your child if you know each other well.
- **Stay with school friends:** This can be a viable option, particularly for shorter periods of time.
- **Send them away to live with the other parent:**
This isn't always an option and can be tricky. However, for some, this option can work with careful planning. Talk to your child about how they would feel if this had to happen.
- **Mix the options up:** This is not a simplest solution, but sometimes it has to be done. It requires a lot of logistical preparation but if planned correctly your kids could potentially enjoy the variety.

Tips from other sole parents

- **Talk to your kids about what is happening and why:**
Never think that just because they are little they don't need to know what is happening. Explain it in terms that are appropriate for them.
- **Be organized:**
In preparing to deploy you need to be super organised and cover all the administration that is required for your deployment (examples being insurances, rates, car warrants/regos, school fees etc.) along with funds access for whomever is looking after your child/ren. If you leave this to close to the deployment you will potentially become 'stressed' and put more pressure on your relationship with your children so do this early!
- **Be careful with false promises.**
Saying I will ring you every Sunday can create false expectations and worry inadvertently.
- **Ensure that your child/ren have a support network:**
Whether this be friends/family who can support with holidays/visits/activities or just another person to ring.
- **Know your neighbours:**
The benefits are endless for both you and your children. There is nothing better than knowing your neighbours are happy to not only look after your children (and possibly pets), but they are also able to keep an eye on your house.
- **Do not force your kids to stay with someone they don't want to:**
Find out why they don't want to stay in a particular place. There may be a very sensible answer as to why they don't want to stay with someone and they are too afraid to open up to you. Ask your kids what they want to happen and who they should stay with? They might surprise you and come up with some really good ideas.
- **Observe and listen to your child:**
Let your child voice their concerns/fears and disappointments to you. Make sure you do not interrupt them while they voice this. They will have their own unique and individual way in which they will voice this and bring these issues to your attention. How they do this, will depend on how old they are. Acknowledge their concerns; you don't always need to have an answer for their fears right then and there.
- **Know that things can and sometimes will still go pear-shaped:**
Even with all the preparation this does still happen. Things can and sometimes do go wrong.
- **Make sure everyone who looks after your children have each others details.**
- **Know that your kids will wait up for you on your return:**
It does not matter how late at night or early in the morning you arrive home.

Blended Families

Deployments are difficult for all military families, and being in a stepfamily can bring about unique challenges. Most of these challenges arise when the biological parent is deployed, and the child either lives with the stepparent or the other biological parent. Some of the considerations are discussed below.

CHILD STAYING WITH BIOLOGICAL PARENT.

If the child stays with the other biological parent during the deployment, it is important that the stepparent maintains regular contact in line with the usual amount of contact they have with the child. This will make the post-deployment period easier for the child to adjust to at the end of the deployment. In this scenario, it is also important for the child to maintain regular contact with the deployed parent, again in line with the usual amount of contact they have when the parent is not deployed. Depending upon the age of the child, this may require additional input and effort from the parent the child is living with during the deployment. This may not always be easy or comfortable for one or both of the parents, but is important to maintain the quality of the relationships between the child and both parents.



Yeah things can get awkward, graduations, weddings, births - but the power is navigating through them as a team, whilst there are more challenges, there is an amazing richness to our lives too. Be open, communicate and get support from others where you can.”

CHILD STAYING WITH STEPPARENT

If the child stays with the stepparent during the deployment, there are certain things that need to be organised before the biological parent goes away. This includes making sure the stepparent has the legal power to obtain information about the child's medical care, education or any other aspect of the child's life that may be required. It is also a good idea to set the rules before the biological parent leaves, and ensure the child understands that their biological parent has set the rules and empowered the stepparent to maintain them. Difficulties also arise if the stepparent doesn't have much experience in being a source of authority for the child, as they now have to transition into being the sole authority. It is important for the stepparent to gain respect from the child before the biological parent leaves, so they can then enforce rules and consequences. If possible, it can be helpful for the stepparent and the other biological parent to have a good relationship regarding the upbringing of the child, and to become advocates for one another during the period of deployment. Again, this may not always be possible. It is also important for contact with the other biological parent to continue to occur in line with the child's usual routine.

The NZDF provides assistance for these issues by enabling personnel to go and meet with lawyers, attend court, provide counselling referrals and so on. There are Defence Community Facilitators

Yeah things can get awkward, graduations, weddings, births – but the power is navigating through them as a team, whilst there are more challenges, there is an amazing richness to our lives too. Be open, communicate and get support from others where you can.” and Deployment Services Officers available to help you work out what assistance you are entitled to through the NZDF. These contact details can be found under the 'Engagement' section.

Staying at Home

This may be your first experience of staying behind while your family member or partner deploys. Whatever your circumstances, having a realistic expectation of what the deployment experience will bring can assist you in dealing with the deployment adequately. If this is your first deployment experience, have a think about how things are going to be different as a result of the deployment, and discuss these with your deploying person before they depart. If you have experienced deployment before, have a think about what will be different about this deployment in comparison to the last one, and think of strategies to put in place to deal with any differences. Discuss these with your deploying person before their departure. You will need to remain open-minded and adaptable to do well in your deployment circumstances. For information on tips and advice from others who have experienced staying behind during a deployment, see the information in the next section – ‘Empowerment’.



- Talking about communication expectations
- Elicit the children's help with things, but be careful not to overload them with responsibility that they are not ready for. Do not expect children to take on the role of the deployed parent.
- When things are going badly – and expect that they may do for periods of time – try not to blame the deployed parent for being away.
- Some parents have found it very difficult not to yell at the children a lot while the deployed parent is away. Be realistic with your own expectations. Deployment is hard on you too. Make sure you get opportunities to look after yourself and have adequate ‘time out’. Your child will look to you for support and if you are not coping, this will have a flow on effect to your child.
- Inform any other significant people in your children's lives (e.g., teachers, coaches etc.) that their mother/father has deployed. Gain their support for the period of the deployment.
- Make sure you have plan in place for having a break, keep a list of people handy who could help with babysitting so that you can take time out to go to the gym, hairdresser, catch up with friends, and have a break in general!

The next section talks about family roles and will assist with planning what roles need to be filled when a partner is deploying.

Whanāu / Family Roles

There will be a number of roles that members of your family share or are solely responsibility for. It is important to remember that when family members deploy, plans need to be put in place to manage the gaps. Just like a 'handover' is carried out in a job, this should also occur for home based roles. Below are some roles that might be critical to the effective running of your household. There may be a number of others. Have a think about these and what things might need to be sorted before

deployment. Set in place some plans for who is going to pick up the tasks from different roles and what plans should be set in place should something go wrong. It is recommended that personnel and partners, if relevant, consider the lists below of typical household considerations and make arrangements for any of the issues that may cause concern during the deployment. This will help reduce unexpected stress. We have provided some examples of things to consider below.



The Administrator might be responsible for things like banking, paying bills, insurance, pet vaccinations, and so on. Think about what might need to be put in place if the administrator is deploying.

The Fixer might be responsible for fixing things when the break, for example a leaky tap. They might be responsible for doing certain outdoor jobs like mowing. Get together the contact numbers of trades people or friends that can help with any of the tasks the fixer does.

The Listener might be a parent who is known to do all the listening or when more than one parent is at home you might share this. What strategies can be employed to assist with satisfying your children's needs to talk?

The Cleaner might be responsible for the cleaning of the interior and/or the exterior of your home. Think about what might need to be put in place if the cleaner is deploying.

The Planner might be responsible for planning Birthday parties or weekend activities. If the planner is deploying, the partner left at home might like to have some 'plans' up their sleeve.

The Cook might do the majority of the cooking. How will this be managed if the cook deploys?

The Play Master might do more of the playing with the children. If they are deploying who could step in a temporarily help fill this role or who could share it?

Other – there are a number of roles in a family, think about the temporary voids that a deploying partner might leave, and put some plans in place as not to overload the partner staying at home.

Communication

It is important that both deploying personnel and the families have realistic expectations of the amount of communication they will have during the deployment. Methods of communication have improved as technology has developed, and no longer must you rely on the once a week phone call home from deployment. However, technology is also not foolproof, and there may be times when the internet is down or an operational blackout is enforced, and you are unable to Skype or FaceTime, or email, or message or call as regularly as you would like. Old methods of communication, such as writing letters, take longer to reach home. Think about what methods of communication will work for you and your loved ones, and if possible, use a variety of means to communicate during the deployment.

THINGS TO THINK ABOUT...

- Ensure Skype or other methods of communication are working on all computers and that your partner/family understand how to use the equipment. Set up a variety of comms – for example, whatsapp, skype, voxer, facetime etc. Talk to other families about which apps they found the most useful.
- Set children up with the ability to communicate with their deployed parent when they need to. Apps like Voxel allow voice, video, and text messages to be sent instantly and the deployed parent can reply to these when able.



- Provide contact details and times most likely contactable when deployed, so that loved ones have realistic expectations. Where possible, set up planned times for communication to occur. Both those deployed and at home should make an effort where possible to not miss these times – bearing in mind that the person on the other end may have been looking forward to talking to you for several days.
- Provide contact numbers of Unit members/Unit Commander or Unit in case of emergency.
- Don't force conversation. For example, a child might want to just sit and play while skyping you. You might also feel more part of family life watching this rather than having a forced conversation.



We downloaded voxer on our IPADs which is an awesome push to talk app that when connected to wifi. the kids could record messages and send them to my wife. They could also send photo's or write text messages. This was one of the most powerful tools that we used throughout the deployment. The ability to pick up your ipad and speak to mum or send her a message was awesome."

For the parent staying home:

- Have the children make lists of things to tell their deployed parent when they ring, and then they won't forget to share important things with them.
- Encourage children to write to the deployed parent, to make tapes, drawings, cards etc. One family even sent their old toys to the deployed parent for the children in his host country.
- You can also take photos of art work and 'creations' and have them emailed to each other. They can then be printed for the deploying person to display.

Deployed parent:

- Send plenty of photographs home and try to send photographs that show you with something the children have sent you or the fact that you have hung their latest picture on the wall. Photos should be of an everyday nature; nothing that could arouse fears, or be a security risk.
- Keep a journal where you jot down, things you know the children would be interested in, include photos and local items, such as currency and postcards.
- Try to write separate letters to each child, even the very young ones. Enclose drawings and little mementos. You could also write a story in serials about a little boy/girl from your host country to further involve your own children in your deployment experience.
- To enhance the communication process, you could tell your children something via e-mail or telephone, and ask them to pass this information onto their parent at home. This helps to provide them with a sense of responsibility within the family, and to feel as though they are completing 'important' jobs on behalf of the deployed parent.
- Send a story home for your children – perhaps translated local stories, or a story you have made up about children in your deployment location – this can be done in either a written or a verbal format, and can continue across the length of the deployment dependent upon the ages of the children.
- Email a letter to be printed which can then be popped into an envelope and put in the mail box like 'real mail'

Being a Good Communicator

When you do get a chance to talk to your partner, ensure that you are being an effective communicator. Better communication begins with both sides making the effort to improve. The following is a list of tips that you can use to enhance your communication skills:

- Listen effectively by staying focused on the person talking, allowing them to finish what they want to say, and try not to be judgemental
- Understand what the other person is trying to say before you respond. Too often we are thinking about what we are going to say next, instead of listening to the person speaking.
- Be open and honest.
- Use humour when appropriate. This lightens the mood and makes what you are saying more receivable.
- Try not to have important discussions when you are feeling stressed or overwhelmed.
- Understand what the other person is finding challenging and empathise with them.

From: Beccard, M (2011). PDT Psychology Needs Survey, RNZAF, Auckland



Additional Resources

Single Parent Custody
http://singleparents.about.com/od/legalissues/a/single_parent_military_deployment.htm

Information on Stepfamilies
www.stepfamilies.info/

General Information
www.militaryonesource.mil/

A guide for the families of mobilised members of the Territorial Army and the Regular Reserve; and, A guide for the families of deployed Regular Army Personnel. (Located under family guides on the right hand side of the page) www.army.mod.uk/welfare-support/23208.aspx

Stress
www.nimh.nih.gov/health/publications/stress/index.html

Stress symptoms, signs and causes
www.helpguide.org/articles/stress/stress-symptoms-causes-and-effects.htm

DEPLOYMENTS AND MENTAL HEALTH

Mental health, like physical health, exists on a continuum. It is a dynamic changing state that can deteriorate or improve depending on life circumstances. Therefore, mental health concerns, when identified and treated early, can be temporary and reversible.

The NZDF Mental Health Continuum on the following page underpins the NZDF Resilience Framework. As can be seen from the continuum, levels of mental health are reflected in what we do (behaviours), how we feel (emotions) and how we think (cognitions). Common markers of mental health status are grouped into six themes – Mood, Performance, Sleep Patterns, Physical Health, Social Interaction and Activities, shown on the continuum. These impacts are reflected along the continuum, so you can see how problems increase and functioning decreases as we move towards the right of the continuum.

The model goes from healthy adaptive coping (green), to mild and reversible distress or functional impairment (yellow), to more severe, persistent injury or impairment (orange), to clinical illnesses and disorders requiring more concentrated medical care (red). The arrows under the four colour blocks denote movement in both directions, thus indicating that there is always the possibility for a return to full health and functioning. It is normal for people to move from healthy to reacting, and sometimes even into the injured parts of the continuum, during their lifetime and depending upon their circumstances.

Normally, people are resilient and can recover from reaction. However, not everyone is the same, and it may be that some move into the injured and ill stages and find it difficult to move from here. Should you identify that you or someone you know are sliding into the injured and ill scales of the continuum, it is important to seek help. Just like a physical injury, the earlier you get assistance, the easier it is to get back to operating in the healthy green zone.

Although most people adjust and cope well with the additional stressors and pressure placed upon them by deployment, issues that arise can have a negative impact upon our mood if we view them as undesirable or negative. As you know, it is common to experience a range of moods over any given time period, but if this change in mood lasts over time, it can result in a long-term negative impact upon our mental health. By leveraging tools and strategies we can learn to minimise the impact that life experiences can have on mental health. It is important to be aware of what the signs are that may indicate the need to use additional coping strategies, or to seek assistance to maintain performance and mental health. Seeking help is part of being strong and resilient as it gives you the tools you need to assist with your recovery and bounce back. The information in this section of the book provides information relating to both mental health and building resilience to better cope with the negative aspects of the deployment.

Noting where you sit on both the Mental Health Continuum and the Stress Symptom Checklist later in this section before the deployment provides you with a baseline measure you can use to assess yourself over the course of the deployment. This can be a useful way of tracking changes, and adapting or seeking help accordingly. Should you identify that you are outside of

the healthy zone as a result of the deployment, there are NZDF people available to provide you with advice, support and guidance. Contact details for these people can be found in the 'Engagement' section. This section provides information on deployment stress, critical incidents, and post-traumatic stress disorder.

