

THE ROYAL MONTREAL REGIMENT



STANDING ORDERS

4625 Saint Catherine Street West
Westmount, Quebec, H3Z 1S4

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COMMANDING OFFICER'S FOREWORD

These Standing Orders are a synopsis, in less than fifty pages, of all aspects of Regimental Life: history, traditions and duties. They are provided as a guide to serving members, and to future generations of serving members, in the discharge of their duties.

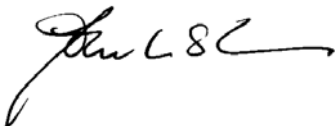
It is the responsibility of every member to familiarize himself or herself with these Standing Orders, in order to best understand the context in which he or she serves, and, to the greatest extent possible, to do the right thing by, and for, The Regiment.

No single document can be exhaustive, certainly not one that distils almost ninety years of collective endeavour and tens of thousands of members' individual contributions into less than fifty pages. These Standing Orders, therefore, are merely the bedrock, or foundation, upon which each generation of members may build a solid structure of competence and achievement, and in so doing, leave a sound legacy for succeeding generations.

By no means do these Standing Orders negate the necessity for continuous professional development and improvement. Moreover, these Standing Orders reflect a living organisation, and must never be considered immutable or "carved in stone".

As these Standing Orders draw heavily upon Regimental History and prior versions of Standing Orders, they supersede, upon receipt, all existing versions of the latter.

Honi Soit Qui May Y Pense.



J. L. Shone
Lieutenant Colonel
Commanding Officer

CHAPTER 1 – REGIMENTAL HISTORY

ORIGIN

The Royal Montreal Regiment traces its origins to the creation of the 14th Battalion of the Canadian Expeditionary Force (CEF) on August 27th, 1914. The 14th was raised by the amalgamation of several companies of each of three existing Montreal Militia Regiments: The 1st Regiment, Canadian Grenadier Guards; The 3rd Regiment, Victoria Rifles of Canada, and the 65th Regiment, Carabiniers Mont-Royal. Shortly thereafter, this Battalion was granted its present title, by special warrant.

WORLD WAR I

In October 1914 the RMR, over a thousand strong, arrived in Britain, together with the rest of the first contingent of the CEF. Six months after leaving Montreal, elements of the Regiment were already committed to the Western front, soon to be followed by the remainder of the RMR. The Regiment's first battle honour, YPRES, was coincidental with the first use of poison gas by the Germans.

As can be clearly seen from the many battle honours proudly emblazoned upon the regimental colours, the RMR fought through much of the bitter trench warfare that characterized the Great War. In the process, the Regiment left a battalion, 1192 strong, in the fields of France and Flanders. By war's end, of the six thousand soldiers who had worn the RMR badge, over half had suffered serious wounds.

VICTORIA CROSS AWARDS

Amongst the hundreds of citations for bravery on the field of battle received by members of the Regiment, two stand out:

Captain (afterwards Lieutenant Colonel) Francis Alex Caran Scrimger, V.C., R.C.A.M.C., Medical Officer 14th Battalion, the first Canadian to win a Victoria Cross during World War 1.

“CAPTAIN SCRIMGER DURING THE VERY HEAVY FIGHTING
BETWEEN THE 22nd AND 25th OF APRIL DISPLAYED
CONTINUOUSLY, DAY AND NIGHT, THE GREATEST DEVOTION
TO HIS DUTY AMONG THE WOUNDED AT THE FRONT”

Lieutenant (Later Captain) George Burton McKean, V.C., M.M., 14th Battalion

“FOR MOST CONSPICUOUS BRAVERY AND DEVOTION TO
DUTY DURING A RAID ON THE ENEMY'S TRENCHES
(APRIL 27th – 28th, 1918, IN THE GAVRELLE SECTOR)”

In November 1918, after the Armistice, the Regiment marched 82 kilometres to cross the Rhine at the head of the 1st Canadian Division. At Unter Eschbach, Germany, on January 4th, 1919, the first King's Colour and Regimental Colour were presented to the 14th Battalion (Royal Montreal Regiment) C.E.F.. The RMR was the first regiment of the British Empire to be awarded its Colours on conquered soil after a successful campaign.

With the return of the Regiment to Canada, in early 1919, the RMR found itself without a home station, as it had not been part of the pre-war Militia system. Greatly to their honour, the 58th Regiment, Westmount Rifles, gave up their place in the order of battle so the RMR could continue to exist. Thus began a long and treasured relationship between the Regiment and the City of Westmount. With the aid of a plot of Westmount civic land, leased for 99 years at the generous rate of \$1 per annum, and the fundraising efforts of the Westmount Armoury Memorial Association, the RMR moved into the St. Catherine Street Armoury in December 1925.

WORLD WAR II

Following two decades of active Militia training between the wars, the RMR was again mobilized in 1939. With the sailing of the 1st Battalion to England in December of that year it was quickly apparent that a training depot was necessary, thus the 2nd Battalion was formed in the spring of 1940.

While the 2nd Battalion continued in its task of providing trained reinforcements for overseas duty, the 1st passed through a long series of reorganizations. These saw the unit's role shift from Machine Gun, to Armoured Reconnaissance and Armoured Cars, and finally to the designation of "First Canadian Army Headquarters Defence Battalion".

LEOPOLD CANAL

It was during this last incarnation that a future Commanding Officer and Honorary Colonel, Major Robert Schwob distinguished himself by earning the Military Cross at the storming of the Leopold Canal on October 6th, 1944.

In announcing the award, the Department of National Defence released a citation, which read in part as follows:

"This officer of the Royal Montreal Regiment Company attached to the Regina Rifle Regiment was in command of the assault company which was to form a bridgehead on the left flank of the battalion front across the Leopold Canal near Maldeghem, Belgium.

- at 0630 hours the attack started. Accurate enemy machine-gun fire came from positions that enfiladed the canal and took a large toll of those in the boats.
- By 1000 hours, 'C' Coy., Regina Rifle Regiment, had crossed into the bridgehead held by the Royal Montreal Regiment. They soon lost all their officers and most of the non-commissioned officers. Major Schwob took charge of the remnants of the company and continued to hold the bridgehead in face of fierce and continuous counter-attacks.
- Eventually, the remainder of the battalion went through this position to extend the bridgehead, as it was the only crossing that had been made and held in that sector of the front. For three days and nights of bitter hand-to-hand fighting, Major Schwob commanded the left flank of the bridgehead, which was only ten yards in depth, and carried on quietly and efficiently, though casualties continued to be very heavy. By his courage, determination, and control under the

most difficult circumstances, the bridgehead was not only gained, but held, through these perilous days and nights.”

MAJOR BARRE

In 1943, Major Paul Barre was second in command of the RMR, and went on course with the Army to participate with the Allied Military Government at the end of hostilities. After cessation of hostilities on May 5th, 1945, he was posted with the Allied Military Government in Continental Europe and then attached to British Army 5th Corps Headquarters at Carintia, Austria, and it was there his duties took him to the nearby village of Viktring to attend to a large group of Yugoslav refugees.

There was, however, confusion over a decision taken at the February 1945 Allied meeting at Yalta, in the Crimea, regarding the return of USSR and Yugoslav citizens - both military and civilian - to their country of origin, whatever their wish. Major Barre disagreed with this interpretation, certainly with respect to the civilians, and made strong presentations to successively higher authorities in the chain of command. Eventually it was decreed that civilians would not be repatriated against their will, knowing full well the fate of probable execution that awaited them across the border. By the fourth of June, following a visit to Viktring by Field Marshal Alexander, the Supreme Allied commander in the Mediterranean theatre, when the situation was explain to him, a new Army policy was issued prohibiting the repatriation of military and civilian citizens against their will. This humanitarian intervention saved the lives of thousands of people.

Recognition for this effort was manifested at a reception held in the Officer’s Mess on April 4th, 1987, when Major Barre was presented with “the degree, rank, and status of a Knight Commander of the Order of the Saint-Sava for his outstanding service to the Yugoslav Royal Army in 1945”.

POST-WORLD WAR II

The post war history of the RMR, while perhaps appearing anticlimactic, is nonetheless replete with the efforts of peacetime soldiering, interspersed with the many weekend exercises and annual concentrations that have made up the more than half century since the war. RMR soldiers have seen service with the United Nations Forces during the Korean conflict, as well as on numerous peacekeeping missions throughout the world.

RMR soldiers were on duty during the Cuban Missile Crisis, the October Crisis, the Oka Crisis, and the 1998 Ice Storm.