Mental Health Continuum

	Healthy	Reacting	Injured	Ill
Mood	Normal mood fluctuations; Calm and takes things in stride	Irritable/ Impatient; Nervous; Sadness/ overwhelmed	Anger; Anxiety; Pervasively sad/ Hopeless	Angry outbursts/ aggression; Excessive anxiety/ panic attacks; Depressed/ suicidal thoughts
Attitude	Good sense of humour; Performing well; In control mentally	Displaced sarcasm; Procrastination; Forgetfulness	Negative attitude; Poor performance or workaholic; Poor concentration/ decisions	Overt insubordination; Can't perform duties/ control behaviour or concentrate
Sleep	Normal sleep patterns; Few sleep difficulties	Trouble sleeping; Intrusive thoughts; Nightmares	Restless disturbed sleep; Recurrent images/ nightmares	Can't fall asleep or stay asleep; Sleeping too much or too little
Physical Health	Physically well; Good energy level	Muscle tension/ headaches; Low energy	Increased aches and pains; Increased fatigue	Physical illnesses; Constant fatigue
Activity	Physically and socially active	Decreased activity/ socialising	Avoidance; withdrawal	Not going out or answering phone
Habits	No/limited drug and alcohol use/ gambling	Regular but controlled drug and alcohol use/gambling	Increased drug and alcohol use/ gambling – hard to control	Frequent drug and alcohol or gambling use – inability to control with severe consequences

Source: NZDF Mental Health Continuum (Based on work of Keyes 2002 and adapted from the CF Mental health Continuum with permission).

Deployment Stress

Deployments cause additional stress - that's a fact. Deployments can disrupt our lives and cause stress. It can take time to adjust to the new demands created by the deployment. This is true for those deploying, and the friends and family members remaining at home.

The human body responds to this increase in stress by initiating the stress response. Your body's stress response can be activated following

one large event, a critical incident, or by a build up of smaller events over time. The stress response is the set of physiological changes that occur in your body when your brain perceives that there is some sort of threat or danger. In response to this, your brain activates the stress response, or "flight or fight". No matter what the source of stress or the appropriate response to it, the same physiological reaction is triggered.





Positive and Negative Stress

We can all recall times of stress in our lives – often these times are perceived as negative events (financial difficulties, increased workload), but stress can also occur in response to things that are positive (new job, buying a car, new relationship, planning a wedding, birth of a child). Often it is 'change' that brings about stress, we perceive this change as challenging and often demanding. However we react to change, whether

it be in a positive or negative manner, is crucial to how stressed we become. This is one aspect we have some control over.

Stress is important in our lives. Stress is designed to protect us, and is a useful response when the cause of the perceived danger is physical, as is commonly the case on deployments. The physiological changes in our body that accompany the stress response are shown below.

The stress response provides the body with extra energy in the following ways:

- The blood flow around the body is diverted away from where it's not needed (such as the immune system), to where it is needed (the body's muscles). Blood flow in your brain also changes, and moves away from the thinking and reasoning areas to the parts involved with breathing, heart beat and moving, all of which are things important to your immediate survival.
- The digestive system temporarily stops working, as you don't need to be digesting food in order to fight or run.
- Hormones release glucose and insulin into the blood stream. Glucose (sugar) provides more energy and insulin helps regulate the glucose levels. At the same time, cholesterol is released into your system for use if the stress persists over a longer period of time.
- Hormones also trigger the release of adrenaline. This is the "supercharger" that gets you moving quickly.
- The heart rate increases in order to pump the blood to the muscles more efficiently.
- Breathing increases to get more oxygen in and more carbon dioxide out.

The stress response prepares to protect the body in the following ways:

- Hormones trigger the release of cortisone in response to stress. Cortisone suppresses the immune system, thereby reducing inflammation, pain and swelling at a site of injury. When your body is dealing with a perceived threat, you do not need to be spending energy dealing with infections, inflammation or allergies.
- Blood flow is redirected. Initially when someone's stressed or angry, their skin goes red; blood is pumped around the body more efficiently due to an increase in heart rate. Due to the increase in respiration rate, there is more oxygen in the blood, making it appear redder. However, as the stress response continues, the skin goes white or pale, as the blood moves away from surface capillaries so that if you're hurt, you won't bleed as much, and is directed to the large muscle groups to prepare you for active, physical movement. You become faster and stronger – temporarily.
- Natural pain killers are released into the body. Beta Endorphin, which is naturally produced morphine, is released into your system. If you are hurt, these painkillers will diminish the pain, allowing you to continue.
- Clotting agents are released, so that if you are cut you won't lose too much blood and are able to carry on.
- All of these things occur simultaneously. These responses make you extremely alert and ready for action and movement. The stress response needs to happen quickly, and is an automatic reaction to anything we perceive as stress. We don't think about it, it just happens.

Stress and Performance

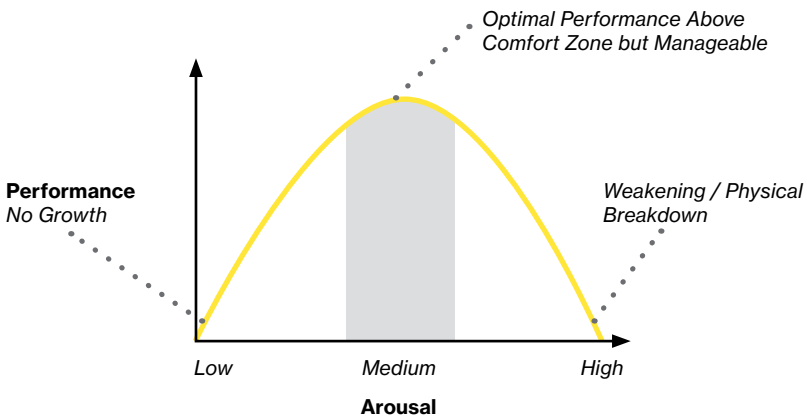
One of the very important features of stress is the effect that it has on performance. Your performance during the deployment will be critical, so it is important that stress is at an optimum level, rather than too high or too low.

Looking at the diagram below, if stress is very low, performance is generally low. When our stress levels are too low, people often become bored, fatigued, frustrated, dissatisfied and non-productive. In other words, they can start to “rust out”. However, if stress is too high, performance and health can both suffer over time. In this situation, people can become irrational, indecisive, unable to make good decisions, and may feel exhausted and suffer from low self-esteem and confidence, and start to “burn out”.

Looking at the diagram above, you can see there is an optimum level of stress for high quality, effective performance.

People performing in this zone are usually at their best – they are generally motivated, enthusiastic, creative, rational, logical, and satisfied, with healthy levels of self-esteem and self-confidence. However, this optimum level of stress is different for everyone and can change over time. You need to find your own level of optimum stress, and be aware that it will be different for those you are working and living with.

We do need a certain amount of stress in our lives. However, it is important to be able to manage this stress effectively, rather than get rid of it altogether. Stress management strategies can be found under the ‘Empowerment’ section.



So, What's Wrong with the Stress Response?

The stress response is important for survival in situations where we are physically threatened. Problems occur when the stress response is activated in situations when 'fight' or 'flight' are not appropriate responses, such as when saying goodbye to a loved one for an extended period of time. In these sorts of situations the activation of the stress response can make things worse. A chronic or long term activation of the stress response can do permanent damage to the body in the following ways.

- Because cortisone reduces the ability of the immune system to fight illness and infections, you are more likely to get sick during periods of stress, or just after a stressful period. Most of us experience this when we work hard all year, go on holiday... and then get sick!
- The body's production of cortisone in response to stress can also cause problems with sleep over time. Too much cortisone interferes with our ability to sleep through the night, and often people under stress wake in the early hours of the morning and find it difficult to return to sleep. A lack of sleep not only leads to fatigue and a decrease in cognitive functioning, but over the long term, it also interferes with our body's ability to heal itself, increasing our risk of injury and illness.
- When large quantities of painkillers are released, there is a danger of depleting the supply and also getting tension headaches, other aches and old injuries playing up after a period of sustained stress. This is when your body is replenishing your natural painkiller supply.
- Clotting agents, combined with cholesterol being dumped into your bloodstream over long periods of time, can cause blood clots; deposits in the blood vessels, and hardening of the arteries, all of which can lead to heart disease and the increased risk of heart attacks.
- Increased heart rate and thickening of the blood can also have serious long-term health consequences such as a rise in blood pressure and increased risk of developing blood clots, both of which can be precursors to heart disease and heart attacks.
- A long term consequence of the digestive system shutting down is that food sits and rots in your stomach, producing a feeling of bloating and extra gas. There are also more physically harmful consequences such as diarrhoea or constipation, and stomach ulcers.
- Because the body uses glucose and insulin to provide extra energy for the stress response, stress often causes people to crave foods that are high in sugar. The more sugar you eat, the more your body will demand. This leads to an inability of the body to tolerate sugar, and can lead to Type II Diabetes.

Although we need stress in our lives, short and long term health consequences of stress do exist. It is important to learn how to recognise and manage stress in order to reduce the potentially negative impacts of stress. Ways of overcoming unhealthy stress can be found in the 'Empowerment' section.

Stress & Deployments

Additional stress is a normal part of deployment, especially at the beginning and at the end of the deployment, as it requires your mind and body to adapt to different circumstances and a different routine. This is not necessarily a bad thing, as we need a certain amount of stress in order to function effectively. Without stress we couldn't survive, simply getting up in the morning requires some kind of adaptation and change to the state of our body. However, the amount of stress we experience also exists on a continuum from low stress (boredom) to extreme stress (critical

incidents). This is illustrated in the continuum below. Too little stress (as you experience when you are bored) can be stressful in itself, especially if it is related to the absence of a partner or family member due to deployment. Most of the time the demands we deal with are really just minor hassles and moderate demands e.g. locking yourself out of your car or having a difficult boss. Occasionally, we may experience stressful events that are more serious or 'critical'. These events often threaten life or involve the loss of someone else's life, or significant grief.

BOREDOM – MINOR HASSLES – MODERATE STRESS – CRITICAL INCIDENTS

Critical Incidents are covered later in this section but just because an event is a critical incident doesn't mean that it will always cause you to be injured or unwell. Likewise, we can't assume that minor hassles and moderate amounts of stress will not cause distress. People are different and react differently to the same situation depending upon their circumstances and the personal and social resources available to them at the time. It is important to monitor what events are happening in your life to identify when you might need to boost your resilience. Sometimes demands can stack up without us noticing, particularly during a demanding period such as a deployment.

The Stress Symptom Checklist on the following page contains a checklist of common signs of stress. It is normal to experience some of these symptoms some of the time, especially under periods of increased demands. Most of the time most of us recover from such symptoms easily and quickly, but if the symptoms are ongoing, it is a sign that we are not adapting to our current situations, and this may cause problems for us, or those around us. If you notice you are experiencing a negative and

lingering change in your mental health it is important to seek specialist support. You wouldn't let a broken leg heal by itself, mental health is no different.

Often it's difficult to ask for help if we need it. We think we will get better, or that we are not coping any worse than others, but in this situation, what you need to remember is that seeking help is part of being strong and resilient.

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The NZDF specialists listed in the 'Engagement' section are able to discuss any concerns or questions you might have or are available to chat if that is most helpful. They deal with deployment related concerns often and are likely to have previous experience with situation similar to yours.

Scan the list on the following page at regular intervals. This may be before deployment, at the time of deployment separation, then every two weeks for the first two months of the deployment, at the mid-point of the deployment, six, four and two weeks prior to the end of the deployment, and then again two weeks post-deployment. Tick the symptoms that you feel apply to you.

If you notice an increase in either symptoms or their intensity over time, this suggests that we may be suffering the effects of ongoing stress. If you suspect you are suffering from stress, do something about it. Practice one or several of the Resilience Building exercises in the Empowerment section, talk to your mates, or see the Doctor.

Deployed Personnel

If you are having difficulties as a result of the deployment, in theatre you have access to your chain of command, and maybe a chaplain or psychologist. In addition to this, you are able to phone or email either your NZDF Chain-of-Command, or any of the support personnel back in the NZDF, who will be able to discuss any issues with you. This includes seeking assistance on behalf of a colleague in-theatre, or a family member back at home.

Partner

If you notice you are experiencing difficulties with the deployment, there are many NZDF people available who can provide advice and guidance e.g. Social Workers, Community Services Officers, Defence Community Facilitators, Deployment Services Officers. These people are able to offer support and advice.

Commander

As a Commander, what you are looking for is any sort of extreme change in their behaviour that can't be explained. This may be a change in any of the following: temperament, standards, interests, decision making ability, pace, control, memory, susceptibility to illness, and personality. The command chain is a resource that can provide a significant amount of assistance to deployed personnel; however, you are not an expert in Mental Health. Should you have concerns about your people, but are unsure about what the issue is or what to do, contact the appropriate support person back in NZDF to seek advice and guidance. These conversations are confidential.

Stress Symptom Checklist

Stress Symptom	Date													
Increased heart rate														
Aware of heart beating														
Cold hands and feet														
Rapid shallow breathing														
Dry mouth														
Stiffness of neck & shoulders														
Sleep difficulties														
Increased minor illnesses e.g. colds														
Not able to wind down														
Wound up, up-tight, tense														
More easily startled														
Excessive worry														
Anxious or fearful feelings														
A feeling of being very low & dulled														
Distressed, upset														
Feelings of helplessness & hopelessness														
Feeling unable to cope														
Feelings of inadequacy, low self esteem														
Low motivation														
Short temper														
Restless														
Forgetfulness														
Difficulty concentrating														
Difficulty making decisions														
Thinking problems over & over														



Deployment Expectations

What are your expectations for this deployment?

Blank space for writing answers to the question: What are your expectations for this deployment?

How will daily life on deployment be different from your life here in New Zealand?

- Environmental
- Cultural
- Social activity
- Family and Friends

Blank space for writing answers to the question: How will daily life on deployment be different from your life here in New Zealand?

Stressors

Combat vs. Operational Stressors

Combat stressors tend to be designed as singular incidents such as being injured through combat, experiencing the death or injury of a unit member, or facing a life-threatening situation. Within the NZDF we call these situations critical incidents or potentially traumatic event (CI/PTE).

Operational stressors refer to non-combat stressors that come from

prolonged exposure to being on deployment, such as separation from whānau and family, difficult working conditions, ongoing high workloads or chronic boredom.

Below is a table of what NZDF personnel rated as their deployment stressors. Tick the ones that you think will apply to you. List any others below.

Table 1. Proportion of deployed personnel who rated deployment stressors as moderate-to-extreme

Deployment Stressors	No. of People	%
Overload of work	252	40.0
Being away from family and friends	245	38.9
Frustration with HQ JFNZ	207	32.9
Sorting out problems at home	203	32.2
Frustrations generally	196	31.1
Periods of high activity then low/no activity	193	30.6
Concern about career management/future postings	189	30.0
Living/working with same people for extended periods of time	172	27.3
Bad interpersonal relationships with team members	146	23.2
General rules/regulations of deployment	133	21.1
Support for family at home	113	17.9
Boredom	96	15.2
Not being able to take leave	93	14.8
The overseas organisation i.e. UN, MFO	78	12.4
Language barriers	73	11.6
Lack of privacy in living quarters	70	11.1
Threat of danger	59	9.4
Isolation from other NZDF personnel	51	8.1

List any other stressors below:

Stressors on Deployment

Table 2. US Army Combat and Operational Stress

Stressor	Description
Adjustment and transitional issues (pre-deployment)	Anxiety and concern regarding upcoming family separation. Interpersonal relationship difficulty. Children may act out and or misbehave.
New soldier integration	Unestablished trust and cohesion. Replacements might have limited experience. New soldier feeling like an outsider. Difficult transition (for personal reasons or as the result of a group dynamic).
Combat and operational stress	Intense or heavy combat.
Environmental and physical risk	Lengthy, ongoing deployments creating cumulative stress. Extreme temperatures. Precipitation. Crowded living conditions and lack of privacy. Jet lag upon arrival. Physical demands. Fatigue-producing events and activities.
Unit casualties and other potentially traumatic event	Soldiers in the unit being killed and wounded are the strongest indicator of combat intensity and are usually accompanied by increased COS reactions. Heavy casualties naturally shake soldiers' confidence in their own chance of survival. Loss of a leader or buddy is an emotional shock and threat.
Perceived threat of actual use of NBD weapons	Invisible, pervasive nature of many of these weapons creates a high degree of uncertainty and ambiguity with fertile opportunity for false alarms, rumours, and maladaptive stress reactions.
Home front issues	Worrying about what is happening back home distracts soldiers from focusing their psychological defences on combat and operational stressors. It creates internal conflict over performing their combat duty and resolving the uncertainties and issues at home.
Loss of confidence, lack of cohesion, and decreased morale	Insufficient information and failure of expected support. Lack of confidence in leaders, training, unit, and equipment.
Adjustment and transitional issues (post-deployment)	Reintegration problems. Reunion problems and interpersonal relationship difficulty. Children may act out and or misbehave.