OFFICIAL BILINGUAL STATUS

It is appropriate to note that the RMR is an officially bilingual unit. The designation “bilingual” came about due to two meaningful events. At the outset of hostilities in 1914, the Regiment was formed through the drafting of infantry companies from both English and French Militia regiments. Therefore, ever since its inception, The Royal Montreal Regiment reflected the bilingual nature of its province of origin and of the city it proudly bears in its name.

The second occasion occurred in 1968, when all units of Quebec Command were informed that written orders and communication would be issued in either English or French. Each unit in the Command was instructed to indicate its language of choice, and thereafter become so designated.

The RMR informed Quebec Command that it was neither English nor French, but in fact both, and would be pleased to be known as a bilingual regiment.

In recognition of this unique situation, Quebec Command officially designated The Royal Montreal Regiment as bilingual in its routine orders of October 1968. As a result, the RMR became the only military unit in Canada to be officially recognised as bilingual. Other units have since followed suit.

SUMMARY INFORMATION

14th BATTALION, CEF, FORMED: 27 August 1914

REGIMENT AUTHORISED: 2 November 1914

REGIMENTAL TITLE AUTHORISED: 1 April 1920

REGIMENTAL HOME TOWN: Westmount (Montreal), Quebec

REGIMENTAL MARCH: Ca Ira

REGIMENTAL MOTTO: Honi Soit Qui Mal Y Pense (Evil To Him Who Evil Thinks)

COLOURS OF THE REGIMENT: Blue/Gold/Garnet

CEF PERPETUATION: 14th Battalion CEF, 23rd Battalion CEF

PRE-WAR MILITIA PERPETUATION: 58th Regiment, Westmount Rifles

BATTLE HONOURS

YPRES - 1915, 1917
ST. JULIEN
MOUNT SORREL
POZIERES
ANCRE HEIGHTS
VIMY - 1917
SCARPE - 1917, 1918
PASSCHENDAELE
DROCOURT-QUEANT
CANAL du NORD
FRANCE & FLANDERS - 1915-1918
GRAVENSTAFEL
FESTUBERT - 1915
SOMME - 1916
THIEPVAL
ARRAS - 1917, 1918
ARLEUX
HILL 70
AMIENS

HINDENBURG LINE
PURSUIT TO MONS
THE SHELDT
N.W. EUROPE - 1944-1945
CALAIS – 1944
LEOPOLD CANAL

COLOURS

Military Colours have been in use for many centuries and from the outset fulfilled two practical needs. First, they were rallying points in battle and second, a mark of distinction between clans. Early men fixed their family badges to poles, each Roman Legion had its Standard, and medieval knights placed armorial bearings on their banners. As the British Army adopted a system of regiments at the beginning of the 17th century, each company was allowed a colour. Since 1751, regiments have been limited to a Regimental Colour and a Sovereign's Colour.

Before colours are taken into use, they are consecrated in a ceremony that was standardised in 1867. This is a tradition that dates from the sacred standards of the Maccabees and the legions of Rome. Pope Alexander II consecrated the banner carried by William The Conqueror. The reverence shown to the Colours during their active life assures them of a sacred resting-place upon retirement, with due regards for their historic associations.

Retired Colours of the Regiment are laid up in the Regimental Church, St. Matthias, in Westmount.

FIRST SET OF COLOURS

The Royal Montreal Regiment has the distinction of receiving three sets of Colours. In 1919, the first occasion was unique in the annals of British and Canadian history. This was the first time that a Regiment had been presented with Colours on foreign soil at the end of a victorious campaign. It was at Unter Eschbach, Germany, on January 4th, 1919, that H.R.H. Prince Arthur of Connaught presented the Regiment with its first set of Colours. This set of Colours was donated by Mrs. E.A. Whitehead, mother of Captain E.A. Whitehead (killed in action June 3rd, 1916) and Captain G.V. Whitehead.

SECOND SET OF COLOURS

Another set of Colours was to have been presented to The Regiment in 1939. This ceremony was postponed until the cessation of hostility. It was at Amersfoort, Holland, that General H.D.G. Crerar presented the second set of Colours on July 10th, 1945. These however, were not the Colours that the City of Westmount had planned to give. The original set was destroyed by enemy bombing in London and it was a replacement set that the RMR received on foreign liberated soil.

THIRD SET OF COLOURS

To mark the celebration of the Regiment's 50th Anniversary, His Excellency, the late Governor General Georges P. Vanier presented the third set of new colours to the Regiment on September 20th, 1964. The ceremony took place in Westmount Park. The same site was again used on November 9th, 1969, to receive his Excellency the Governor General, the Right Honourable Roland

Mitchener, who presented the Regiment with a new Queen's Colours based upon Canada's new Maple Leaf Flag (all prior Sovereign's Colours had been based upon the Union Jack).

FOURTH SET OF COLOURS

The Regiment's fourth set of Colours was presented on May 27th, 1989, to mark the Regiment's 75th Anniversary. The Lieutenant Governor of Quebec, the Honourable Gilles Lamontagne, presided over a Trooping of the Colours, Consecration and Presentation of new Colours ceremony in Westmount Park. The following Sunday the retired colours were laid up in St. Matthias Church.

ROYAL CANADIAN ARMoured CORPS HONORARY DISTINCTION

This presentation of new Colours also included the awarding of an Honorary Distinction. Centred below the Regimental Badge on the Regimental Colour is found the badge of the Royal Canadian Armoured Corps (RCAC), as worn in the 1944-45 era. This distinction came about as a result of the many reorganisations of the Regiment during World War II.

Although mobilised in 1939 as an Infantry (Machine Gun) battalion, the Regiment never saw action in that role. Instead, after four years of infantry training, the Regiment was re-designated the 32nd Reconnaissance Battalion, RCAC. After nearly a year of training in this new role, the RMR was disbanded on March 18th, 1944, and many RMR soldiers were "cut" to other reconnaissance units. In all, RMR personnel served with seven different units of the RCAC, and were involved in the winning of 29 battle honours with those units. In recognition of the dedication and sacrifice of those members of the Regiment who served with the 32nd Reconnaissance Regiment, and other armoured units, The Royal Montreal Regiment, with the approval of Her Majesty, Queen Elizabeth II, was awarded the Honorary Distinction of having the badge of the Royal Canadian Armoured Corps added to the Regimental Colour.

CHAPTER 2 – REGIMENTAL CUSTOMS AND TRADITIONS

PART 1 - ETHOS

RESPECT

Upon entering the armoury for the first time in a day, all ranks will pay their respects to the Regiment's fallen by coming to attention and, if in uniform, saluting the memorial plaque affixed to the north wall of the armoury. Upon leaving the armoury, the aforementioned procedure will be repeated. All ranks should make it their business to read the inscription on the plaque itself, in order to understand what it is that they are saluting.

As a mark of respect for the Sovereign, and for the Sovereign's Commission which all officers hold, officers below field grade will be saluted by members of subordinate rank upon first encountering each other during the day, and again at the end of the day. Salutes are normally accompanied by a verbal greeting. Field grade and general officers will be saluted whenever they are encountered. The act of saluting is a formal military greeting and a sign of mutual respect. All salutes, therefore, will be returned in the correct manner. Again, a verbal acknowledgement is normal. Officers thanking members for their salutes do so on behalf of the Sovereign.

All members will salute superior officers known to them as such, even if the officer is wearing civilian attire.

When seeking audience with a member of superior rank, members will come to attention, salute, and ask permission to enter the superior's office. When permission is granted, the member may enter. Normally, it is not a sign of respect to remain standing; rather, the member should ask permission to seat him/herself. When the meeting is finished, a salute is exchanged prior to the member taking leave of his/her superior. It should not be forgotten that it is a mark of courtesy to knock prior to entering another person's office, regardless of the ranks of the individuals involved.

All ranks, in general, are to be addressed by their rank and surname. Additionally, officers and warrant officers may be addressed as "Sir" or "Ma'am". Master Warrant Officers may be addressed by their appointment. Officers may address Chief Warrant Officers by their appointment, or by their surname, prefixed by "Mister". All ranks may address officers below the rank of Lieutenant by their surname, prefixed by "Mister".

Care should be taken to avoid irksome and confrontational situations. For example, troops should never be left on parade without orders for undue lengths of time. Officers and other leaders should receive clear and timely instructions, and thereafter be provided with sufficient latitude so that initiative and self-confidence are not stifled by micro-management and second-guesswork.

DISCIPLINE

The object of military discipline is to ensure prompt and willing obedience to authority, produce order, and establish cohesion amongst individuals so they may achieve success in a single purpose. Discipline properly administered results in an intelligent desire to carry out the instructions of superior authority, in spirit as well as in letter. It imparts a reliable courage in a large group of people which otherwise would be lacking. Laxity in discipline causes annoyance and trouble in peacetime; in war it means defeat and disaster.

Officers and NCOs will never overlook any irregularity or slackness on the part of any member, nor will they fail to notice and correct any slovenly appearance or unsoldierly conduct on the part of any soldier.

No officer or NCO will rebuke any person in the presence or hearing of any person junior to that person in rank, unless a public rebuke is absolutely necessary for the preservation of discipline. Officers and NCOs will not raise their voices with their personnel, nor will they use disparaging or offensive terminology. There is no evidence that humiliating one's subordinates improves fighting efficiency. Rather, soldiers respond to clear, concise and direct instruction delivered with due consideration for their intelligence.

No officer or NCO will introduce, possess or consume any intoxicant in any part of the battalion area other than in an institute with respect to which a general authority has been granted for such purpose, or in such other place as the CO may approve. Drunkenness, whether on or off duty, is an offence under the National Defence Act.

TEAMWORK

Whoever wrote "no man is an island" must have been a soldier. While it is true that we are all individuals, and that in a profound way we all always alone – with our thoughts, emotions and sensations – it is no less true that human societies function on the basis of collective action. What we call virtue – courage, charity, compassion, obedience, honesty, service, sacrifice, loyalty and honour - aids in the maintenance and preservation of the group. Thus "manners maketh man", and the Golden Rule, which states that we should do unto others as we would have them do unto us.

Teamwork, therefore, requires virtuous action by every member of the group. In the Army, we call this "duty". It means that we do not shirk our responsibilities, nor do we seek special favours for ourselves. It also means that we have standards of behaviour against which we judge ourselves and our peers. We quickly identify people who are not "team players", and even employ phrases, such as "one man, one kit" to describe appropriate forms of behaviour.

Our duty to our superiors is to obey their meaning and intent, both implicit and implied, in order to ensure the organisation is aligned with the objectives of its leaders. In practical terms, this means that officers and NCOs treat each other with mutual respect and work in synergy to provide their subordinates with dynamic leadership. There is nothing worse than an NCO who believes he knows it all, and works to prove himself superior to his commander, except, perhaps, an officer who will not listen to the advice and counsel of his NCOs.

Our duty as leaders is to epitomise the 10 Principles of Leadership, key amongst which are to “seek and accept responsibility” and “achieve professional competence”. Leaders must take responsibility because if they do not, no one will; moreover, professional competence is the baseline requirement that followers have for leaders, and vice-versa. The failure by any member to achieve professional competence – that is, being incompetent – inhibits the ability of the group to function properly, and will lead to death and disaster in war.

PART 2 – TRADITIONAL EVENTS

REMEMBRANCE DAY PARADES

Annually, on the Sunday closest to Remembrance Day, the Regiment participates in ceremonies of remembrance in the towns of Pointe-Claire and Westmount, the Regiment having been granted Freedom of the City in both municipalities.

Normally, in the morning, the Regiment, along with Veterans, Cadets, a band, other military units, as well as citizens' and para-military groups, marches through the streets of Pointe-Claire to the cenotaph at Pointe-Claire City Hall. There the Regiment participates in a religious service, followed by the laying of wreaths and a march past. The Regiment provides a firing party and sentinels for this service. The CO RMR is Parade Marshal for this parade.

In the afternoon, the Regiment, along with Veterans, Cadets, other military units of the Westmount Garrison, as well as citizens' and para-military groups, marches through the streets of Westmount to the cenotaph beside Westmount City Hall. There the Regiment participates in a religious service, followed by the laying of wreaths and a march past. The Regiment provides a firing party and sentinels for this service. The CO RMR is Parade Marshal for this parade.

Upon return to the armoury, the youngest member of the Regiment reads, aloud, one page from the Book of Remembrance. Following this memorial, the CO RMR proceeds with promotions and the presentation of awards.

CHURCH PARADE

Annually, on the last weekend before Victoria Day, the Regiment, along with its affiliated Cadet Corps and Branch 14, Royal Canadian Legion, marches through the streets of Westmount to the Regimental Church, St. Matthias. There the Regiment participates in a religious service and re-consecration of the Regimental Colours.

Upon return to the armoury, the CO RMR proceeds with a re-dedication of the Armoury, the payment of the lease on the land upon which the Armoury is built, promotions and the presentation of awards.

ANNUAL REUNION MESS DINNER

The Officers' - and by extension the Regiment's – Annual Reunion Mess Dinner has been held since 1920 on the Friday evening preceding Armistice Sunday. The invitation list is limited to seventy former and serving officers and their guests.

The Officers' - and by extension the Regiment's - Annual Reunion Mess Dinner has been held since 1920 on the Friday evening preceding Remembrance Day. The first such dinner was held in the old

Westmount Rifles mess, located above a chemist's shop at the corner of Ste-Catherine Street and Greene Avenue in Westmount (the inauguration of the Ste-Catherine Street Armoury not occurring until 28 December 1925). The dinner reunited officers who had served during The Great War, and allowed them to remember comrades who had not returned from France and Flanders. The tradition continues to this day, in the same spirit.

WARRANT OFFICERS AND SERGEANTS' YPRES MESS DINNER

The Warrant Officers and Sergeants' Mess Dinner is held on the Saturday evening closest to April 22, and is presided over by the RSM. It is held to commemorate the Second Battle of Ypres, in 1915, which was the 14th Battalion CEF's first battle. All associate members are invited as well as the Honorary Colonels, the Commanding Officer, guests from other units, and the guest of honour.

MASTER CORPORALS' EVENING

It is customary for the RSM, on behalf of the Senior NCOs, to invite all Master Corporals of the Regiment to the Senior NCOs' Mess. At this social evening, all Master Corporals are formerly introduced to the Warrant Officers, Sergeants, and ex-Regimental Sergeant Major's of the unit.

THE JUNIOR RANKS' MESS DINNER

Near the end of the training season, usually in March, the Junior Ranks' Club holds a dinner to which the newly qualified recruits are invited to give them an opportunity to integrate themselves into the Regiment prior to their beginning basic training.

THE CHRISTMAS DINNER & HONORARY COLONEL'S PARADE

At Christmas the officers and senior NCOs of the Regiment pay tribute to the privates and corporals of the Regiment and thank them for the privilege of leading. The soldiers sit in comfort while the officers and senior NCOs serve. The day is considered a family occasion. It is highlighted by the Honorary Colonel's parade, award presentations, promotions, and, during dinner, carol singing as well as spontaneous presentations. This event is normally held at Sainte-Anne's Veterans' Hospital, in order to maintain a connection with former members residing in that facility.

LEVEE DAY

As is the custom, the Regiment annually celebrates the arrival of the New Year by having a New Year's Levee. Visits to all three Messes are made amongst each other, including the RMR Legion Branch No. 14 and any other units who wish to pay their respects to the members of the appropriate mess.

TRI-SERVICE BALL

Every spring all Senior NCOs of all units and services in the Montreal Garrison have their Annual Ball. The RMR Warrant Officers and Sergeants' Mess are in full attendance.

INSTALLATION OF OFFICERS - RMR ASSOCIATION QUEBEC BRANCH NO. 14 ROYAL CANADIAN LEGION

Once a year the RMR No. 14 Branch Royal Canadian Legion invites the CO and RSM to celebrate the appointment of the Legion President and officers.

CHAPTER 3 – COMPETITIONS & AWARDS

THE SECTION COMPETITION TROPHY

This trophy is presented yearly at the Church Parade to the best section in the Regiment based on attendance, schooling, and a round robin of section level activities.

THE CAPTAIN F.A.C. SCRIMGER, VC, TROPHY (BEST SOLDIER)

This trophy is awarded annually at the Church Parade to the best soldier in the Regiment. Section commanders will forward their nominations through the chain of command, and officers commanding companies will defend their selections before the Commanding Officer. Selection criteria will include: attendance, technical ability, leadership potential, relations with peers and superiors, dress, and the extent to which he/she embodies the Regimental spirit

THE SOLDIER'S TROPHY (MOST IMPROVED SOLDIER)

This award is presented annually at the Church Parade to the soldier deemed to have improved the most during the previous training year. Section Commanders provide nominations through the chain of command, and officers commanding companies defend their selections before the Commanding Officer. Selection criteria include: attendance (the soldier must have improved his/her attendance), fitness (the soldier must have improved his/her level of physical fitness), professional competence (the soldier must have improved his/her ability to execute his/her functions. Normally this implies moving from maximum or normal supervision, to minimum supervision, and the capacity to seek and accept extra responsibility. Improvements in drill, dress and deportment are also implied), and peer evaluation (the soldier's peers must consider him/her to have significantly improved his/her contribution to the group).