Getting the most out of your Isolation

PREPARE

Before Isolation

TAHA WHĀNAU (Family & Friends)

- **Communicate** contact needs such as:
 - When
 - How often
 - Topics
 - Means (e.g. phones, online games)

TAHA HINENGARO (Mind & Body)

- **Plan** an isolation routine/schedule
- **Identify** things to look forward to during isolation
- **Equip** yourself with activities, games, puzzles

TAHA WAIRUA (Spiritual & Values)

- **Reflect** on your values and how to sustain them in/after isolation, such as:
- **Helping others**
- **Financial goals**
- **Having fun**

TAHA TINANA (Physical & Health)

- **Equip** i.e. resistance bands, skipping rope or bodyweight programme
- **Plan** exercise routine
- **Fitness challenges**
- **Sleep** aids i.e.
- earplugs, eye mask

PERFORM

During Isolation

TAHA WHĀNAU (Family & Friends)

- **Write** down topics/funny stories to share
- **Read**
- **Play** online or phone games with mates
- **Support** those around you

TAHA HINENGARO (Mind & Body)

- **Schedule** & routine including time outside
- **Unhook** from difficult thoughts & feelings by:
 - **Noticing & naming**
 - **Meditation**

TAHA WAIRUA (Spiritual & Values)

- **Engage** in prayer, reflection or meditation
- **Reconnect** with the meaning of the mission, your own values & hobbies

TAHA TINANA (Physical & Health)

- **Exercise** daily in some way
- **Food:** be deliberate in food & treat choices
- **Sleep:** maintain good sleep hygiene

RECOVER

After Isolation

TAHA WHĀNAU (Family & Friends)

- **Entering theatre:** establish routine and build relationships
- **Returning home:** reconnect with
 - **Deployed mates**
 - **Whānau**

TAHA HINENGARO (Mind & Body)

- **Expectations:** read the *Returning Home* handbook and expect it to take time to readjust
- **Seek support** if helpful

TAHA WAIRUA (Spiritual & Values)

- **Reflect** on the deployment / iso in relation to:
 - Positive elements
 - Challenging aspects
 - Self development
 - Moments of pride

TAHA TINANA (Physical & Health)

- **Habits** during iso / deployment you want to continue
- **Recover:** activities that will best recharge you on leave



Leadership on Deployment

How will this deployment be challenging for you as a leader?

In what ways do you think your leader might be challenged during this deployment?

Consider:

- How can I support my leader?
- How can I (as a leader) ask others to support me?

Social Interactions on Deployment

How does social interaction *improve* resilience during the deployment cycle?

Blank space for writing an answer to the question above.

How does it worsen *resilience* during the deployment cycle?

Blank space for writing an answer to the question above.

Introversion / Extraversion Activity

Consider and answer the following questions:

- When you are under stress and pressure would you rather talk to others or keep to yourself?
- When you have exciting news would you rather talk to others or keep to your self?
- What sort of support will I want?
- How will others know that's what I want?

Large blank space for writing answers to the questions listed above.

The Impact of Deployments on Loved Ones

Deployments involve change for families, partners, service personnel, and organisations.

What impact will this have on psychosocial...

Think about your family and friends in the boxes below, list at least three people who will be impacted/effected.

Then think about:

- How they will be affected?
- What can you suggest they do to alleviate any negative effects?
- What benefits there might be for them, of you deploying?

Example: Person 1

My Mum - I normally mow the lawns and do odd jobs around her house.

Can organise a handyman/lawn mower person to regularly mow lawns and maintain her house. My Mum enjoys hearing about my job and will be interested in what I do on deployment.

Person 1

Person 2

Person 3

Deployments are Demanding

- 1. In the table below list your top five demands.
- 2. On a scale of 1 to 10 (10 being high), how stressful would you rank each demand?
- 3. What are the best and worst ways that you might respond to each demand?
- 4. What strategies could you use to help reduce the rating on each stressor?

Example 1:
I am tired from long hours and frustrated with the lack of communication from Joint.
Rating: 5

Demand 1:	
Rating:	
Potential Responses:	
Strategies:	
Demand 2:	
Rating:	
Potential Responses:	
Strategies:	
Demand 3:	
Rating:	
Potential Responses:	
Strategies:	
Demand 4:	
Rating:	
Potential Responses:	
Strategies:	
Demand 5:	
Rating:	
Potential Responses:	
Strategies:	

Managing Exposure To Graphic Media/Imagery

Definition

Graphic media/imagery refers to repeated or extreme exposure to the unpleasant details of a traumatic event(s) (e.g. killing, maiming) through electronic and still media (visual and/or audio).

GRAPHIC MEDIA/IMAGERY

Contemporary operations have seen a huge increase in the use of intelligence, surveillance, and reconnaissance (ISR) analysis for all levels of decision making.

Increased ISR usage means personnel can be exposed to remote combat and graphic media directly (e.g., review of still imagery, video, and audio) and indirectly (e.g. working in a TOC).

THE PROBLEM

Studies show that negative psychological/mental health effects can occur from exposure to graphic media.

More exposure is associated with higher reported:

- Psychological distress;
- Emotional exhaustion/burnout; and
- Cynicism.

There is enough concern about the health impact of graphic media that exposure to graphic media for work-related purposes is now considered a potential triggering event for PTSD. The rates of PTSD for graphic media exposure in the military are lower than for direct combat exposure, but higher than other military occupations:

- PTSD rates of 1.6% to 5%.

Note for Commanders

Factors that Increase Risk/Harm

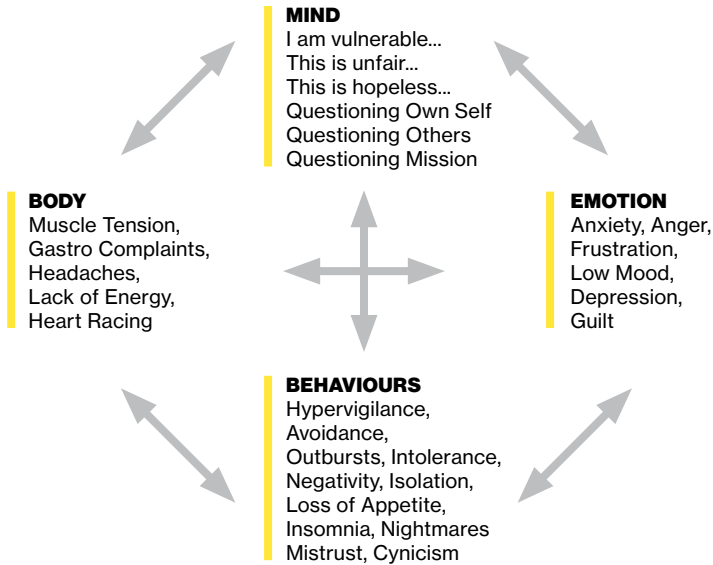
Key contributing factors to burnout and psychological distress in graphic media exposure are working long shifts, week in, week out with little respite.

- Working more than 50hrs per week;
- Cumulative exposure to graphic media;

- Organisational stressors (Non-supportive leader; isolated working conditions; bullying);
- Lack of manning;
- Shift work (afternoon-night (swing) shift; and night shift);
- Younger age
- Less than two years in role
- Lack of sleep & exercise

Warning Signs Of Over-Exposure

The arrows indicate that the warning signs tend to build & contribute to each other over time in a negative cycle.



MANAGEMENT STRATEGIES

Prepare your mind: If you know that you will be working with graphic media prepare yourself mentally by telling yourself “today I’m going to see some graphic content, it’s okay to stop and take a moment if I need to”.

Prepare your workstation: Where possible, try to minimise emotional impact of graphic media (at least initially) by turning down screen brightness/ colour, sound off, try not to look directly at victims, etc & let others know the nature of your work to minimise their inadvertent exposure.

Take regular breaks: Use the 50/10 method. Try to work for 50 mins and then give yourself a timeout for 10.

Develop a support system: Debrief your day with a trusted friend/colleague. Keep connected with other Kiwis wherever you can.

Prioritise sleep: Sleep restores the mind and boosts mental control. Lack of sleep increases the chances of developing mental health problems and runs your mental & physical defences down. See page 116 of this booklet for sleep tips and suggestions.

Get some exercise: Boost energy and feel good brain chemicals with exercise. See page 104 of this booklet for exercise suggestions.

Relax your body: Exposure to graphic media activates the body’s stress response (whether or not you are aware). Get a wind-down routine together for after work or 1 hour before bedtime that uses meditation (see page 100) or Progressive Muscle Relaxation.

Critical Incidents

What are they?

A critical incident is an event outside the usual range of human experience, which is sudden and unexpected, disrupts our sense of control, and may include physical and emotional loss.

REACTIONS TO CRITICAL INCIDENTS INCLUDE:

- Tension and / or anxiety
- Sleep disturbances
- Dreams and nightmares
- Fearfulness
- Feelings of guilt and anger
- Depression
- Fluctuating moods
- Preoccupation with the event
- Intrusive memories or feelings (flashbacks)
- Feelings of isolation
- Social withdrawal
- Easily startled
- Physical sensations

Those deploying should have attended the pre-deployment training brief which covered critical incidents, including typical reactions to these and how deployed personnel can help themselves if they are involved in one.

DFO 3, Part 12, Chap 9 Management of Critical Incidents further explains the process and requirements of personnel involved in a CI.



They are normal reactions, by normal people, following an abnormal event or events”

If a service person is involved in a critical incident on deployment, it is common for family members and partners back in New Zealand to want and expect them to return to New Zealand. However, it is unlikely that a deployed service person will get sent back to New Zealand solely because they were involved in a critical incident. Obviously, if they are injured or wounded, or unable to complete the duties of their deployment role, they are likely to be repatriated during the deployment. There are several reasons for keeping personnel involved in a critical incident deployed;

- Support following a critical incident is available from people who have either been through, or understand intimately, the experience and the circumstances surrounding it,
- Recovery from involvement in critical incidents in the deployment area can boost other areas of mental health,
- Repatriating those involved in a critical incident for no reason may impact negatively upon their mental health or their perception of the NZDF, and
- Repatriation of an experienced team member leaves the remainder of the team more vulnerable. Depending upon the nature of both the deployment and the critical incident experienced, mental health support will be provided by the NZDF or other appropriate agency on request from the NZDF or service person.

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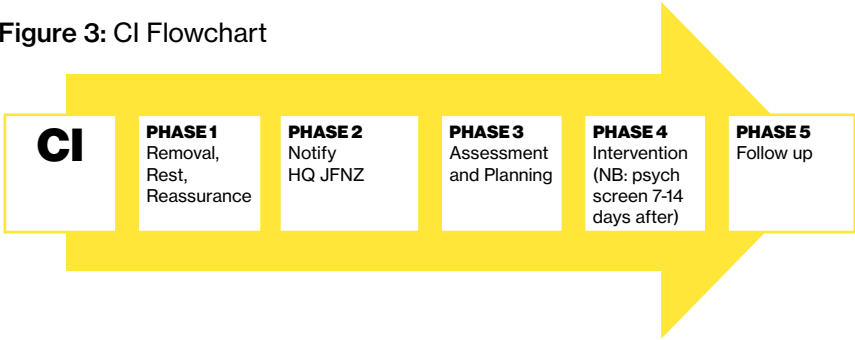
Some service personnel quite openly talk about their involvement in critical incidents, whereas others do not. If service personnel do not talk about their involvement, partners may still have a fair idea about whether or not they experienced any critical incidents because of uncharacteristic changes in their behaviour.

It can be very difficult to feel close to a partner who is still reacting in some way to one or more critical incidents, especially if they are still deployed. If this is the case, it is important for partners not

to blame these difficulties on themselves or on the relationship. It is probably a result of the experiences the service person has had on deployment and these should be dealt with either as required during the deployment, or at the post-deployment debrief.

This section has covered what critical incidents are, and common reactions to them. For information on tools to lessen the effects of a critical incident, go to 'Managing Exposure to Traumatic Events', under 'Empowerment'.

Figure 3: CI Flowchart



Post-traumatic Stress Disorder

What is it?

Post-traumatic stress disorder (PTSD) can develop following a traumatic event (or critical incident) that threatens your safety or makes you feel helpless. PTSD can affect those who personally experience the catastrophe, those who witness it, and those who pick up the pieces afterwards. It can even occur in the friends or family members of those who went through the actual trauma. PTSD develops differently from person to person. While the symptoms of PTSD most commonly develop in the hours or days following the traumatic event, it can sometimes take weeks, months, or even years before they appear.



You won't magically heal just by waiting. You have to do the work, and it will take a lot longer than you think, but with help the pain will fade and you will have a new life."

Signs & Symptoms of PTSD

The symptoms of PTSD can arise suddenly, gradually, or come and go over time. Sometimes symptoms appear seemingly out of the blue. At other times, they are triggered by something that

reminds you of the original traumatic event, such as a noise, an image, certain words, or a smell. While everyone experiences PTSD differently, there are three main types of symptoms:

Re-experiencing the traumatic event	Avoidance and Numbing	Increased Anxiety & Emotional Arousal
<ul style="list-style-type: none"> • Intrusive, upsetting memories of the event • Flashbacks (acting or feeling like the event is happening again) • Nightmares (either of the event or of other frightening things) • Feelings of intense distress when reminded of the trauma • Intense physical reactions to reminders of the event (e.g. pounding heart, rapid breathing, nausea, muscle tension, sweating) 	<ul style="list-style-type: none"> • Avoiding activities, places, thoughts or feelings that remind you of the trauma • Inability to remember important aspects of the trauma • Loss of interest in activities and life in general • Feeling detached from others and emotionally numb • Sense of a limited future (i.e. you don't expect to live a normal life, get married, have a career) 	<ul style="list-style-type: none"> • Difficulty falling or staying asleep • Irritability or outbursts of anger • Difficulty concentrating • Hypervigilance (feeling like you are constantly on 'red alert') • Feeling jumpy and easily startled

If you are experiencing the above symptoms, it is important to see a health professional immediately, so that the disorder can be dealt with before it impacts negatively on your life. These symptoms are extremely common among those who have experienced or witnessed a traumatic event, but may only appear once you have finished your deployment. This is because during your deployment you may have been

constantly busy, or have remained at a heightened level of stress due to the requirements of the deployment, preventing your brain from being able to process the event fully or properly. However, on your return home when you begin to relax, your brain takes this opportunity to process what you may have experienced, and this is when symptoms can start to appear.

Getting Help for PTSD

If you suspect that you or a loved one has PTSD, it's important to seek help right away. The sooner PTSD is confronted, the easier it is to overcome. If you're reluctant to seek help, keep in mind that PTSD is not a sign of weakness, and the only way to overcome it is to confront what happened to you and learn to accept it as a part of your past. This process is much easier with the guidance and support of an experienced therapist or doctor.

It's only natural to want to avoid painful memories and feelings. But if you try to numb yourself and push your memories away, the PTSD and associated symptoms will only get worse. You can't escape your emotions completely, they emerge under stress or whenever you let down your guard, and trying to do so is exhausting. The avoidance will ultimately harm your relationships, your ability to function, and the quality of your life.



Remember that critical incidents can be anything and that we are not superhuman. Ask for help and take what is offered.”



They are normal reactions, by normal people, following an abnormal event or events.”

Additional Resources

*Building and Maintaining Positive Mental Health:
A Guide for New Zealand Defence Force Leaders*

*Staying at the Top of Your Game: A Guide for
Maintaining Health for the Defence Community*

NOTES

WHAKAMANA EMPOWERMENT

WHAKAMANA
EMPOWERMENT

WHAKAMANA | EMPOWERMENT

This section is designed to provide you with a range of tools, tips, advice and skills that you may want to use during the deployment. They have been picked specifically to address topics discussed in the previous section, Enlightenment. Everyone can use these tools and most can be applied to many varying situations, not just during the deployment.

Being empowered to take action yourself in the face of challenges is important, and this section is aimed to provide you with:

- Self-control – ability to manage behaviour and emotions, and adapt successfully to new environments or situations.
- Human dignity – assists with your sense of integrity, self worth, secure identity, and wider connections within your community.
- Knowledge – to keep you sufficiently well informed to understand risks and pathways to wellbeing.

We have put together information in this section you can use during the deployment. Towards the end of the deployment, you will receive additional information specifically relating to homecoming and reunion.

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Resiliency Skills

Resilience is the ability to bounce back from adversity and coping with life and what it throws at you on a day to day basis as well. The more resilient you are, the better you cope with life in general, not just the stressful or difficult parts of it.

Resilience has several components to it; including the aspects covered in the Te Whare Tapu Whā model in part one of this book. The resilience skills covered here mostly relate to mental health; and are tactical breathing, flexible thinking and optimism. All of these tools have a sense of mindfulness to them. Mindfulness is about being consciously aware of your surroundings and experiences, and being able to connect to them. It's about being able to focus your attention on emotions, thoughts and sensations, and turn them into neutral or positive experiences for you, which can then benefit your mental health.

Resilience skills taught by the NZDF aim to build resilience and self-reliance in individuals. They also provide the skills for leaders to support this development, creating enhanced effectiveness for the NZDF. Self-reliance is developed through hardiness and mastery. Leader support is developed through coaching and command resilience.

Resilience not only helps with mental health, but also affects performance. If you can get the head game right, your performance will improve, and you will not only enjoy your role more, but get more satisfaction from it.

Resilience skills are important during and after deployment as they are skills you can use to help get through difficult situations.

These skills can be used in all aspects of the deployment, and by all those who are affected by the deployment.



Why is resilience important during deployment?

The deployment can involve many set-backs and challenging situations. Building resilience within yourself will allow you to bounce back from these set-backs, and thrive in these difficult situations, making the hardships caused by the deployment smoother and easier to deal with.

Stress Management

A manageable amount of stress is good, as it increases alertness, and can help improve performance. However, too little stress is unhelpful, as you then do not have the energy, drive or motivation to do much, and your performance is affected. Likewise, too much stress is bad, preventing you from performing effectively, and ultimately harming your ability to function effectively and damaging your long-term health. Some stages of the ECOD may increase your 'stress' levels, whether it is adapting to changes at home or deployment

conditions. This section is designed to give you an idea about what stress is, and ways to make it work for you.

Stress affects us in many ways, and different people experience stress differently. It is not expected that you will eliminate stress from your life, and neither is this desirable. However, there are ways to reverse the negative effects of stress, and manage it to maintain healthy levels of stress in your life; regardless of the circumstances. Some of the most common methods for managing stress are described below.



Make Stress Work for You:

- Find something that you enjoy and that suits you e.g. physical exercise, art, music or other hobbies
- Find something that fits your current lifestyle and manage any possible limitations
- Practice techniques before you need them
- Be patient and take time to change
- Approach stress management one step at a time
- Try to maintain as much consistency in your life as possible
- Enlist the support of others
- Confront stressors with a positive attitude
- Aim to get at least 7 – 8 hours sleep within each 24 hour period
- Take control by planning, being organised and setting goals
- Tidy up your living and working environments

Some of the practical things you can do to manage stress are discussed in more detail below.

Simple Stress Management Techniques

- **Balanced lifestyle:** Seek ways of living a balanced lifestyle, no matter your circumstances.
- **Recreation:** Do things you enjoy and value in any spare time you get. Use your time wisely.
- **Time Out:** Find a space that belongs to you, where you can go to be away from stressful situations.
- **Letters/diaries:** Writing things down is a good way to get things off your chest, even if it ends up in the bin.
- **Time Management:** Get organised, so you can spend your spare time doing what you want to do, not catching up on tasks you haven't completed.
- **Vent:** Talk to your mates, get things off your chest.
- **Look after your mates:** Look out for each other, support and listen to each other.
- **Humour:** Use this to release tension. Black humour is an important coping method in stressful situations and when you laugh it's almost impossible to feel bad.
- **Attitude:** The most important. Be positive and look for all the good things you can gain, whatever the situation.

One way to reduce anticipated stress is to be prepared. For example, plan for how you are going to deal with stress as it arises, what things normally help? This section is helpful for both those who are deploying and those staying at home. The following information has been provided by personnel who have deployed previously and has contributed to helping them feel better prepared for deployment.

You know yourself best, what works and what doesn't work for you when you are stressed? Employ these techniques when you feel under stress. And don't be afraid to try other techniques when your tried and true ones don't seem to be helping. Sit down and have a think about what different stressors have the potential to effect you. Write these down, and what you are going to do in those situations.

For those of you deploying, talk to others who have deployed, especially those who have been in your AO, ask them the types of stressors that are likely to occur and then have a think about what techniques you are going to employ in those situations.

For those of you staying at home, your stressors may be different to your deployed partner. For example, you might feel overwhelmed with keeping on top of all the household chores. In this instance, you might find it helpful to stop, employ tactical breathing, and call on a friend to help you get on top of your chores. If you have children, having a list of baby sitters handy for when you need a break is a great idea. This allows you to take time out to see friends to get social support, or go to the gym and get the endorphins pumping!





Practice Makes Perfect

There are things that you can do to increase your resilience, but these need practice. Just as it takes time for your body to adapt to physical exercise, it takes your brain time to adapt to perceiving and behaving differently. The next few pages provide information on several exercises to assist with increasing your resilience. Try these out before you need them, and use them in everyday situations.

THESE EXERCISES INCLUDE:

- Tactical Breathing
- Flexible Thinking
- Optimism
- Grounding and Meditation
- Goal Setting

Tactical Breathing

Tactical breathing is useful as a resilience skill as it allows us to consciously stop the stress reaction by slowing down the heart rate, which then allows the body to relax. When we are stressed we tend to breathe quickly, shallowly, through our chest and often through our mouths. This alerts our brain to release chemicals that increase our feelings of anxiety and alertness.

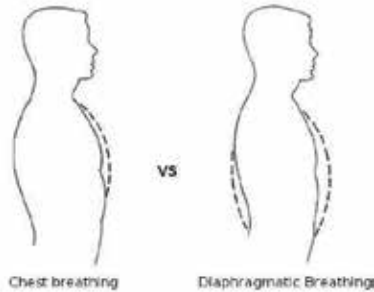
Tactical breathing must be practiced regularly to become a habit. Remember to practice it at regular times when you are not stressed (such as during ad breaks and at the traffic lights), and you will soon be able to use this more effectively when you need it.

HOW TO TACTICALLY BREATHE

1. Slow your breathing down
2. Lengthen your breath – inhale through the nose to a count of four, exhale to a count of four
3. Fill your belly with air when you breathe in (diaphragmatic breathing)
4. Do this for four minutes (or until the traffic lights turn green)

Additional Resources

Smartphone Apps: *Breathe2Relax*, *Tactical Breather*



Tactical Breathing can be used at any time you want to induce a relaxation response but it is particularly effective when nerves are interfering with your physical performance e.g. nervous about the next task, but have a mission to complete.

Quick Reference Guide

WHEN:

When you are feeling stressed

WHAT:

Slowing your breathing down to induce a relaxation response

COMMON REACTIONS:

BEFORE: Quick, shallow breathing; feel anxious

AFTER: Slow, deep breathing; feel relaxed

Flexible Thinking

Getting on top of negative emotions is key to developing resilience and mental toughness. The following skills will help you to:

- Quickly change from a negative emotional state to a positive one
- Cope with setbacks, demands and adversity
- Exercise control over your thoughts

Many people believe that their circumstances or particular situations directly impact on their emotional reactions and subsequent consequences, whereas it is actually what they think about the situation that determines these outcomes.

The diagram below details the interplay between our thoughts and reactions to situations and the on going

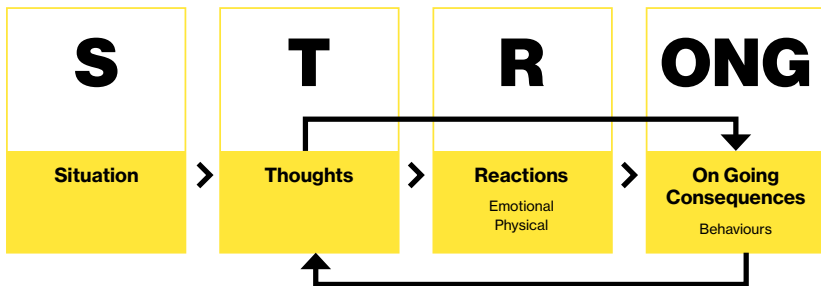
consequences. It shows that our thoughts influence our reactions, not the situation itself.

What you need to do is think critically about the thoughts you are having and see if they are realistic and helpful. The goal is to identify unhelpful thoughts and replace them with more helpful and/or realistic thoughts.

SOME QUESTIONS TO CHALLENGE THOUGHTS ARE:

- Is there any evidence that disputes this thought?
- What would I say to a friend who thought this?
- Is this thought helping me be resilient?
- What other ways can I look at this situation?
- Will this thought be an issue in one week? In three months?

Thought/Reaction Cycle



Quick Reference Guide

WHEN:

When you are in a negative emotional state

WHAT:

Exercising control over your thoughts

COMMON REACTIONS:

A sense of control over your thoughts

FLEXIBLE THINKING IS USEFUL FOR MANY DAY TO DAY SITUATIONS. FOR EXAMPLE:

- Public speaking
- Exams
- Fitness tests
- Performance appraisals
- If someone says something rude or snaps at you
- If your deployed person doesn't reply to your call or email



Flexible thinkers can adjust their general tendencies to be positive or negative depending on what is more helpful for the situation...It's a great skill to have and will help you approach life differently”.

Additional Resources

Smartphone Apps: MindShift



Flexible Thinking

Deployed Personnel	
Thought/ Reaction Cycle	Example
Situation	My team left me to complete my own kit clean up when they had all finished.
Thoughts	No-one stayed behind to help me, I must have done something to annoy them.
Reactions	Nervousness, tension, worry.
Behaviours/on-going consequences	Cautious around team, more quiet and reserved than usual. Contribute to team less.
Challenge thoughts	What proof do I have that they are annoyed at me? If they, is this the worst thing that could happen?
Replace thoughts	I'm tired, I guess they all are as well. We are all looking forward to hitting the showers and getting some rest.

Partner	
Thought/ Reaction Cycle	Example
Situation	My partner hasn't contacted me recently.
Thoughts	Something must have happened... why has nobody called me to tell me what's going on over there?
Reactions	Nervousness, tension, worry, anxiety, scanning the news constantly.
Behaviours/on-going consequences	Cannot concentrate on anything else, unable to focus or contribute as usual.
Challenge thoughts	What proof do I have that something has happened?
Replace thoughts	If I don't hear from my partner by... I will call the NZDF help number in the deployment booklet. They are probably away on a mission and unable to communicate with home.

Optimism

People who are optimistic tend to do better in life. Often, negative events stick in our mind and we devote lots of time and energy to think about them. We then often ignore things that are positive or don't pay enough attention to them, giving us an unbalanced view of reality. Optimism is a skill that can be developed. It relates to how we perceive things or events. We can choose to view things in a negative or positive light. Focusing on positive aspects will enable us to be more optimistic in general.

3 GOOD THINGS

3 Good Things is an exercise you can do to get into the habit each night of identifying good things that happened during the day. Often we don't pay attention to what is going and as a result we are unable to benefit from the positive emotion that arises in response to our experiences.

Things to focus on when completing this exercise can be big or small BUT they must be good e.g. passing an exam, getting paid to do PT, not having to wait in a queue for lunch.

THEN ASK YOURSELF 3 QUESTIONS:

1. Why did the event go well?
2. What meaning does this positive event have for you?
3. How can you make this happen more often?

Example: Today I did my fitness test and passed. This happened because I did enough practice. It's important to me that I am fit and can pass it. Keep practicing and it will keep happening, next time I might even get a better result.

Or Example: Today I passed my rifle & pistol qualification, this happened because I was relaxed and took my time. Its important to me that I passed this assessment so that I can deploy. Pre-deployment training will increase my skill with weapons, and I will feel more confident when deployed.

Additional Resources

Optimism – www.psychologytoday.com/basics/optimism
 Smartphone App: Positive Activity Jackpot

Quick Reference Guide

WHEN:

When negative events are stuck in your mind

WHAT:

Learning to pay attention to the positive aspects of life

COMMON REACTIONS:

Feel happier about the days events

Comprehensive Soldier & Family Fitness Skills

The US Army have a great set of resilience and performance skills shown below and on the following page. You may find some of these skills beneficial during various stages of your deployment to boost and maintain your resilience and performance.

Resilience & Performance Skills

Hunt The Good Stuff

Hunt the Good Stuff to counter the negativity bias, to create positive emotion, and to notice and analyze what is good. Record three good things each day and write a reflection next to each positive event about why the good thing happened, what this means to you, what you can do to enable more of the good thing, and ways you can contribute to this good thing.

Avoid Thinking Traps

Identify and correct overly rigid patterns in thinking through the use of Mental Cues and Critical Questions. Mental Cues and Critical Questions help to identify the information you missed because of a Thinking Trap.

Problem Solving

Identify your thoughts about why the problem happened, identify other factors with Critical Questions, test them for accuracy, and then identify solution strategies.

Mental Games

Change the focus away from counterproductive thinking to enable greater concentration and focus on the task at hand. Mental Games are games that require your full attention, are hard and fun, and can be done within a few minutes.

Identify Character Strengths in Self and Others

Identify your top Character Strengths and those of others and identify ways to use your Character Strengths to increase your effectiveness and strengthen your relationships.