THE MAJOR P.H. BARRE, ED, C ST S TROPHY (TOP RECRUIT)

This trophy is awarded annually to the soldier receiving the highest ranking on his/her Basic Military Qualification / Soldier Qualification course. The trophy is presented during the Remembrance Day Parade.

AEROBIC FITNESS AWARD

This trophy is presented yearly at the Church Parade to the person who accumulates the most kilometres towards the Canadian Forces Aerobic Fitness Award.

SILVER SKIER

Traditionally awarded for topping the Regimental Biathlon Competition, this award has been awarded, since the early 1990s, for participation in the Canadian Ski Marathon. The CSM is a 180km course completed over two days. It is a gruelling endurance event demanding that participants practice the infantry traits of proper preparation and determined persistence. A minimum of 8 of 10 sections of the CSM must be completed in order to receive this award. The award is presented annually at the Church Parade.

BEST RIFLE SHOT

This trophy is awarded annually at the Church Parade to the soldier receiving the highest score on his/her annual Personal Weapons Test (PWT). Care should be taken not to discriminate: soldiers assigned light machine guns (LMG) as personal weapons may fire the PWT using the LMG. In such instances percentage, not total score, must be used as evaluation criteria for this award, regardless of the weapon fired.

LT G.B. MCKEAN, VC, MC, MM, RMR PISTOL SHOOTING TROPHY

This trophy is awarded to the officer receiving the highest score in the annual officers pistol competition.

COMMANDING OFFICER'S CHALLENGE TROPHY

This trophy is awarded annually to the member achieving the fastest time on the forced march portion of the Battle Efficiency Test / Army Fitness Standard.

CHAPTER 4 – ALLIANCES & AFFILIATIONS

PART 1 – NATIONAL

PARTNERSHIP UNIT

C Company, 3rd Battalion, Royal 22nd Regiment, provides the unit with support for exercises and opportunities for co-operative training.

AFFILIATED CADET CORPS

CITY OF POINTE CLAIRE CADET CORPS (NO. 2806)

Authorised and sponsored by the City of Pointe Claire, Quebec, the City Council adopted the resolution on September 12th, 1966 and the Cadet Corps was formed on October 1st 1966, followed by its affiliation with The Royal Montreal Regiment the same day.

THE ROYAL MONTREAL REGIMENT CADET CORPS (NO. 2862)

In October 1969, LCol R. C. P. Lawson commanding, a start was made to establish a Regiment Cadet Corps under the guidance of Lt (later Capt) R. E. Pedley, who came to the RMR from the City of Pointe Claire Cadet Corps to organise and recruit the necessary personnel.

NO. 1, WEST MONTREAL SQUADRON (ROYAL CANADIAN AIR CADETS)

This Squadron was formed in 1941 and has been in close terms with the Regiment since 1940 when it was first organised as an Air Cadet Corps, and then command by a very old friend of the Regiment; Squadron-Leader H. P. Illsey, who served with the Royal Flying Corps during the First World War.

PART 2 – INTERNATIONAL

THE ALLIED REGIMENT

After the 14th Battalion (RMR) CEF, was reorganised on July 2nd, 1920, under the designation of The Royal Montreal Regiment, officers of the Regiment considered the possibility of an alliance with a unit of the Imperial Army, and it seemed desirable that this would be singularly appropriate if such an alliance could be made with the Prince of Wales's Own (West Yorkshire Regiment), the old 14th Foot of the British Army raised on June 22nd 1685.

Its motto: "Nec Aspera Terrent" (In adversity, unafraid).

Its sobriquet: "The Old and Bold".

Its Regimental March: "Ca Ira".

During the period of 1841 to 1846, this Regiment served in Canada at Kingston and London, in Ontario, and at Quebec City and Halifax, Nova Scotia.

Informal enquiry received a cordial affirmation from the Commanding Officer, and later in the year of 1920 a formal request resulted in the approval of His Majesty, King George V.

In 1935, the Allied Regiment changed its title to the West Yorkshire Regiment (The Prince of Wales's Own). On April 25th, 1958, the integration of the 14th Foot, The West Yorkshire Regiment (The Prince of Wales's Own), with the 15th Foot, the East Yorkshire Regiment (The Duke of York's Own) took place, the resulting unit being named The Prince of Wales's Own Regiment of Yorkshire. The 15th Foot served in Canada during the years 1758 to 1760, first at Louisburg, Cape Breton Island, under Amherst, and later at Quebec City under Wolfe, earning the Battle Honours LOUISBURG 1758 and QUEBEC 1759. The 15th also fought at Montreal in 1760. In mourning for General Wolfe, a black background to the silver rose of the collar badge has been worn ever since. During the War of American Independence, the 15th Foot served in America from 1776 to 1778. Its Regimental March is "The Yorkshire Lass" and its sobriquet "The Snappers". It, too, was raised on June 22nd 1685.

On July 31st, 1958, at Dover, the ceremonial union of these two fine and old Regiments took place in the presence of H.R.H. Princess Mary, the Princess Royal, the Colonel-in-Chief of the old 14th, to become the Colonel-in-Chief of the new formation - The Prince of Wales's Own Regiment of Yorkshire. Its Regimental March is "Ca Ira" followed by "The Yorkshire Lass"; its motto: "Nec Aspera Terrent".

CHAPTER 5 – ASSOCIATIONS, COMMITTEES AND INSTITUTES

WESTMOUNT ARMOURY MEMORIAL ASSOCIATION

The Westmount Armoury Memorial Association (generally referred to as WAMA) was formed in 1962 under charter issued by the Quebec provincial government. This name was selected because an earlier body known as The Westmount Armoury Association has been formed and operated during the 1920's in connection with the raising of funds from friends to the Regiment, citizens of Westmount, and the general public to finance the building of the present Armoury, which in due course was dedicated to the memory of all ranks of the Regiment who made the supreme sacrifice during the First World War. Subsequently the dedication was extended to include those who died in the defence of freedom during World War II.

By its Charter the Association is empowered to operate as a charitable organisation and to perform all necessary functions to that end. It is also designed to foster and promote the study and development of military science and training, particularly in and about the City of Westmount.

One aspect of WAMA is that it provides a legally constituted organisation able to own and protect property belonging to the Regiment and any or all of its institutes, and to afford a clear distinction between such property and other furnishings and belongings which are rightfully the property of the Canadian Armed Forces and only on loan or on issue to the Regiment.

WAMA is also in a position to receive funds by way of individual donations and to allocate such funds to Regimental Institutes; or the Regiment itself, to enhance the ability of the Regiment to perform its military duties. WAMA is registered with both the Federal and Provincial governments as an organisation to which contributions are recognised as deductions from assessable income for tax purposes.

The charter and by-laws of WAMA provide that the affairs of the Association shall be administered by a board of five trustees, that the Honorary Colonel of the Regiment shall be the president and the Honorary Lieutenant Colonel shall be the vice-president. In the event of a vacancy occurring in the number of trustees, such vacancy shall be filled by resolution of the remaining trustees. Thus its continuity into the future is assured.

THE REGIMENTAL ASSOCIATION

The Royal Montreal Regiment Association received its Letters Patent from Industry Canada on March 20th, 2000. Its First Special General Meeting was held, appropriately, on November 11th, 2000, at which time the Association's first Board of Directors and Officers was elected.

The purpose of The Royal Montreal Regiment Association is to foster, maintain and promote the traditions and legacy of The Royal Montreal Regiment.

In the pursuit of this objective, amongst other things, to:

- Form an association of persons and organisations interested in this activity;
- Assist The Royal Montreal Regiment, its members and ex-members in any way feasible; and
- Create a network of information and resources to assist its members.

Any member of the Active Battalion, Allied Regiment or other regiments having an alliance with the RMR, the RMR Cadet Corps, and Royal Canadian Legion Branch #14 (RMR) or former members of all these, as well as civilian "Friends of the Regiment" approved by the Board of Directors, may join.

REGIMENTAL MUSEUM

The Royal Montreal Regiment Museum was opened on September 20th, 1974 by Brigadier W.S.G. Armour, MBE, Colonel of the Prince of Wales Own Regiment of Yorkshire, on the occasion of the Regiment's 60th Anniversary reunion.

The mission of the Museum is to preserve the history of the Regiment through the collection and display of military artefacts, books, documents, pictures, posters, movies, film, etc. and all other pertinent matter.

The Museum's collection is perpetually on display in a room dedicated to this purpose located at the west end of the parade square.

REGIMENTAL ADVISORY COMMITTEE

The Regimental Advisory Committee (generally known as RAC) is a largely informal group designed to be of assistance to the CO of the Regiment in any way feasible. It is composed of about 12 to 14 members, and includes a number of past Commanding Officers and other former senior officers of the Regiment. The Honorary Colonel acts as Chair, and the Honorary Lieutenant Colonel as Vice. A Secretary is appointed by the Chair from amongst the members, and other responsibilities are assigned on an *ad hoc* basis from time to time.