Assertive Communication

Communicate clearly and with respect, especially during conflict or challenge. Use the IDEAL model (Identify and understand the problem, Describe the problem objectively, Express your concerns and how you feel, Ask other person for his/her perspective and ask for a reasonable change, List the positive consequences that will occur if the person makes the agreed upon change) to communicate in a Confident, Clear, and Controlled manner.

Activating Event, Thoughts, Consequences

Identify your Thoughts about an Activating Event and the Consequences of those thoughts. Thoughts, not the Activating Event, drive Consequences (Emotions and Reactions).

Detect Icebergs

Identify and evaluate core values and core beliefs that fuel out-of-proportion emotions and reactions. Use "What" questions to help identify the Iceberg.

Put it in perspective

Stop catastrophic thinking, reduce anxiety, and improve problem solving by Capturing the Worst, Generating the Best, and Identifying the Most Likely outcomes of a situation and Developing a plan for dealing with the Most Likely Outcomes.

Real-time Resilience

Shut down counterproductive thinking to enable greater concentration and focus on the task at hand. Fight back against counterproductive thoughts by using evidence, optimism, or perspective.

Character Strengths: Challenges & Leadership

Use Character Strengths in yourself and others to overcome challenges, increase team effectiveness, and strengthen your leadership. Identify the Character Strengths you will use and the specific actions those Character Strengths will lead to being a more effective leader and enabling members of your team to overcome complex challenges.

Effective Praise and Active Constructive Responding

Praise effectively to build mastery and winning streaks. Name strategies, processes, or behaviors that led to the good outcome. Respond to others with authentic, active, and constructive interest to

Resilience & Performance Skills

build strong relationships. It is the only style that strengthens relationships.

Mental Skills Foundation

Identify the mental skills that underlie performance and understand the psychology of performance excellence. Recognize the distinctions between growth and fixed mindsets. Understand the relationship between thoughts, emotions, physical states, and performance.

Attention Control

Heighten sensory awareness to what is most relevant and keep it there to avoid distraction. Understand how to direct attention and build awareness of personal attentional tendencies. Identify personal indicators of distractors that compromise focus. Develop routines to set and reset the ideal state for focused skill execution.

Goal Setting

Identify a personally meaningful goal and develop a concrete plan to ensure achievement. Understand how personal values help form self-directed motivation. Develop commitment strategies to support goal attainment. Develop commitment strategies to support goal attainment. Create techniques to regularly monitor goal progress.

Your Learning Mindset

Examine how motivation is the foundation for successful learning, and recognize attitudes that may limit success. Understand how learning changes your brain, and how a learning mindset affects your study strategy.

Make Study Effort Count

Establish the right study conditions to direct attention to immediate learning tasks, employing the study regimen to regulate study effort.

Take Effective Notes

Develop meaningful, reusable resources that facilitate comprehension and retention. Consider how listening and attitude affect the quality of notes, and develop a better note-taking style.

Learn With Your Peers

Form successful study groups and apply individual learning strengths effectively in a peer situation. Learn characteristics to seek in effective study partnerships and troubleshoot partnership pitfalls.

Building Confidence

Develop effective thinking to set the conditions for consistent performance excellence. Understand the sources of confidence. Identify personal strengths that can be leveraged for confidence in any situation. Develop effective responses for counterproductive thoughts and effective perceptions of failure and success.

Energy Management

Use self-regulation skills to effectively modulate and restore energy in order to thrive under pressure. Understand how mind-body activation levels impact performance. Prioritize controllable factors that influence mind-body activation. Practice deliberate breathing and develop strategies to combat chronic sleep restriction.

Integrating Imagery

Mentally rehearse successful performances to program the mind and body to perform automatically and without hesitation. Understand the scientific basis of the brain-performance connection. Identify and practice the three factors that contribute to effective imagery.

Plan and Prioritize

Your Time

Work effectively toward academic goals and managing time. Understand how your time is spent during a typical week, and conquer procrastination through an action plan.

Remember What You Study

Improve knowledge retention through brain-based learning theory. Understand how memory works and why healthy habits are critical to academic success.

Attack Your Reading

Develop and use active processes to aid comprehension, knowledge retention, and efficiency. Apply the "Survey-Question-Read-Recite-Review" reading process.

Combat Your Tests

Become test-wise through planning, understand test questions, thinkng effectively, managing energy, and embracing nerves to alleviate test anxiety and optimize test performance.

Grounding and Meditation

GROUNDING

Grounding is a strategy you can use to connect to the present moment. Grounding uses the five senses i.e. sight, sound, taste, smell and touch. The aim is to focus on something in detail, so it draws you into the present moment, preventing you from thinking about the past. This distracts us, reducing anxiety and produces a calming and energising response.

Everyone responds to sensory input a little differently, so an awareness of your preferences is essential for reducing stress. Most humans are visual, and find a focus on the visual sense very easy; however, grounding can even be as simple as focusing on what it is like to breathe in and out. Below are some other examples of ways to ground yourself.

Sense	Example
Sight	My partner hasn't contacted me recently.
Sound	Something must have happened... why has nobody called me to tell me what's going on over there?
Taste	Nervousness, tension, worry, anxiety, scanning the news constantly.
Smell	Cannot concentrate on anything else, unable to focus or contribute as usual.
Touch	What proof do I have that something has happened?

When you are feeling anxious or agitated pay attention to where you are and your surroundings. List 5 things you can see, 4 things you can feel (touch), 3 things you can hear, 2 things you can smell, and 1 thing you can taste. Notice how you are feeling at the end of this activity.

Quick Reference Guide

WHEN:

When you need to cope with stressful moments or need to focus on the present

WHAT:

Strategies to help you relax

COMMON REACTIONS:

A calming and energising response

Meditation

There are many types of meditation and reflective practices that you can use to build your spiritual resilience. Often deployments can put you and your family in difficult and stressful situations and you need some way to reconnect to core aspects of yourself to maintain the motivation, discipline and courage to serve, or support those who serve. Often people think that meditating is for hippies, or that there is no point sitting around repeating a statement or watching breath. However, there is a lot more to meditation than that, and is useful for dealing with stress and improving wellbeing. People from across a wide range of disciplines and philosophies practice meditation (including soldiers) and it is about recognising and sitting with thought patterns and their associated emotions. There is a stack of research out there about meditation, and it has been proven to reduce stress, decrease negative aspects of stress, anger and depression, and help with physical health and wellbeing too.

There are many different types of meditation (breathing meditation, active walking or running, guided visualisation, cultivating positive emotions, and word / phrase meditation) and with the many choices available, you can find one that will be a good fit for you. You can also go online and find plenty of information about meditation and mindful practice.

Through meditation, as a tool to reflect on your values, beliefs and purpose, you are able to start building your spiritual resilience.



HOW TO MEDITATE:

1. Sit or lie somewhere that is comfortable for you
2. Close your eyes
3. While breathing naturally, focus on how your body moves each time you inhale and exhale. Take time to notice how each part of your body moves as you breathe. Don't allow your mind to wander away from your breath. Start with trying this for 2-3 minutes and each time try it for longer.

The links below provide you with a variety of different types of meditation that you can use to begin meditating. Try a variety so you can work out which type of meditation works for you.

Additional Resources

Smartphone App: iChill, Calm – Meditate, Sleep, Relax, Headspace.com – Meditation

Try these:

- [/life.gaiam.com/article/meditation-101-techniques-benefits-beginner-s-how](https://life.gaiam.com/article/meditation-101-techniques-benefits-beginner-s-how)
- life.gaiam.com/article/how-be-more-mindful-just-breathing-and-walking
- 5minutemeditation.com – Great one to try at your desk!
- marc.ucla.edu/body.cfm?id=22 – these are hearing meditations for a variety of things.



Goal Setting

A great tool to ensure you achieve your goals is by making them SMART goals. This not only helps you set goals, but also allows you to put measures in place to help you achieve them. A SMART goal needs to be Specific, Measurable, Achievable, Realistic, and have a Timeline. The SMART goal tool can be applied to almost any goal that you wish to achieve. It gives you direction, allows you to measure progress, and ensures that the goal is realistic. Too often we set goals that are vague, and due to not having a proper plan, we fail at achieving them. A perfect example is 'New Year's Resolutions' e.g. I want to lose weight. We know what the end result is, but we have no pathway to get there.

Here is an example of an everyday goal, compared to a SMART goal:

Everyday goal:

I want to be able to run faster.

SMART goal:

I want to be able to run 5km in under 25 minutes by the end of the year. This is realistic as I have 4 months to practice and my progress will be measured with a stop watch. This is an achievable goal as I have everything I need to accomplish it.

Specific:

Run 5km in under 25 minutes.

Measurable:

I can measure progress with a stopwatch.

Achievable:

It is achievable as I have everything I need to accomplish it.

Realistic:

It is realistic as I have 4 months to achieve this.

Timeline:

To be achieved by the end of the year.

Use the template (developed by the Institute of Leadership Development – ILD) on the next page to help develop your goals. If you want an electronic copy of this template, please contact ILD.

Additional Resources

Personal Goal Setting –
www.mindtools.com/page6.html

MY GOAL IS:

Why? (What is the positive impact on others?):

Domain: Intrapersonal Interpersonal Lead a Team Technical

Value Add: Explain the Why Run an entire System Work the system Grow leaders

Keep	Stop	Start

Measurable TASKS

Date completed by

-
-
-
-
-
-

My coach will be:

My mentor will be:

Milestones:

Traits that will support	Traits that won't support

How will I know I'm successful?:

BUILDING SPIRITUAL RESILIENCE DURING DEPLOYMENT

Our spiritual beliefs and practices can be an excellent source of strength and support during deployment. Building your spiritual resilience can provide an opportunity for you to sustain a sense of wellbeing and purpose through beliefs, principles and values.

Being spiritually resilient does not mean you have to go to church every week, or adhere strictly to a given denomination, but rather that you are in touch with your values, self, beliefs and core principles. Some US studies have found that soldiers draw on spiritual resources in difficult times with beneficial results, as it plays a role in boosting health and wellbeing. Deployments can result in spiritual struggles – questions, conflicts and tensions at the core of one's being. While this can be troubling, it can also result in great personal growth.

Spirituality can be a fundamental pillar of individual resilience. An individual's spiritual core forms the foundation of the human spirit, comprising of purpose and meaning of life, vision of the future, authenticity and potential, as well as truths about the world. To understand and build spiritual resilience fully, there are five important factors:

SELF-AWARENESS:

Building self-awareness involves reflection and introspection in order to gain insights into our identity, purpose and meaning. It often begins with more questions than answers! Self-awareness also shapes and develops the core self and an appreciation of how beliefs and values shape and influence our behaviour.

SENSE OF AGENCY:

Also known as a sense of control, this refers to your awareness of having the ability to influence your own choices. It results in a sense of responsibility to for yourself – accepting your shortcomings and imperfections and taking responsibility for your life and your actions. It is a step away from the 'blame culture' sometimes seen in society ('it' is always someone else's fault). At the root of a sense of agency is a well developed wairua, or spirit – but that development is a life long process. Those seeking spiritual resilience will be committed to maintaining a life journey of spiritual development.

SELF-REGULATION:

This involves the ability to understand and control your actions, emotions and thoughts. It involves understanding how these patterns influence perceptions and behaviours, and with this understanding, allows you to act and think more freely. Also known as self control, it ensures that you are in charge of yourself.

SELF-MOTIVATION:

This is the acknowledgement that through the journey, individuals can be supported by a whānau or community, but ultimately must accept personal responsibility for realising their aspirations and pursuing their goals, especially in the face of adversity. Self motivation, by definition, comes from our inner core, rather than from external agencies, and results in a greater sense of ownership and commitment. This is where we find the courage and strength to behave in a moral and ethical manner. Kia kaha: be strong!

SOCIAL AWARENESS:

This acknowledges the importance of relationships with those around you and how engaging with others can help shape values, beliefs and purpose. Just as a child learning to ride a bike has two 'trainer wheels' to keep them balanced, so we need the balance of accepting responsibility for our own personal spirituality on one hand, and the shaping and wisdom that comes from the community around us.

Whilst our spiritual journey is often deeply personal, it is an aspect of life that your Chaplains are particularly familiar with, and they are available to assist you on your journey. Haere mai.



A PHYSICAL APPROACH TO RESILIENCE

Pre Deployment Physical Exercise Considerations

Your first considerations WRT Physical Fitness should be “What do I need to do IOT fulfill compliance requirements for this deployment?” You will generally be required to gain a pass grade in one or more Physical Competency Tests (i.e. Land Combat Fitness Test (LCFT), Swim Test, RFL, OFT, MSFT). Seek advice from your Regional PTI's immediately regarding the Test protocols and identify any training that may need to be completed IOT fulfill these requirements. You can also pre-arrange your testing date to allow any required training to occur.

Once compliance has been addressed consider how an ongoing exercise regime will assist you whilst on operations and within your overall lifestyle into the future. Exercise not only has a huge influence on our physical health, but it also affects the health of our brain and how positive we feel. Physical health and mental health are intricately linked, and the level of one affects the level of the other. In other words, the more physically fit we are, the more mentally fit and resilient we are.

PHYSICAL FITNESS HAS THE FOLLOWING PSYCHOLOGICAL BENEFITS:

- Improves your memory and ability to learn and focus
- Improves your emotional responses and behaviour in stressful situations
- Decreases your risk of disease in both your brain and body
- It can reduce depression and anxiety as effectively as medication and/or therapy

These benefits make exercise an effective stress management tool, especially in preparation for and while away on Deployment. Any exercise is good, choose something you enjoy as your staple and add variety for holistic health and fitness.

Even if we have the best intentions to increase our physical activity, it is hard to make the right changes or maintain them if we do not plan properly. Effective planning for behaviour change takes two steps:

1. Action planning – deciding when, where and how you will become more active
E.g. I intend to run to and from work instead of driving four times per week.
2. Coping planning – anticipating what barriers will stop you from continuing to exercise
E.g. get some cold weather gear in case of poor weather, put together a good playlist to prevent boredom.

Some of the health benefits of exercise

(from National Heart Foundation)

- Increase muscle size and strength
- Improve respiratory (lungs) and cardio (heart) function
- Build stronger immunity
- Prevent heart disease
- Lowers risk of high blood pressure, stroke and diabetes
- Helps to reduce stress, tension, depression and anxiety
- Helps to control body weight
- Improves mood
- Improves overall health and wellbeing, prolonging your optimal health



POTENTIAL RISKS OF EXERCISE

Here are some tips to reduce risks when undertaking exercise;

- Ensure you always conduct an effective warm up and cool down,
- When entering a new physical environment, allow acclimatisation and approach exercise mindfully – acknowledge and adapt to the conditions gradually,
- Maintain good hydration,
- Learn the difference between muscle soreness (Delayed Onset Muscle Soreness – DOMS) and what could be the start of an injury – allow recovery,
- Listen to your body and rest when you need to recover - knowing your resting heart rate is a good way to monitor how your body is coping on any given day.

Approach your PTI or Regional gym for advice. If you have any pre existing health conditions, know your limitations and always seek medical advice/ clearance if unsure.

Physical Activity Recommendations for Adults:

The World Health Organisation recommendations to improve cardiorespiratory and muscular fitness, bone density, and to reduce the risk of noncommunicable diseases and depression are;

- Adults, aged 18–64, should complete between 150 to 300 minutes of moderate intensity aerobic activity throughout the week OR between 75 to 150 minutes of vigorous intensity aerobic activity throughout the week, OR a balanced combination of both.
- Muscular strengthening activities (i.e. weight-lifting) should be completed involving all major muscle groups on two or more non-consecutive days per week.
- Additional physical health benefits are gained from stretching and muscular release activity on one or more days per week.

How Do I Get Started?

- Look back at the **SMART** Goals earlier in this section for examples of how to set goals. Make them... Specific, Measurable, Achievable, Realistic and Timely.
- Gradually build into it: 2–3 days a week, then add days per week, up to 5–6 days, over time. Having a rest day or “easy” day is important for your mental and physical wellbeing.
- Make yourself accountable by exercising with friends, putting your achievements on Social Media, or by registering for upcoming events.
- Something is better than nothing (even something as simple as taking the stairs instead of the elevator).
- Variety vs Routine. Vary the duration, exercises and modes of exercise that you perform. This will challenge your physical response, maintain physical and mental stimulation and increase your physical abilities across all components of fitness.
- The more muscle mass involved in the exercise the greater the benefit e.g. whole body movements like a burpee will burn more energy than a bicep curl.



Start Today - Not on Monday!"

Show Me How...

Here's an example of some of the activities you can do over a week. Remember, variety will keep you challenged and interested so try not to get stuck in the same routine.

Recovery is important too, so stretch and hydrate well and take a rest day at least once a week to allow your body to recover.

Activity	Reps	Duration	Remarks
Body Weight Circuit	10 reps each exercise continuously	10 mins	E.g. Squat / Press Up / Partial Curl / Burpee
Cycle (Road / Mountain)	Set a distance... OR ... a time goal.		Stay safe on the road / track.
Nature Walk / Run	Set a distance... OR ... a time goal.		Lose the iPod and reengage the brain, take in your surroundings.
Strength Training	General 3–4 sets x 10 reps / 3–4 exercises. Seek exercise technical advice from Gym Instructor's/ PTI's		Build muscle, provide shape and tone.
Lunchtime Circuit	As prescribed by your Regional Gym		A chance to reconnect with group PT at your own pace.
Yoga / Boxing / Pilates / Pump Class	Take advantage of what your local gym has to offer		Treat yourself to something different. Have some fun with your training!
Sport	Reconnect with your favourite sport		Improve co-ordination and have fun!

Additional Resources

Exercise and Stress – www.mayoclinic.org/healthy-living/stress-management/in-depth/exercise-and-stress/art-20044469?pg=1

Nutrition For Deployment

Nutrition plays an important role in your daily life. A well balanced diet is part of the foundation of maintaining peak performance and good health. This will contribute to making you fit, healthy and resilient and ensure you are better prepared to manage operational demands in both physically and mentally challenging situations.

GENERAL HEALTHY EATING

Eating a variety of food is recommended for peak performance and good health. The major food groups contain a mixture of nutrients required to stay healthy – carbohydrate, fat, protein, vitamins and minerals.

What?	Why?	How?
Vegetables and Fruit	<ul style="list-style-type: none"> • Provide carbohydrate, fibre, vitamins and minerals. • Dried fruit, fruit juice and canned fruit in syrup are not recommended because they contain a lot of sugar. 	<ul style="list-style-type: none"> • Make half your lunch and dinner non-starchy vegetables. • Fruit and vegetable sticks are good snack foods. • Choose well-washed, fresh and frozen vegetables and fruit that are raw or lightly cooked. • Eat a range of different coloured vegetables and fruit.
Wholegrain Bread, Cereals, Grains and Starchy Vegetables	<ul style="list-style-type: none"> • Provide carbohydrate, which is an important source of energy. • If you choose to eat bread, cereals and grains, choose wholegrain and high fibre options because they contain the most fibre, vitamins and minerals. • Minimise intake of refined carbohydrates, such as white bread, rice and pasta; baked products, such as scones and muffins; and processed foods, such as corn flakes, Nutri Grain, crackers and muesli bars. • Balance your intake from this group with your activity levels each day. 	<ul style="list-style-type: none"> • High fibre grains include quinoa, barley, oats, brown rice and whole meal pasta. • Starchy vegetables include potato, kumara, corn, taro, yams and green banana.

»



The four major food groups have a mixture of nutrients required to stay healthy – carbohydrate, fat, protein, vitamins and minerals.”

What?	Why?	How?
Meat, Chicken, Fish, Seafood, Eggs and Legumes	<ul style="list-style-type: none"> • Provide protein, vitamins and minerals, including iron and zinc. • Legumes are high in fibre. • Fish and seafood are good sources of omega-3 fatty acids, which may improve mood and resistance to stress. 	<ul style="list-style-type: none"> • Choose lean cuts of meat and chicken. • Aim for at least two serves of fish and/or seafood per week. • Oily fish provide more omega-3 fatty acids, such as tuna, kahawai, kingfish, warehou, salmon, sardines, eel and mussels. • Legumes include cooked dried beans and peas, e.g. kidney beans, chickpeas and lentils. • Legumes can be eaten instead of meat or mixed into a dish and less meat used. • Limit processed meats such as ham, salami, pastrami and sausages. • Boiled eggs make a great portable snack option.
Milk and Milk Products	<ul style="list-style-type: none"> • Provide protein and many vitamins and minerals, including calcium. 	<ul style="list-style-type: none"> • If you can not drink cow's milk, choose a milk alternative with added calcium.
Nuts, Seeds and Healthy Oils	<ul style="list-style-type: none"> • Fats are an important part of our diet and you need sufficient fat to meet energy needs, supply essential fatty acids and absorb fat-soluble vitamins (A, D, E and K). • Fats assist with feelings of fullness and enhance taste. • Different types of nuts have slightly different nutrition profiles. 	<ul style="list-style-type: none"> • Choose unsaturated fats such as olive oil, avocado, nuts, seeds and their oils. • Plain, unsalted nuts and seeds are great snack foods or ideal sprinkled on the top of salads and vegetables.



Focus on whole-foods that are minimally processed and don't have lengthy ingredient lists. In other words the closer a food is to its natural state - the better."

The bulk of your diet should be vegetables, fruits, wholegrains, legumes, nuts and seeds.

This can be topped up with any or all of the following – meat, chicken, fish, seafood, eggs, milk and dairy products.

Long Shelf-Life Snacks for Deployment

- Nut bars
- Scroggin mixes
- Nuts – plain, roasted, spiced
- Porridge sachets
- Beef jerky
- Canned tuna, salmon and chicken
- Dark chocolate
- Bliss balls
- Sugar-free Chewing Gum
- Drinking chocolate powder
- Herbal teas
- Peanut butter or other nut butters
- Sauces and oils for flavouring

Sports Supplements

The use of sports supplements involves a balance between potential benefits and risks.

In NZ and most countries worldwide there is poor regulation of the supplement industry so it is important to be aware that just because a product is legal, it doesn't mean that it is safe, contains the ingredients listed on the label or even work.

Health professionals are concerned that the (mis)use of these products has the potential for negative health effects. At the lowest end of the spectrum regular users of these products may suffer dehydration, mood swings and insomnia; however, some products have been linked to stroke, rhabdomyolysis (muscle damage), hallucinations, depression, liver damage, kidney failure, heart palpitations and even death in some cases.

There are three product categories that are consistently shown during independent testing to be contaminated with prescription drugs, anabolic steroids and/or other illegal ingredients – despite being sold legally over the counter in many countries. These product categories are also consistently linked to adverse health effects listed above. They are:

- Pre-workouts
- Weight loss / thermogenics / fat burners
- Sex enhancers

Factors typical during military training and operations, such as sub-optimal sleep, anxiety, stress, dehydration, heat, altitude, etc. create a potentially dangerous scenario for individuals to be consuming performance supplements.

Consult with a qualified health professional if you are considering taking any sports supplements.

Food Safety

The four C's – clean, cook, cover and chill can help keep you safe from bugs in food and reduce your chances of food poisoning.

CLEAN

- Wash your hands thoroughly with soap and warm water and dry them with a clean dry towel or paper towel.
- Wash and dry your hands before and after handling food.
- Wash and dry your hands every time after you touch raw meat or chicken.
- Before you start handling food, make sure all tools and all surfaces which you put food on are clean.

COOK

- Defrost frozen foods thoroughly before cooking.
- Pre-cook chicken, meat patties and sausages before barbecuing.
- Minced meat and sausages should be cooked right through, and pork and poultry juices should run clear – use a meat thermometer to check temperatures.
- Reheat leftovers until steaming hot throughout and do not reheat more than once.

COVER

- Always cover stored food.
- Use plastic wrap or foil to cover food or put into containers with tight sealing lids.
- Ensure raw meat and chicken is properly wrapped to stop drips.

CHILL

- Ensure your fridge is operating at a temperature between 2 and 5 degrees Celsius.
- Keep all perishable foods cold until you are ready to use them.
- Keep raw meat and chicken away from other foods and below ready-to-eat foods in the refrigerator.
- Cover and refrigerate food as soon as possible after cooking.
- Throw out perishable foods that you have left at room temperature for more than two hours.

Note: Bacteria are able to multiply more quickly in moist and warm conditions so the risk from foodborne illness due to contaminated food is much greater during summer months and in hot climates.

Hydration

Maintaining hydration is important for peak performance and good health.

Fluid requirements are individualised and influenced by a number of environmental factors and operational demands. The key principle is drink to thirst.

Water and plain milk should be your 'go to' fluids. Hot drinks are also a good option and contribute positively to remaining hydrated.

Caffeine

Caffeine is found in many commonly consumed drinks, foods, and dietary or sports supplements. The table below illustrates the typical caffeine content

found in these products. It is important to realise how quickly the total amount of caffeine consumed in a day can add up.

Caffeine Content of Common Drinks, Foods and Supplements		
Item	Serving Size	Caffeine (mg)
Instant Coffee	250ml	60
Brewed Coffee	250ml	80
Espresso Coffee	Single Shot	100
Hot Chocolate	250ml	5–10
Tea	250ml	20–30
Green Tea	250ml	20–30
Iced Tea	250ml	15
Energy Drink	250ml	80
Energy Drink	500ml	160
Cola Fizzy Drink	375ml	40–50
Cola Fizzy Drink	600ml	65–80
Dark Chocolate	30g	5–15
Caffeinated Gum	1 piece	100
Caffeine Tablets	1 tablet	100
Thermogenic Supplements (fat burners)	1 serve	20–400
Pre-Workout Supplements	1 serve	0–500
Creatine Supplements	1 serve	0–100

Caffeine is considered safe at a low to medium dose (less than 400mg per day) and health authorities warn against daily consumption of a high dose (greater than 500mg per day).

The caffeine content of common dietary and sports supplements is typically

not stated on the label but is generally very high. Therefore, if consuming supplements, it is important to pay attention to other sources of caffeine in your diet to ensure you maintain an acceptable level of intake.

CAFFEINE ACCUMULATION

As well as total caffeine consumption, you also need to be aware of caffeine accumulation during the day. Caffeine breaks down slowly in the body and has a half life of approximately six hours. This means that after consuming caffeine, half of the caffeine will still be active in

your system six hours later. For example, if you consume a 500ml V energy drink at 1000hrs containing 160mg caffeine you will still have 80mg in your system at 1600hrs and 40mg at 2200hrs. Caffeine works by blocking sleep inducing chemicals and increases adrenaline production.

Instant Coffee	0700hrs	1000hrs	1300hrs	1600hrs	1900hrs
	Instant Coffee	V (350ml)	Tea	Coke (600ml)	Pre-workout Supplement
Caffeine Content	80mg	108mg	20mg	78mg	155mg
Total Consumed	80mg	188mg	208mg	286mg	441mg

EFFECTS OF CAFFEINE

Benefits of Caffeine	Negative Effects of Caffeine
<ul style="list-style-type: none"> • Increased cognitive performance • Heightened sense of alertness and concentration • Decreased fatigue • Decreased perceptions of effort 	<ul style="list-style-type: none"> • Increased heart rate and blood pressure • Disturbed sleep and/or difficulty falling asleep • Increased anxiety • Impaired co-ordination, especially fine motor skills • Interference with recovery from exercise

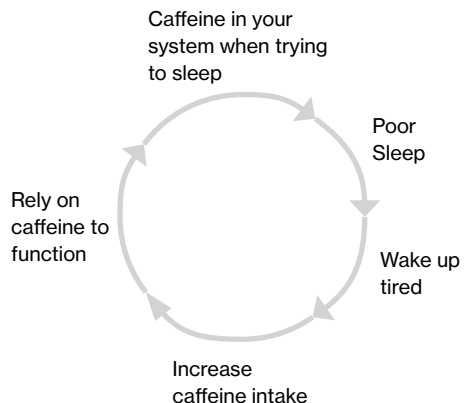
There are a number of documented case studies of people suffering acute psychotic episodes due to extremely high intakes of caffeine, including during military deployments. These episodes included extreme paranoia, agitation, delusions, disorientation, aggressive

behaviour and depressive thoughts.

If your caffeine habits total more than 500mg per day OR you suffer from any adverse effects after consuming caffeine then it is recommended you cut back your intake.

CAFFEINE AND SLEEP

A high intake of caffeine and/or caffeine consumed late in the afternoon/evening will likely have a negative impact on sleep quality and quantity. The following model illustrates the negative pattern that many people fall into with caffeine and sleep. Best advice is to go caffeine free at least six hours before bedtime. For example, if you usually go to bed at 2200hrs, then your last caffeine containing food or drink should be before 1600hrs.



Personal Electronic Devices (PED) & deployments

The smartphone, as well as other Personal Electronic Devices (PED), has provided easier access to a large number of services for deployed personnel, such as communicating with loved ones, taking photos and videos, accessing information, and providing a range of entertainment and leisure activities. But as well as enabling access to the outside world, the use (misuse) of PED's presents possibilities for breaches in security and, cultural and organisational standards as well as reductions in individual readiness and performance. In order to optimise individual and Unit readiness, and minimize any negative effects of PED use, personnel and their commanders need to be aware not only of their own PED behaviours, but also of the habits of those deployed with them.

Types of PED Behaviour

Use of any type of electronic device for personal reasons. Common PED activities are gaming, eSports spectating, gambling, shopping, social media, television watching and other forms of entertainment, or any other technology based activity engaged in for personal use.

Problematic PED Behaviour

An inability to control one's use of PEDs, which leads to negative consequences in daily life. This can impact upon the health, readiness and performance of a deployed individual and unit. In particular, it has been linked to problems with sleep (e.g. difficulty falling and staying asleep, shorter lighter sleep, increased daytime sleepiness), mental health (e.g. low mood, anxiety, reduced self-esteem) and mental functioning (e.g. memory, concentration and emotion).