Meetings are held regularly, except during the summer, and the CO (or in his absence, his designate) always attends. As a consequence of these regular meetings, a group of former and interested officers is kept in touch with both the accomplishments and the problems of the Regiment, and is available to be called upon to assist the CO in a variety of ways. The members of RAC are very aware that their input into the affairs of the Regiment is limited to acting in an advisory and enabling capacity, and that the final decision on all current matters rests in the hands of the CO.

This Committee was first established in the early 1930s and, with the exception of the war years when the 1st Battalion was on active service overseas, has functioned on a regular and continuing basis ever since. It is believed to be, by many years, the first such organisation to be set up by any Reserve unit of the Canadian Forces.

CHAPTER 6 – TERMS OF REFERENCE

PART 1 – UNIT APPOINTMENTS

SECTION 1 - BATTALION HEADQUARTERS

COMMANDING OFFICER

The Commanding Officer (CO) is responsible for the organisation, training, fighting efficiency, discipline, welfare and administration of the Regiment. He must extract from his unit officers and non-commissioned members obedience to regulations and orders, and not only enforce by command, but encourage by example, the energetic discharge of duty.

He provides the Regiment with its strategic vision, its mission, and underscores its core values by setting a tone in his dealings both within, and outside of, the Regiment.

The authority of the CO within his unit is paramount. He should direct his attention to developing his subordinates by advice to the young and inexperienced and by taking immediate notice of any conduct likely to detract from the efficiency of the unit. Conversely, he should recognise conduct by his officers and NCMs that is exemplary and worthy of emulation.

He should frequently examine the officers, more particularly the subalterns, with regard to their duties and responsibilities. The instruction and improvement of all members of the unit is an essential part of the supervision he must exercise.

He is responsible and accountable for all public stores on charge to the unit under his command and should by inspection ensure that such are complete and in serviceable condition. In addition, he is responsible for the correct receipt and issue of all supplies and for non-public property belonging to the unit. He shall ensure that non-public property is properly maintained and accounted for in accordance with current NPF directives. In order to execute these functions, he has authority over the entire armoury and its lodger units, as well as all non-public and trading institutes (other than the unit funds of other units).

He is responsible for fire prevention within his unit and will ensure that works and buildings allocated to his unit are properly safeguarded at all times.

Unless otherwise provided in regulations, he may delegate matters of routine administration to his subordinate officers. He shall retain for himself the following:

1. Matters of general organisation and policy;
2. Important matters requiring his personal attention and decision; and

3. The general control and supervision of the duties he has delegated to others.

DEPUTY COMMANDING OFFICER

The Deputy Commanding Officer (DCO) will assume command of the unit in the absence of the CO. The DCO is normally responsible to the CO for the proper conduct of unit administration. In general, the aspects of administration over which he will exercise supervision are:

1. All budget management within the Regiment, including sub-units' budgets, non-public funds (NPF), messes and institutes. The Deputy Commanding Officer chairs all audit boards and financial committees. He will also directly oversee the financial operation of the Junior Ranks Club.
2. The armoury development plan, including the vetting and prioritisation of Construction Engineering work requests, and management of the budget allocated to this activity.
3. Vetting, staffing and supporting non-military use of the armoury in such a way that is profitable to the unit and the community.
4. The officer professional development plan and its execution. Working with the Adjutant he will take an interest in the selection of officers (by chairing all internal officer selection boards), the officer PER plan, and career progression planning.
5. All inspections of the armoury by outside agencies. The Deputy Commanding Officer shall be the Officer of Primary Interest for staff inspections.

PADRE

The unit chaplain, or padre, is responsible to the CO for advice concerning the morale and spiritual welfare of all unit personnel. He will be prepared to give assistance and instruction on religious subjects, and conduct religious services as required. Due to this officer's personal concern with matters of morale and spiritual welfare, it is appropriate for this officer to be appointed the Unit Harassment Officer, as well as the officer responsible for family support functions whilst members are deployed on operations. A dynamic and imaginative padre, in and of himself, can exert a significant influence on unit morale and enhance mutual trust, liking and respect between officers, non-commissioned officers, and members.

OPERATIONS OFFICER

The Operations Officer is in charge of the Operations Cell. He supervises the Training Officer and the Operations Warrant Officer in their functions.

While the Operations Officer answers to the Commanding Officer, he works closely with the G3 cell at Brigade HQ. He will be intimately familiar with the intent of the Brigade Commander and the G3 and make sure that the unit training conforms to that intent and the intent of the Commanding Officer. Given an end state and parameters by the Commanding Officer, the Operations Officer creates and co-ordinates the unit training plan. He must be careful to co-ordinate with the Mission Element Commander to ensure that his long term planning is in line with the desires of that commander.

Because of his holistic outlook on the training plan the Operations Officer controls the ammunition and IMP budgets.

Although the Operations Warrant Officer will handle the routine demands for training resources and areas, the Operations Officer will have to personally demand unusual resources such as training areas other than Farnham or Valcartier, helicopters, and so on.

He will co-ordinate the use of the armoury through the Operations Warrant Officer, and be in charge of scheduling to make sure that activities do not overlap detrimentally. He will maintain a detailed training plan and be able to brief the Commanding Officer on short notice on the activities scheduled inside and outside of the unit.

The Operations Officer shall draft environmental impact studies and orders for all training in the field that is a part of the training plan. He is not responsible for additional training done by any element.

The Operations Officer is normally the officer-of-primary-interest for change-of-command boards of inquiry.

At the beginning of an operation the Operations Officer will begin the Regiment's War Diary. He is responsible for the Diary's maintenance, completeness and accuracy throughout the operation.

TRAINING OFFICER

The Training Officer is in charge of individual training within the unit.

The Training Officer interacts with the following personnel for the following things:

1. The Commanding Officer, and Officers Commanding Companies, to establish mission needs. These mission needs will include scheduling and tracking compliance with requirements to complete individual battle task standards testing.
2. The Deputy Commanding Officer, Officers Commanding Companies, the Adjutant, and the Regimental Sergeant Major to establish career progression needs, and the names of individuals to be loaded on courses.
3. The Deputy Commanding Officer and the Officer Commanding Depot Company to establish needs for training recruits and officer candidates.
4. G3 Individual Training at Brigade HQ to find availability and cost of courses.
5. The Operations Warrant Officer for the physical booking of individuals on courses.

The Training Officer is in charge of all unit-run courses and pre-courses. He works closely with the Quartermaster Sergeant Instructor in regards to the conduct of pre-Infantry Section Commander Course and pre-Reserve Entry Scheme Officer training.

Along with the Operations Warrant Officer he shall maintain a list of personnel who are requiring courses for summer employment and throughout the year. The Training Officer also co-ordinates officer taskings along with the Adjutant.

OPERATIONS WARRANT OFFICER

The Operations Warrant Officer does the bidding during the day for the Operations Officer and the Training Officer. He books training resources and courses, and then monitors those demands.

He works closely with all parts of the G3 cell at Brigade HQ to make sure that the Operations Officer and Training Officer are aware of developments at Brigade level, and that the demands of these two officers are co-ordinated. He acts as the tasking non-commissioned officer, and along with the Adjutant and Training Officer, works with the Regimental Sergeant Major to fill taskings and physically book personnel on courses.

He is the manager of classrooms and the parade square and co-ordinates their use along. Other armoury users will communicate and coordinate their requirements with him.

He supervises the unit librarian in his duties, is the senior non-commissioned member in daytime hours and is in charge of discipline among the full time staff.

Construction Engineering work requests that have been vetted by the Deputy Commanding Officer will be passed to the Operations Warrant Officer to co-ordinate.

The Operations Warrant Officer will warn off the Chief Clerk of all movements of personnel so claims and travel arrangements can be booked.

REGIMENTAL SERGEANT MAJOR

The Regimental Sergeant Major (RSM) works directly with the Adjutant and manages the Senior Non-Commissioned Officers (NCOs) as follows:

1. He gathers all promotion boards for the Commanding Officer, and advises on Senior NCO Personnel Evaluation Reports;
2. He advises the Commanding Officer on the placement of NCOs within the unit; and
3. He plans their career progression, and prioritises placement on career courses.

He is the advisor to the Commanding Officer on matters to do with the Senior NCOs. He is responsible to ensure a high level of effectiveness among the NCOs. Through his NCOs and directly as appropriate he is responsible for advising all officers in the unit. Special attention will be paid to how his Senior NCOs develop new and young officers. He will ensure that his NCOs have the maturity and judgement to balance the youth and energy of the subalterns.