Identifying & Responding to Problematic PED Behaviour

Distinguishing between safe, problematic, and addictive Personal Technology Use (PTU) is difficult. It's not about how much time the individual spends engaged in PTU, but rather how they are engaging with the technology, what needs this activity is meeting, and how it affects their behaviour in other realms of life. The below continuum is provided as a guide to assist individuals and command to identify and respond to problematic PED behaviour:

PED for Deployment

Safe, Casual Use	Highly Engaged Use	Problematic Use	Addiction
Can easily monitor own use and time spent in PTU activity	Some difficulty monitoring self in PTU activity	Lose track of time spent on PTU, to the detriment of other areas of life	Unable to reduce PTU activity, coupled with unsuccessful attempts to quit No longer able to get pleasure / satisfaction from PTU activity, unable to stop
No issues removing self from PTU activity	Some difficulty removing self from PTU when required	Become agitated, upset, aggressive when PTU activity is interrupted	Experience withdrawal symptoms when not engaged in PTU
Healthy thinking in relation to PTU activity	Significant percentage of thoughts are related to technology activity	Obsessive thoughts about technology activity	Preoccupation with PTU activity
Stable and healthy mood Consistent, usual temperament	Changes in mood & temperament that cannot be explained by other factors	Increase in tiredness, fatigue, mood changes	May seem sad, irritable depressed, anxious, unable to concentrate or focus Significant changes in mood and affect are obvious to those who interact often with individual
Appears to have a variety of interests and hobbies	Notable references to PTU activity in general conversation	Many references to PTU activity in general conversation, even when focus needs to be elsewhere	Thinking only about technology activity to the detriment of other thoughts and engagement in other activities. Actively engages with others only on topic of PTU activity.
Gains pleasure from participating in a variety of activities, including PTU	Engages in PTU activity for longer periods of time	Increased tolerance to PTU activity. Needs to spend longer engaged in activity to feel same rewards & satisfaction	Tolerance threshold unable to satisfy the urge created by the PTU activity

Socially interactive with others	Socially interactive, especially with those with similar PTU activity including people online	Withdrawal from other usual activities & social engagement Not present at work or other activities because of PTU activity	Giving up other activities and losing interest in previously enjoyed activities due to PTU activity, including social relationships. Neglectful of other areas of life to a critical degree – sleep disruption, losing relationships and jobs, falling out of study programmes
Engaged in healthy levels of activity across a broad spectrum (exercise, social, PTU activity, work etc.)	PTU activity accounts for much of the individuals spare time, but also engaged in other activities	PTU activity becomes a coping strategy Individual hides PTU behaviour	PTU activity becomes the only space in which the individual can function effectively
Generally healthy individual	Sometimes notable sacrifices due to PTU activity, such as fatigued, poor nutrition, lack of usual social connections	Technology activity interferes with physical needs Tiredness & fatigue due to loss of sleep Effects of lack of food or poor diet noted Isolation from usual social connections Removal of self from usual other leisure activities	Continuation of PTU activity despite problems, deceiving others about the amount of time spent on activity, the use of activity to relieve negative moods, such as guilt or hopelessness, and increased risk of loss, such as job or relationship, due to activity
Performing well at work Developing Sleeping well – refreshed when reporting for normal duties Any fatigue noticed can be attributed to duties	Performance declines noted on occasion for no known reason Often fatigued as a result of PED activity	Not performing as well as usual at work Unable to develop & progress at work Noticeably fatigued & fatigue affecting work performance. Fatigue not induced by work duties.	Not performing at work Unable to complete basic tasks well Activity impacts significantly upon sleep required to perform well Inability to perform, due to lack of sleep induced by activity
Response: Tailor response to PTU activity based upon observed behaviours and observations			
No response required	Engage in conversation around technology use Observe & monitor	Engage in conversation around technology use Discuss with XO/ CO and advise J1 in HQJFNZ Consider need for reduced duties/ RTNZ	Engage in conversation around technology use Discuss with XO/ CO & advise J1 HQJFNZ Utilise resources available in theatre Remove high-risk duties Strongly consider RTNZ

A Physical Approach to Resilience

Managing Fatigue & Sleep

FATIGUE

Fatigue is defined in the literature as day time sleepiness or on the job sleepiness.

Fatigue is considered to be a physiological state of reduced performance both mentally and physically that is a result from either extended wakefulness, circadian phase, or workload, which is faced by all deployed personnel.

Research shows that fatigue has several important implications for operations that relate to a decrease in alertness and decrease in cognitive performance. This section provides important information to understand fatigue; it's implications on operational effectiveness, and strategies to employ to reduce the impact of fatigue whilst on operations.

Fatigue is interlinked with sleep, sleep debt and sleep deprivation. Sleep Debt refers to the amount of sleep that you have lost and its cumulative effect. Sleep Deprivation refers to the process or condition of not having enough sleep, or not being allowed to have enough sleep due to other constraints.

COMMON CAUSES OF FATIGUE INCLUDE:

working long shifts continuously, having irregular work/sleep schedules, doing work that is not engaging, and having work that is mentally and physically stressful more than what is usually expected.

SIGNS OF FATIGUE:

- Eye strain including “heavy eyes” with dim and blurred vision
- Slurred speech
- Headaches
- Slower responsiveness
- Feeling faint and dizzy
- Loss of manual dexterity intermittent loss of strength
- Blood shot eyes with a vacant stare

MANAGEMENT STRATEGIES:

Managing fatigue is complex in an ordinary everyday setting; managing fatigue on operations becomes a harder balance between operational effectiveness and personnel wellbeing and rest. The most effective strategy is to have sound and restful sleep, however since this is not always an option other strategies may have to be used.

- **Effective napping.** Effective napping lasts for as long as is possible and practical given the situation. Ideally 15 minutes should be set aside after the nap to allow people to adjust from sleep inertia (grogginess associated after a nap). Napping is most effective between 0100–0600 and between 1400–1700.

Ideally naps, like regular sleep, should occur in a cool, dark place away from distractions.

- **Breaks.** 15 minute rest breaks have been shown to be effective for 54 hour and 64 hour sleep deprivation protocols i.e. during periods where sleep or rest is not an option for between 54–64 hours. However, it is worth noting that the positive effects of this approach will dissipate after an hour of cognitive work.

Tips for Commanders

- Role model appropriate behaviour for subordinates
- Make use of rosters to allow for continuous work, whilst providing opportunities for rest
- Provide a brief to all personnel about good sleep hygiene
- Talk to subordinates about their pace of work, provide clear guidance on what you expect from them with regards to work/rest balance

SLEEP

Sleep is necessary to sustain good health and well-being. It provides the mind and body with the opportunity to restore balance and repair itself.

Good sleep can be hard to come by and it is well known that sleep deprivation has a cumulative effect: in addition to having a negative effect on quality of life, it is also associated with a range of physical and mental health problems with potentially severe consequences for the individual. Remember it is very common to have difficulty sleeping for the first few nights of a deployment as you set your new routine. Relaxation exercises, breathing exercises and planning a routine will all help.

HOW DOES SLEEP DEPRIVATION AFFECT YOU?

Sleep deprivation is associated with:

- More susceptibility to illness
- Increased risk of accidents
- Mood swings and irritability
- Concentration problems, impaired judgement, difficulty making decisions
- Reduced ability to deal with stress
- Increased risk of general health concerns such as heart disease, diabetes, increased blood pressure
- Apathy, low energy, fatigue

THERE ARE A NUMBER OF COMMON CAUSES OF SLEEP PROBLEMS.

These include eating before sleeping, being emotionally upset, having a bedroom environment not conducive to good sleep patterns, exercising too close to bed time, snoring, taking some medications, chronic pain, stimulants including caffeine, poor sleep/bedroom habits, and drinking alcohol.

Quick Tips

- Don't lie in bed awake for too long (e.g., over 15 mins)
- Get up and try different a different activity that primes your body for sleep (NOT IPAD)
- If this persists, then ask an expert for same advice.



Sleep helps your brain work properly, it improves learning, your ability to make decisions, concentrate and regulate mood. Healthy sleep behaviour will enable your brain to repair itself so you can stay on top of your game”

Things I could do to improve my sleep routine

TIPS TO MAINTAIN GOOD SLEEP:

- **Exercise.** Make sure that you get some form of exercise during the day, but avoid exercising too soon before going to bed.
- **Fresh air.** Get as much fresh air as possible during the day.
- **Diet.** Avoid a heavy evening meal, particularly foods high in fibre and fats.
- **Drinks.** Avoid excess alcohol and caffeine at night. Instead, make yourself a soothing bedtime drink.
- **Naps.** Avoid taking naps during the day or evening.
- **Bed.** Make your bed as comfortable as possible. Make sure it is warm enough in cool climates and cool enough in hot climates. Pure cotton sleeping bag sheets are excellent and are all that is required in hot climates. Keep your bed, as much as possible, as your sleeping place. Don't take work to bed with you or write letters in bed. Forcing yourself to stay alert while lying on your bed reinforces bad sleeping habits.
- **Bedtime.** Don't go to bed until you feel sleepy.

- **Routine.** Set up a routine that will condition you to go to sleep. For example, have a warm drink, clean your teeth, then read a few pages of an un-taxing book. If possible, go to bed at the same time each night and get up at the same time each day.
- **Relaxation Techniques.** Try one or more of the relaxation techniques in this booklet.
- **Pen and Paper.** Have a pen and paper beside your bed so that you can write down those things which come into your mind that you “must not forget” so they don’t keep you awake.
- **Get up.** If your mind is racing or if you are worrying over and over about something, don’t stay in bed. Get up and do something like making yourself a warm drink. Stay up until you feel drowsy. Sleep comes in cycles of about two hours so you will feel sleepy again before long. Then go back to bed.
- **Paradoxical Intention.** Worry about lack of sleep produces more symptoms than the sleep loss itself and also makes it more unlikely that you will be able to sleep. Making yourself try to stay awake for 40 minutes, when you are having difficulty sleeping, will probably mean that you fall asleep long before that.
- **Avoid** alcohol, caffeine, and heavy, spicy, or sugary foods 4–6 hours before bedtime
- **Plan for Sleep.** Imagine your pre-sleep environment and plan what you will do in this situation (IF this is situation X THEN I will do behaviour Y). This ‘implementation intention’ can help you do what you need to sleep well! (Loft & Cameron, 2013).

Additional Resources

Further Reading

- Caldwell, J., Caldwell, J., & Schmidt, R. (2008). Alertness management strategies for operational contexts. *Sleep Medicine Reviews*, 12, 257-273.
- Loft, M.H., & Cameron, L.D. (2014). The importance of sleep: Relationships between sleep quality and work demands, the prioritization of sleep and pre-sleep arousal in day-time employees. *Work and Stress*. 28(3), 289-304
- Loft, M.H., & Cameron, L.D. (2013). Using mental imagery to Deliver Self-regulation techniques to improve sleep behaviors. *Annals of Behavioral Medicine*. 46(3), 260-272.
- Miller, N., Shattuck, L., & Matasangas, P. (2011). Sleep and fatigue issues in continuous operations: A survey of U.S Army officers. *Behavioral Sleep Medicine*, 9(1), 53-65.
- TED TALKS on Sleep:
- Russell Foster: http://www.ted.com/talks/russell_foster_why_do_we_sleep
- Jeff-Iliff: http://www.ted.com/talks/jeff_iliff_one_more_reason_to_get_a_good_night_s_sleep

Smartphone Apps:

Fitocracy, Gym PocketGuide, iMuscle, LifeSum, MapMyFitness, MapMyRun, MiCoach, MyFitnesspal, Pocket Yoga, T2 Mood Tracker, iChill, Stress Check, Eliminate Stress, BeMindful Stress Buster, Provider Resilience, Crew Rest – (free) supported by Google Play and IOS, Crew Alert – IOS platform, Aviation Fatigue Meter – contains three apps that provide different fatigue snapshots. Runs on most internet browsers, Manage My Fatigue

LOOKING AFTER YOURSELF AND OTHERS AFTER A TRAUMATIC EVENT

Traumatic events can occur at home too, so it may not be the person deployed who experiences a critical incident during the deployment. Critical incidents are discussed on in the Enlightenment section in further detail.

Bouncing back and recovering from exposure to these types of incidents can take time, and most people will experience a range of normal stress reactions for around 3–5 days following the event, with most people recovering

and bouncing back within 6 weeks. For more information about critical incidents, please either contact the NZDF psychologists, or refer to the earlier section in the book that outlines information on common critical incident stress reactions.

If you or your loved one has been involved in a potentially traumatic event. There are things you can do to help yourself, as well as things you may want to do to help your partner too.

Self Help Tips

The following is a variety of techniques that research and people who have been exposed to traumatic events (critical incidents) have recommend as being useful, both during and after the event.

DURING THE EVENT:

- Recognise that this is an event outside the range of usual experience
- Recognise any signs of critical incident stress you may experience
- Maintain a positive attitude
- Try to control breathing – slow, regular
- Focus on the immediate task
- Follow operational procedures and orders
- Stay in contact with others by talking
- Care for yourself – food, water, clothing, rest
- If prolonged exposure, take breaks and rotate tasks

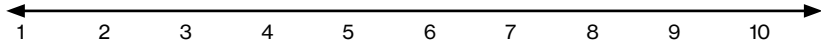
AFTER THE EVENT:

- Contact friends and family – don't isolate yourself.
- Don't block out dreams or thoughts about the incident. Although they may be frightening, they are to be expected and they help you recover.
- Eat well-balanced meals.
- Get quality sleep.
- Talk to people (especially those who love you).
- Keep exercise / activity level up – aim for a balanced lifestyle.
- Listen to friends, family, and other team members (they often observe things about your behaviour that you don't notice yourself).
- Get back into a routine as quickly as possible.
- Give yourself permission to take time to work through the critical incident.
- Watch your alcohol use.
- Remember, it's normal to have reactions following an incident.

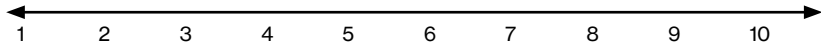
Self Assessment

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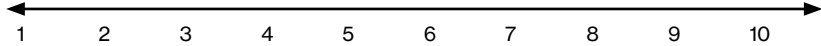
Energy levels



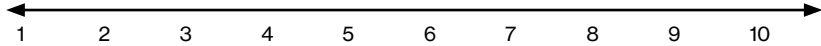
Physical Health



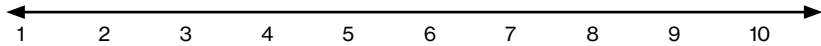
Sleep



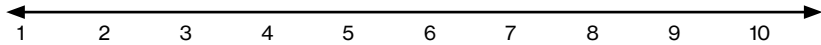
Ability to concentrate / problem solve



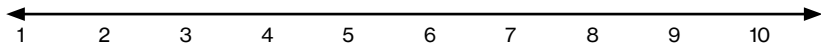
Relationships – things at home. 10 – strong base, 0 is alone, doing it all yourself



Connected to others



Overall resilience



Where would you put yourself on the MHC?



What needs to change to move your number up one point?

How can you achieve this?

Tell the person next to you what you are going to do tomorrow to help move one point.

Tips for Partners

- Reassure your loved one of your feelings.
- Don't ridicule their behaviour or suggest that they should be over that sort of thing.
- Be sensitive, patient, genuine and loving.
- Encourage (but do not pressure) them to talk about the event, particularly any stressful aspects and their reactions to them.
- Be there to listen, and ask what they would find helpful.
- Try to establish new routines as soon as possible.
- Call for help or support as soon as you feel yourself or your partner need it. Either of you can contact your local psychologist, padre or medical officer for help.