He makes policy on dress and deportment and is in charge of all parade and ceremonial activities. The Regimental Sergeant Major will work closely with company sergeant majors, the Training Officer and the Operations Warrant Officer in creating lists for summer courses and filling taskings. He will ensure that his Company Sergeant Majors are forwarding nominations for courses in a timely fashion.

The Regimental Sergeant Major is in charge of all pickets, duty NCOs and security details. He is in charge of the physical security of the building. He will ensure for the Commanding Officer that the armoury is in a good state of repair and that elements are maintaining their lines in good order. He will ensure that barrack damages are investigated and discouraged.

The Regimental Sergeant Major will authorise personnel to sign for keys to the armoury and will control keys and codes through the Regimental Quartermaster Sergeant.

In short, the Regimental Sergeant Major is in charge of Senior NCOs, and of the running of the building in as far as its access, its upkeep and the discipline within it are concerned. He is the master of all parade and ceremonial activities.

ADJUTANT

The Adjutant is the CO's personal staff officer, and will carry out such duties as are allocated to him. He should be of exemplary character, energetic, a model of dress, discipline and smartness, and capable of hard work.

He handles the Commanding Officer's correspondence and tries to ease the burden of administration on the Commanding Officer so he can command. He will brief the Commanding Officer at 18:45 hours every Tuesday night on the week's events.

He is responsible for the organisation, control and efficiency of the Battalion Orderly Room, including the supervision of all full-time staff. He is responsible for the proper accounting of all files and for security of information. Equivalent to the unit G1, and working closely with the G1 cell at Brigade HQ, he is responsible for the personnel administration of the soldier from enrolment to release.

He handles all summary investigations less those involving the loss or destruction of equipment. Although the Deputy Commanding Officer is likely to be the chairman of any board of inquiry the Adjutant will convene them and draft terms of reference for the Commanding Officer's signature. He investigates, and drafts responses to all redresses of grievance directed to the Commanding Officer.

The Adjutant works with the Regimental Sergeant Major to organise summary trials that have been remanded to the Commanding Officer. He disposes of all charges. He dispatches attending officers to civilian trials, and tracks all military police reports and investigations by civilian police that involve unit personnel. He is in charge of the warning of all personnel awaiting court-martial, including the provision of a synopsis of evidence. He is in charge of providing Assisting Officers for any trial above that by Delegated Officer.

When occasion arises for the use of an Orderly Officer he will appoint one. He is in charge of the drill, dress and deportment of the junior officers, and will provide a briefing to all officers prior to their going on parade.

The Adjutant is in charge of screening personnel for operations and processing them back into the unit.

He is in charge of vetting all cases of Counselling and Probation forwarded to the Commanding Officer for signature.

He along with the Chief Clerk manages all transfers in and out, remusters, releases, Career Medical Review Boards and deaths.

He is in charge of notification and the processing of all administration in the case of death or injury. In the case of death of a close associate of the unit he will arrange appropriate sympathies to be extended on behalf of the unit.

The Adjutant is responsible to the Commanding Officer for the creation and management of the unit Personnel Evaluation Report plan. He works with the Deputy Commanding Officer on officer selection, career progression and promotions.

The Adjutant is the unit information officer and will deal with the Public Affairs Officer at Brigade HQ, and press inquiries during the day, to aggressively and proactively create positive media interest in the unit and its activities to benefit the image of the Canadian Forces and unit recruiting.

He completes the myriad of reports and returns required by the G1 cell at Brigade HQ.

He drafts routine orders on a monthly basis or as otherwise directed by the Commanding Officer for the Commanding Officer's signature.

The Adjutant is normally the Regular Force Officer and the Commanding Officer may direct the Regular Force Officer to go to the field to:

- Assist in a complex exercise.
- Complete a task in an area of special expertise.
- Assist in the development of junior officers.

As the representative of the Regular Officer Corps he is expected to display a high degree of professionalism, as well as enthusiasm for the profession of arms.

SIGNALS OFFICER

The Signals Officer will be in charge of the sighting and running of the communications resources in the Command Post for all battalion exercises or exercises where he is "cut" to the Mission Element.

He is in charge of the training of all unit signallers and for maintaining proficiency in voice procedure and the use of low level codes and cryptographic devices. He is in charge of all computer training.

He is in charge of the procurement, allocation and disposal of all computer resources. He manages the unit telephones and the budget allocated to telephones.

The Signals Officer answers to the Operations Officer for matters involving tactical communications and the Deputy Commanding Officer for communications/computer matters within the armoury. He actively works with the G6 at Brigade HQ to improve the efficiency of the unit's resources.

He is the Officer of Primary Interest for integrating the unit into all larger information systems; as such, he is the Regiment's web-master.

CHIEF CLERK

The Chief Clerk is normally a Regular Force Sergeant. He answers to the Adjutant and is in charge of the Battalion Orderly Room. He is responsible for all training and career progression of clerks, even those outside of the Battalion Orderly Room.

He shall be responsible for the correct preparation of all returns, entries in books and records, amendments to regulations, orders and instructions, the preparation of correspondence and orders, filing and office management procedures.

He shall ensure that unauthorised persons do not have access to records or documents kept in the Orderly Room and that such documents or records are not removed from the Orderly Room without the permission of the Adjutant.

He shall create and maintain such personnel control measures as are required, and shall compile and submit all unit personnel record returns.

He shall be responsible for the reception and dispatch of all unit personnel on course, temporary duty, attachment and/or posting.

He is responsible for the processing of all releases and transfers.

He is responsible for the receipt, distribution and dispatch of personal and official mail.

He maintains a nominal role of current addresses and telephone numbers.

SECTION 2 – DEPOT COMPANY

OFFICER COMMANDING DEPOT COMPANY

This officer retains all the normal responsibilities of an officer commanding a company. In addition, he is responsible for supervision of the recruiting cell, especially with respect to the tracking of candidate files and follow-up on the effects of attraction initiatives.

With the QMSI, he will ensure that all RMR instructors are proficient in their craft (through mechanisms such as the Depot Company Instructors Course and Brigade-sponsored instructor refresher training) and ensure that all new recruits receive appropriate indoctrination into the Regiment and its history, customs and traditions, and ethos.

He will plan and execute a formal enrolment and swearing-in ceremonies and thereafter track each recruit throughout Development Period 1, up to Exercise IRON BOOT and the formal handing over of trained individuals to Bravo and Administration Companies.

QUARTERMASTER SERGEANT INSTRUCTOR

The Quartermaster Sergeant Instructor (QMSI) understudies the Regimental Sergeant Major and may have the running of duty personnel and pickets delegated to him, as well as other matters of discipline and physical security.

He is likely to have the duty of working with the Training Officer and Operations Warrant Officer in combining list of personnel needing courses from the three elements.

He is responsible for conducting pre-courses for Reserve Entry Scheme Officer training and the Infantry Section Commander Course, for the quality of internal instruction, and for ensuring that instructors sent out by the unit to teach are of a high standard.

In addition, he will act in the capacity of Company Sergeant Major, Depot Company, with all the duties and responsibilities inherent to the position of CSM.

RECRUITING OFFICER

The Recruiting Officer is responsible to the Officer Commanding Depot Company for the provision of recruits, and to the Deputy Commanding Officer for the provision of officer candidates, to the Regiment.

His responsibilities include:

1. Creation and execution of an attraction plan.
2. Creation, production and distribution of recruiting flyers, posters and print media advertising.
3. Provision of sales-oriented information sessions and guidance through the application and selection processes.

4. Tracking of contacts and applicants through the various levels of processing at the Canadian Forces Recruiting Centre.
5. Close liaison, co-ordination and co-operation with G1 staff officer(s) responsible for recruiting at Brigade Headquarters.
6. Enrolment.
7. Handing over of the recruit to the holding platoon for kitting-out and loading on courses.

Although he is usually an infantry officer his subordinates will generally be clerks. He will work closely with the Chief Clerk to ensure that their training and administration are taken care of.

SECTION 3 – MISSION ELEMENT

OFFICER COMMANDING BRAVO COMPANY

Officer Commanding Bravo Company is responsible for the training, efficiency, good order and discipline of his company and for the implementation, within his company, of the policies of the Commanding Officer. In addition he is responsible for all arms, stores and accommodation issued to or occupied by his company.

He will interest himself personally in the training of his Officers, Warrant Officers, and Non Commissioned Members and ensure that there are adequate replacements for any key personnel. He will train his Second-in-Command so that he is capable of acting as Officer Commanding in any situation. In addition, he will train his platoon commanders to be capable of acting as Second-in-Command of the company.

The Officer Commanding Bravo Company is responsible for the outfitting, maintenance and good repair of clothing and equipment provided for his personnel in accordance with existing scales of issue. He will pay particular attention to the inspection and care of all weapons in the company. He will ensure that an officer inspects all the kit of personnel under his command at least quarterly, and that replacement action is taken if any kit is missing.

Bravo Company lines are considered to be the main floor, classrooms and locker room. Bravo Company will police this area, ensuring cleanliness, good upkeep, and conformance with safety, environmental and fire regulations. Bravo Company has priority within the unit on the use of these areas.

He is responsible for the welfare and personnel administration of the personnel under his charge, he and his small staff should be personally involved in correcting pay, leave and other administrative problems in his company. It is his responsibility to arrange for all personnel of his company in hospital to be visited by an officer once a week, where the hospital is located in Montreal.

He will ensure that all orders are posted at the proper time on the notice boards in company lines and that orders are explained to company personnel as required.

He will ensure that the personnel of his company are not prevented from having an interview with him, and are also given the opportunity of having an interview with the Commanding Officer if it is considered desirable or requested.

He will ensure that all charges against personnel of his company are properly and promptly investigated and he will try all personnel so charged in accordance with the Queen's Regulations and Orders. Whenever possible, the appropriate platoon commander will be present during the summary trial.

When a soldier is brought before his Commanding Officer for any matter, the Officer Commanding will attend. The Officer Commanding Bravo Company will have a thorough knowledge of the character and all particulars of every soldier in his company.

He is responsible for the training of company personnel to Battle Task / Operation Evaluation standards (as dictated by Brigade HQ from time-to-time), and for the attendance of his personnel at Individual Battle Task Standard training and testing.

He will ensure that all company personnel receive annual Personnel Evaluation Reports and that personnel are booked on appropriate individual training for career progression.

Most importantly, the Officer Commanding Bravo Company is accountable for retention in the company which is to be achieved through a combination of interesting training, dynamic leadership and sound personnel administration.

SECOND-IN-COMMAND BRAVO COMPANY

Bravo Company Second-in-Command shall command the company in the absence of Company Commander. He shall implement all aspects of training directed by the Company Commander.

He is responsible to the Company Commander for company administration, welfare, and interior economy. He produces and tracks company training requests, and ensures the provision and delivery of all requisitioned resources and supplies. As much as possible, he is in charge of all advance parties and range set-up details.

He shall ensure that the equipment, clothing and weapons of all personnel in the company are complete in every detail, ready for service and clearly marked for identification.

He shall supervise the Company Orderly Room and ensure the following are accurate and neatly kept:

1. Unit Employment Records;
2. Canadian Forces Conduct Sheet; and
3. Through the Company Sergeant Major, company disposition board and parade states.

He is responsible for the complete and accurate completion of all reports and returns submitted by the company. All returns will be submitted in accordance with applicable deadlines.

In the field he is in charge of all reports and returns, ADREPS, recovery requests etc. He is in charge of siting hides and of hide reconnaissance parties. During tactical movement when the company commander is off with the reconnaissance party, he is in charge of the movement of the company. During the delay and the withdrawal, he is responsible for the siting of subsequent company positions.

He shall supervise the Company Quartermaster Sergeant, Company Transport Sergeant, and company signallers in the performance of their duties.

He is responsible for the general cleanliness and sanitation of all areas occupied by the company.

When messing is under company arrangements he is responsible for the supervision of the cooks, kitchens, mess rooms and messing through the Company Quartermaster Sergeant.

On a move, he is responsible for the loading and unloading of all company baggage, and through the Company Quartermaster Sergeant for the cleanliness of the quarters vacated.

In the field, he will be located in and be responsible for the organisation and functioning of the Company Command Post. He will deploy with a company emergency notification list, in case a soldier is injured or killed in training. He will also maintain a company battle box with appropriate paperwork and publications required to support the operational and personnel administration aspects of training.

He is directly responsible to the Company Commander for Company Personnel Evaluation Reports, and loading officers on courses.

In summary he handles company administration for the Company Commander by leading three teams:

1. Personnel administration through the Company Sergeant Major and Company Clerk;
2. Transport, maintenance and supply through the Company Quartermaster Sergeant and Company Transport Sergeant; and
3. Manning the Company Command Post with the company signaller(s) and the Company Commander's driver.

COMPANY SERGEANT MAJOR BRAVO COMPANY

The Company Sergeant Major (CSM) shall be responsible for the interior economy of the company, discipline, cleanliness, appearance and deportment of company personnel, and condition of company offices. He maintains the parade state and disposition board.

He details personnel for company and regimental duties and ensures their completion. He ensures fire orders and routine orders are posted on the company notice board.

He maintains all training files held in the company office and ensures that all pamphlets are correctly amended.

He is responsible to the Company Second-in-Command for the layout and efficient management of the Company Orderly Room.

He vets all leave passes, recommendations for promotion, individual training, and deployment for operational missions before submitting them to the Company Commander.

He is responsible for the supervision and training of all Non-Commissioned Officers in the company and ensuring that they carry out their duties correctly and efficiently. He monitors and improves their leadership standards, and takes preventative action against harassment issues.

He accompanies the Company Commander on all company inspections.

He briefs all new personnel on the dress and fire regulations, company SOPs, Regimental traditions and pertinent orders.

He trains the Company Quartermaster Sergeant as his understudy, and he himself must be familiar with the duties of the Company Quartermaster Sergeant.

In the field he is responsible for the layout and siting of fire trenches of Company Headquarters, and will rehearse Company HQ in the manning of sentry and alarm posts. He assembles the orders group for the Officer Commanding and ensures his maps are kept current. He supervises the laying of line, duties in the Company Command Post, runners, radio watch, etc.

He is responsible for the reception and initial processing of prisoners of war and movement of casualties back to the point where battalion takes responsibility for transport. If a company collection point is established the Company Sergeant Major is in charge of the company medic and litter bearers.

During administrative movement the officers will normally be deployed on various reconnaissance and orders groups, the Company Sergeant Major is in charge of the movement of the main body.

In bivouac he is responsible to the Officer Commanding for establishing routine, security, safety, order and cleanliness in the living areas.

The Company Sergeant Major must be an expert on drill, regimental customs and military law. He is the chief advisor to the Officer Commanding on matters of discipline and the welfare and morale of company personnel, and to the Company Second-in-Command on matters of administration.

The Company Sergeant Major is in charge of making the individual training plan for company personnel. He advises platoon commanders in the training of their platoons, with particular emphasis on platoon 2Ics and section commanders. He will pay special attention to the development of all NCOs in the Company, and will provide advice on the writing of NCO Personnel Evaluation Reports.

Although ammunition, defensive stores and other war material is demanded by the Company Second-in-Command and delivered by the Company Quartermaster Sergeant, the Company Sergeant Major will take charge of any dumped material on the position. If re-supply is not available the Company Sergeant Major will ensure redistribution of ammunition. During battle he will use infantry litter bearers not marked with the red cross to bring extra ammunition forward as they move to pick up casualties. If the Company Second-in-Command is in the rear the Company Sergeant Major will pass back to him the information for ammunition states, casualty returns, and preparation of the daily administration request for the Company Quartermaster Sergeant.

COMPANY QUARTERMASTER SERGEANT BRAVO COMPANY

The Company Quartermaster Sergeant (CQMS) shall work under the supervision of the Company Second-in-Command and shall be responsible for the accountability, control, maintenance and repair of all company stores.

He shall be assisted by a driver/storeman who will understudy and be prepared to assume the duties of a Company Quartermaster Sergeant during short periods.

The Company Quartermaster Sergeant will understudy and be prepared to assume the duties of the Company Sergeant Major in his absence.

He shall deploy to the field to support all company training. During small exercises he will man A1 echelon and take care of minute to minute re-supply of the company. On large exercises (or during war), especially if mechanized, he will spend most of his time at A2 echelon assembling the requirements for the next 24 hours of combat to be delivered at the daily delivery point (DP) or running replenishment. On such large operations or manoeuvres, he hands the A1 echelon over to the Company Transport Sergeant.

He will order stores for all company training or operations, pickup, load, account for, maintain and return to the Regimental Quartermaster Sergeant or his own store room all of the same equipment.

He shall be responsible for the care and upkeep of the fire fighting apparatus located on the main floor of the armoury.

COMPANY TRANSPORT SERGEANT

The Company Transport Sergeant shall work under the supervision of the Company Second-in-Command and shall be responsible for the accountability, control, maintenance and repair of all vehicles allocated to Bravo Company for training or operations. He shall supervise the issue, hand-over, or return of vehicles and vehicle stores.

He shall ensure that all company drivers' qualifications are maintained, and that they are familiar with transport and safety orders. He shall ensure that drivers are made available for road moves to all company exercises.