Tips for Commanders

It can be very difficult to know what to do for others after they have experienced a critical incident, particularly as some of the reactions they may experience can cause you to feel helpless to assist them. Some of the most important things you can do to help your subordinates after a critical incident include:

- Follow operational procedures
- Provide up to date and accurate information to the team as and when it becomes available
- Ensure the teams physical needs are met – food, shower, warmth, rest.
- Conduct an incident debrief with the team
- Initiate investigations as required
- Offer support
- Allow those involved some time and space, but give them the expectation that they are to return to full duties
- Ask them what they would consider helpful
- Talk is the best medicine – ask someone who knows them well to spend time listening to their story if they want to talk about it (a deployed Chaplain fills this role well)
- Encourage them (but do not pressure) to talk about the incident, including any particularly stressful aspects and their reactions
- Try to re-establish normal routines, assign un taxing but meaningful tasks
- Don't ridicule behaviour or suggest that they should be over that sort of thing
- Don't take their feelings or moods (e.g.: anger, withdrawal, etc.) personally
- Call for help or support as soon as you feel you, your colleague, friend or loved one needs it last, but by no means least, seek support for yourself as well

Remember: *You are not a Mental Health expert. You are a Commander, and need to ensure every team member remains operationally effective. Contact the experts if you do not know how to proceed – this is normal!*

Future Action

If someone involved in a Critical Incident continues to experience any of the reactions listed in this handout (in particular, intrusive memories or feelings, sleep disturbances and re-experiencing the event), and /or work or family relationships seem to be suffering, or if there is noticeable increase in alcohol consumption four to six weeks after the event, encourage the individual to seek further assistance from support agencies such as the local medical team or Chaplain, or contact the relevant support agencies back in the NZDF or New Zealand.



ADDITIONAL RESOURCES

ADDITIONAL RESOURCES

This section is designed to provide you with additional resources for the post-deployment transition. The majority of these resources have been listed throughout the book, but are also here for easy reference.

Resources have been placed into three categories:

- Where to go for help
- Helplines
- NZDF Resources
- Websites
- Free Downloadable Phone Apps

At the start of this section you will also find Helplines which you can call for support. These Helplines are free to use, and offer confidential support and counselling.



WHERE TO GO FOR HELP

If you are concerned about signs of a mental health problem in yourself or someone else, get it checked out. Resources include colleagues, leaders, medical personnel, chaplains, social workers and psychologists for military personnel, and EAP and external practitioners for civilians.

PHONE LINES

For any crisis, including medical emergencies, call 111

Confidential Helpline

0800NZDF4U (0800 693348) is a confidential helpline offering 24/7 telephone sessions and up to 3 face to face confidential sessions with a trained counsellor. It is available to all members of the defence community including all uniformed personnel, defence civilians, veterans and families.

WHO	NUMBER TO CALL	ABOUT
Regular Forces, Civilians, Reserve Forces, Veterans and Families	0800 NZDF4U (0800 693 348) Text 8881 From overseas +64 9 414 9914	Confidential 24/7 help line service staffed by trained health professionals for Veterans, all members of the NZDF and their families
Veterans	0800 VETERANS	Confidential nation-wide support service for eligible member of the serving and ex-serving community
Useful for all (including Reserve Forces and Families)		
Lifeline	0800 54 33 54	Confidential counselling service
Healthline	0800 611116	Free health advice from trained registered nurses 24/7
SHINE	0508 744633	Domestic abuse helpline 9am–11pm 7 days
Depression helpline	0800 111757	24/7 telephone counselling support for those experiencing depression
Womens Refuge	0800 REFUGE or 0800 733843	24 hour crisis line for women dealing with violence in their life
Mensline	0800 636754	Helpline for men
Alcohol drug helpline	0800 787797	27/7 confidential non-judgmental help and advice
Youthline	0800 376663 (or text 234)	24/7 helpline
Citizens Advice Bureau	0800 367222	Free independent service to help people understand their rights and obligations' and to provide the confidence and support to take action
Parent Helpline	0800 568856	Support, practical advice and strategies for all parenting issues

NZDF RESOURCES



Developing Baseline: Building Resilience
(*Emotional Cycle of Deployment*)

Kid Gloves: A Guide for Dealing with Children's Reactions to Deployment (*Booklet and CD*)

My Goodbye Book: A Booklet about Military Separation for Children Aged from Three through Five

Goodbyes are Hard: A Booklet about Military Separations for Six through Eight Year Olds

"I Can Do That": A Booklet about Military Separation for Young People Aged Nine through Twelve

Going the Distance: Information for Teenagers Experiencing a NZDF Separation **ADF BOOKLETS**

Tips for Coming Home, by Lt Col J.W. Kelley, Dec 91; a section in the Australian Army Psychology Corps Stress Management Guide.

Staying at the Top of Your Game: A Guide for Maintaining Health for the Defence Community

Returning Home from Deployment – Te Hokingamai

Building and Maintaining Positive Mental Health: A Guide for New Zealand Defence Force Leaders

WEBSITES

General

General Information from NZ – force4families.mil.nz

General Information – www.militaryonesource.mil/

After deployment: Wellness resources for the military community
– afterdeployment.dcoe.mil/

Emotional Cycle of Deployment – www.royalnavy.mod.uk/welfare/deployment/the-deployment-cycle/

Veterans' Affairs New Zealand – www.veteransaffairs.mil.nz

Mental Wellbeing and Resilience

Optimism – www.psychologytoday.com/basics/optimism

Personal Goal Setting – www.mindtools.com/page6.html

Systematic Decision Making – www.mindtools.com/pages/article/newTED_00.htm

General Health information, stories and tools

Information about health issues and healthy living
– <https://www.healthnavigator.org.nz/healthy-living>

Information about men's health issues
– <http://menshealthnz.org.nz/health-topics>

Health Promotion Agency – Health information for New Zealanders
– www.hpa.org.nz/

Practical resources and support for men – www.livingwell.org.au

MYRIVR gives you access to over 20,000 helpers from more than 7,000 health and social services across NZ
– <http://www.myrivr.co.nz>

Information about finding a GP, fees and supporting services
– <https://health.govt.nz/your-health/services-and-support/health-care-services>

Information about healthcare providers, services and common treatments – <https://www.healthpoint.co.nz>

Nutrition and Exercise

The Australian Institute of Sport (AIS) website contains a range of resources, including fact sheets, recipes, and research, and a detailed supplement and sports food section.
– www.ausport.gov.au/ais/nutrition

http://www.health.govt.nz/system/files/documents/publications/eating-activity-guidelinesfor-new-zealand-adults-oct15_0.pdf

Useful info and apps – <https://dietitians.org.nz/public-info/>

GMB Focused Flexibility – <http://gmb.io/ff/>

Stack Flexibility – www.stack.com/c/flexibility-training

Alcohol

Information, advice, research & resources to help prevent & reduce alcohol-related harm – www.alcohol.org.nz

Gambling

Support for problems with gambling
– www.choicenotchance.org.nz

Stress

Exercise and Stress – www.mayoclinic.org/healthy

Stress – www.nlm.nih.gov/health/publications/stress/index.shtml

Stress symptoms, signs and causes – www.helpguide.org/articles/stress/stress-symptoms-causes-and-effects.htm

Mental Health, Resilience and Relaxation

Mental Health Foundation – information, stories, tools and support
– www.mentalhealth.org.nz

Information, stories, and interactive site designed for young people dealing with daily living – www.TheLowdown.co.nz

Information about recognising and managing anxiety and depression (Australia) – www.beyondblue.org.au

Aims to address stigma and discrimination sometimes associated with mental illness, contains resources, help options and stories from people with mental illness – www.likeminds.org.nz

Information about managing depression, initiatives and events – www.livemoreawesome.com

Support for Pasifika families and communities to build positive health and wellbeing outcomes – <https://www.leva.co.nz/>

Online self help courses (Australia) – <https://thiswayup.org.au>

Meditation and mindfulness made easy
– <https://www.headspace.com/>

Mindfulness tools – www.buddify.com

Mindfulness tools – https://www.mentalhealth.org.nz/home/our-work/category/21/mindfulness?gclid=CjwKCAiAj53SB RBcEiwAT-3A2O5M9eBBLU1LIQ_ylle8auQHknTyQAvlThY-6MLVM9FOV5N15fyFRoCbpkQAvD_BwE

Information, resources and support
– www.depression.org.nz

Computer Assisted Learning for the Mind (University of Auckland)
– www.calm.auckland.ac.nz

Self-help resources for recognising and managing stress (Ministry of Health) – www.moh.govt.nz/moh.nsf/indexmh

Mental Health in the Workplace – Employee toolkit produced by the MHF and State Services Commission containing info about mental health problems in the workplace, and about your rights and responsibilities as an employee – <http://mentalhealth.intuto.com/public/course/784686/>

Tips for creating a mentally healthy workforce – <http://www.vitalityworks.co.nz/mental-wellbeing-for-new-zealand-workplaces/>

Tools to learn how to manage mild to moderate stress and depressive symptoms – <http://www.depressiontoolkit.org/>

Tips for controlling anger – <https://www.nhs.uk/conditions/stress-anxiety-depression/controlling-anger/>

PTSD

Post-Traumatic Stress Disorder (PTSD) – www.helpguide.org/articles/ptsd-trauma/post-traumatic-stress-disorder.htm

What is Post-Traumatic Stress Disorder (PTSD)? – www.nimh.nih.gov/health/topics/post-traumatic-stress-disorder-ptsd/index.shtml

Social Support Services

Information and advice, community directory – <http://www.cab.org.nz/Pages/home.aspx>

Social support services and entitlements – <http://www.workandincome.govt.nz/about-work-and-income/contact-us/>

Finances

Free website with a range of information, tools, financial guides, and links to additional resources

- <https://www.sorted.org.nz/Sorted>

UK based site for military personnel

- <http://www.moneyforce.org.ok/>

Citizens Advice Bureau - www.cab.org.nz

Civilian Careers

Assess your skills - knowyourskills.careers.govt.nz/

Build your CV - www.careers.govt.nz/tools/cv-builder/

Financial Information - www.sorted.org.nz/ and <http://www.smartaboutmoney.org/>

Match your skills to careers - www.careers.govt.nz/tools/skill-matcher/

Retiring from the military - www.militaryonesource.mil

Transition from Military to Civilian Life - www.pewsocialtrends.org/2011/12/08/the-difficult-transition-from-military-to-civilian-life/

Families and Relationships

Information and resource site for family members (NZDF)

- www.nzdf.mil.nz/families/default.htm

Support, information and resources for those supporting family members with mental illness - www.supportingfamilies.org.nz

Support for the military community (US)

- www.militaryonesource.mil

Resources to support military families including deployments, homecomings, grief, injuries, and self-expression (US) - www.sesamestreet.org/parents/topicsandactivities/toolkits/tlc#

List of community organisations and local support - <http://www.govt.nz/browse/family-and-whanau-separating-or-getting-divorced/realionship-counselling>

Includes a range of services to help including family violence programs - www.areyouok.org.nz

Barnardos provide support and advice for parents, children and families - www.barnardos.org.nz

Provides counselling for families and parenting programmes - www.familyworks.org.nz

Offers services to those facing tough times of change, loss, trauma and grief. Whatever the cause, and whatever their age (including for children) - www.skylight.org.nz

Relationship support - www.govt.nz/browse/family-and-whanau/separating-or-getting-divorced/relationship-counselling/

Family Adjustment

Coming home: Adjustments for Military Families – www.aacap.org/

Custody – singleparents.about.com/od/legalissues/a/single_parent_military_deployment.htm

Information on Stepfamilies – www.stepfamilies.info/

Looking at intimacy differently post-deployment: Where is the love? – www.northwestmilitary.com

Pulled Apart then Coming Back Together – <http://www.psychologytoday.com/blog/meet-catch-and-keep/201401/pulled-apart-then-coming-back-together>

Reunion and Readjustment Post-Deployment – www.defence.gov.au/dco

Parenting

Tips for parents to help their children stay safe in the digital world – www.vodafone.com/content/parents.html

Parent Help – www.parenthelp.org.nz

Skylight provides resources for parents such as tips for setting limits or helping children deal with separation – www.skylight.org.nz

Stand delivers family development programmes and home and school based social work services – www.standforchildren.org.nz

Information about maintaining healthy relationships – <http://www.kiwifamilies.co.nz/articles/relationship-services>

A range of providers and community support groups in your community across all of NZ – www.familyservices.govt.nz

Tips for under 5's – www.skip.org.nz

Youth and Children

Online tool for young people sponsored by Ministry of Health – www.sparx.org.nz

Website for young people for when life gets stressful – www.headspace.org.nz

Australian youth mental health information service that includes a variety of apps and tools for young people – <http://reachout.com>

Deployments

US site that provides a range of useful information for those returning from deployments (for military personnel and families) – <http://afterdeployment.dcoe.mil/>

NZDF Connections

Information about joining the Reserves

– <http://www.defencecareers.mil.nz/reserves>

Information about re-enlisting

– <http://www.defencecareers.mil.nz/reenlist-overseas>

How to apply for military records and medals – <http://www.nzdf.mil.nz/personnel-records/nzdf-archives/>

Keeping connected with what is happening in the NZDF

– <http://www.nzdf.mil.nz/news/default.htm>

Join the RSA to maintain connections and access or contribute community support – <http://rsa.org.nz/About-the-RSA>

Trust set up to fund projects that make a real difference to the lives of NZDF Fallen Heroes and their families – <http://fallenheroes.org.nz/about/>

Transition Support

US Army website that provides useful videos from personnel who have transitioned – www.maketheconnection.net

Veterans

Site for veterans (NZ) – www.veteransaffairs.mil.nz

RSA offers a range of support services to current and former service personnel of all ages, and their dependents
– rsa.org.nz/support

RSA support and advocacy is free and you do not need to be a member of the RSA to request assistance. You can find more about the services they provide on their website or call them (04 384 7994) to find out the location of your nearest RSA.

Site for veterans (Australia) – <http://at-ease.dva.gov.au>

US Army website that provides useful videos from personnel who have transitioned – <http://maketheconnection.net>

No Duff is a volunteer Veterans NGO that provides immediate welfare assistance and support to past and present members of the NZDF – www.noduff.co.nz

To contact your local NO DUFF NZ volunteer email:
noduff.ngo@gmail.com **Phone No Duff: 022 307 1557**

FREE DOWNLOADABLE PHONE APPS



Battle Buddy (US) – tools and information needed to assist your buddy during a crisis



Breathe2Relax – portable stress management tool



Calm – tools to meditate, sleep and relax



CBT-I Coach – improving sleep habits and dealing with insomnia



Force Fit – building your fitness



Headspace – guided meditation



High Res – tools for managing daily stress and building resilience



Life Armour (US) – tools for managing common mental health concerns



Living Well – practical resources and support and suggestions to support living a healthier lifestyle



Lose It – weight loss programme and calorie counting



Mindshift – aims to help teens and young adults cope with stress and anxiety. Issues: anxiety, depression, general well-being, head injury, post-traumatic stress, and stress



Mood tracker – tool for tracking emotional experiences over time



MYRIVR – an app which enables the community to connect to and self-refer to services, based on needs



Nike Plus Run – running and motivation related tips and tools



Nike Training – workouts and fitness plans



Operation Life (AUS) – self-help tools for dealing with suicidal thoughts



Performance Triad – information and tips for healthy habits including sleep, nutrition & activity



PTSD Coach – designed for Veterans and military Service Members who have, or may have, PTSDosttraumatic Stress Disorder (PTSD)



Res Co – Resilience tools at your fingertips to improve short-term performance and long term mental health outcomes



Sesame St for Military Families (US) – resources for children managing challenges of military life (including moving houses and deployments)



Virtual Hopebox – resilience tools