When the Company is mechanised the Company Transport Sergeant stays in the ZULU harbour with the vehicles and drivers. He moves with the A1 echelon and takes control of it when the Company Quartermaster Sergeant is at A2 echelon. He is in charge of maintenance, accounting, and, during replenishment, the physical refuelling of the vehicles.

In the defence, if the Company Command Post stays in the hide and the Company Sergeant Major deploys to the position with the Officer Commanding, the Company Transport Sergeant will assist the Company Second-in-Command in the running of the hide and Command Post, as well as with any "run up" tasks that the ZULU vehicles may have in battle.

COMPANY WEAPONS & SURVEILLANCE DETACHMENT COMMANDER

The Company Weapons & Surveillance Detachment Commander controls any weapons (such as machine guns, mortars or anti-armour assets) or surveillance equipment (such as ground radar or long range observation devices) allocated to Company Headquarters. As such, he should be one the most technically proficient non-commissioned officers in the company, preferably qualified advanced reconnaissance, mortars and anti-armour. His primary role is to provide the Company Commander with "guns and eyeballs" forward, and therefore will likely be assigned forward observation/listening post, scouting, and anti-tank tasks. If the Company Commander decides to group the company's mortars, he will command the resulting mortar detachment.

His responsibilities towards his personnel are identical to those of a section commander.

RIFLE PLATOON COMMANDER

The Platoon Commander shall be responsible to his Company Commander for the administration, training, discipline, organisation, control and efficiency of his platoon. Through dynamic leadership and sound application of personnel administration, he is responsible to retain the personnel assigned to him to command. It is his duty to make sure that all personnel in the platoon are aware of training objectives and exercise dates. He and the Platoon Second-in-Command are responsible for the level of leadership and the development of the section commanders in the platoon. He will ensure the fair treatment and high level of morale and fighting spirit in the platoon. The fighting efficiency of the unit depends on that of each platoon. He shall ensure, therefore, that he spends the maximum time training, administrating and building his platoon into an efficient sub-sub-unit in all respects.

He shall understudy and be prepared to assume the duties of the Company Second-in-Command and shall ensure that his Platoon Second-in-Command is prepared to assume the duties of Platoon Commander.

He shall maintain a roll book showing the personal and equipment information of each soldier in his platoon.

He must know all details concerning his platoon, its strength in arms, personnel and equipment, and the character and disposition of each of his personnel.

He shall ensure that each soldier's clothing, equipment and weapon is complete and serviceable, and when deployed that all living areas are clean and sanitary.

He shall, when possible, be present when any member of his platoon is paraded in front of the Company Commander.

RIFLE PLATOON SECOND-IN-COMMAND

The Platoon Second-in-Command shall be responsible to his Platoon Commander for the discipline, administration, and cleanliness of the platoon.

He shall be prepared to assume the duties of the Platoon Commander in his absence and shall ensure one or more of the section commanders is prepared to assume the duties of Platoon Second-in-Command.

He shall maintain a roll of all members of the platoon and is responsible for submitting a daily strength return to the Company Sergeant Major for inclusion in the Company Parade State. Although it is the responsibility of the Platoon Commander to ensure that members of the platoon are aware of training objectives and exercise dates, the Platoon Second-in-Command will with the section commanders ensure that the troops attend and are prepared for training.

He is responsible for the drawing, control, and return of platoon stores as required. He will supervise the drawing and issue of ammunition, defensive stores and other material to be used by his platoon, and he shall be responsible for accounting for all unexpended ammunition.

He is responsible for the cleanliness and serviceability of all weapons, vehicles, equipment, and accommodation on charge to the platoon.

He shall periodically inspect the clothing and equipment on charge to each soldier and will ensure that it is in good repair and suitably marked for identification.

He shall ensure that all soldiers in the platoon are familiar with and adhere to all orders current in the unit.

He shall report immediately any damage to public property and will ascertain whether the damage was done wilfully, by neglect or by other causes.

He is responsible for the handling and evacuation of prisoners of war and casualties, until such a time as they can be handed over to the Company Sergeant Major.

The Platoon Second-in-Command is a key advisor to the Platoon Commander in matters of personnel administration and tactics. He will be especially careful to assist the Platoon Command in matters of retention. It is his job to assist in the development of the Platoon Commander, and to support him in his dealings with the platoon.

RIFLE PLATOON WEAPONS DETACHMENT COMMANDER

The Platoon Weapons Detachment Commander is responsible for the care of the support weapons assigned to him, the proper drilling of the members of the weapons detachment and their level of efficiency and training.

He is to make himself an expert in all respects of the operation and employment of these weapons and shall be the chief adviser to the Platoon Commander in respects to their use.

In mechanised training the Weapons Detachment Commander may remain mounted to co-ordinate the firepower of the platoon ZULU vehicles. In this case the weapons detachment will dismount and come under control of the Platoon Second-in-Command or be allocated to various sections.

His responsibilities towards his personnel are identical to those of a section commander.

RIFLE SECTION COMMANDER

The Section Commander is responsible to the Platoon Commander for the training, administration, discipline and efficiency of his section.

He shall take a personal interest in the training and welfare of each soldier and shall be ready to advise the Platoon Commander or Second-in-Command on the training and character of any soldier in his section.

He shall maintain a roll book of his section containing pertinent personal and equipment information about every member of his section.

He shall ensure work parties and fatigues are fairly distributed in the section.

He shall ensure that personnel who display outstanding soldierly qualities are brought to the notice of the Platoon Commander and Platoon Second-in-Command.

He is responsible for the cleanliness and serviceability of all military clothing, stores, weapons, and equipment belonging to members of his section.

He will designate a member of the section to be his Second-in-Command who will understudy him and take over the duties of Section Commander in his absence. The Section Commander will make himself thoroughly acquainted with the duties of the Platoon Second-in-Command and be prepared to assume these duties when required.

When mechanized, the Section Commander is responsible for the maintenance, cleanliness, security and war-worthiness of his section vehicle.

The Section Commander is responsible to retain the personnel under his command through dynamic leadership and the application of sound personnel administration. Once given a section of personnel it is his duty to produce them for training.

COMPANY CLERK - BRAVO COMPANY

The Chief Clerk shall make a clerk available to the companies to do such tasks as may be assigned from time-to-time. The Chief Clerk will make an effort to attach the same clerks to the companies, when requested, so they become familiar with the needs of the companies and an "affiliation" can be built. An infantryman with computer skills may be employed as Company Clerk, as this is a deployable position, and the Company Clerk may be employed as the Company Commander's signaller in the field.

The Company Clerk will take the company mail to the company and maintain files of the mail coming in and out. He or she will do typing for the company and will assist in the completion of charge reports and parade states. The real purpose of this position is to free up leaders and administrators from typing and filing duties for the companies and to ensure that the companies have an accurate account of written information passed to them.

SECTION 4 - SERVICE SUPPORT ELEMENT

OFFICER COMMANDING ADMINISTRATION COMPANY

Officer Commanding Administration Company is the primary G4 officer in the unit, and as such, his service support element is responsible for the management, maintenance and budgeting for of all material and consumable commodities, less those operational stocks controlled directly by the Operations Officer or those allocated directly to the rifle company.

The Service Support Element lines are in the basement of the building and in the vehicle compound. This element is responsible for policing, security, demanding maintenance, and checking fire equipment in its assigned areas.

The Officer Commanding Administration Company has the normal duties of an officer commanding a company (see Officer Commanding Bravo Company), applied to his smaller service support element. He has the following additional duties:

1. Command of B Echelon during battalion-level training, especially concentrations.
2. Planning and preparation of administration, in close co-operation with the Operations Officer, for these same activities.
3. The control and co-ordination of all aspects of transport, maintenance, supply, accommodation and food services (less IMPs).
4. Dealing with superior headquarters at a staff level concerning any of the above aspects.
5. Unit procedures on all logistics, maintenance and transport matters.
6. The allocation of accommodations, transport, stores and equipment.
7. He is responsible to the Deputy Commanding Officer for maintaining expenditure rates of the above items within planned limitations and for tracking cumulative expenditure rates within the fiscal year by item quantity or dollar value.

SECOND-IN-COMMAND ADMINISTRATION COMPANY

Second-in-Command Administration Company has all of the duties of a company second-in-command as they relate to the Service Support Element (see Second-in-Command Bravo Company).

He works closely with the section heads to collate expenditures in material and service support element mandays by item and dollar value.

COMPANY SERGEANT MAJOR ADMINISTRATION COMPANY

Company Sergeant Major Administration Company has all the duties of a company sergeant major, as applied to the Service Support Element, and is the chief advisor to Officer Commanding

Administration Company on G4 matters. He is expected to have detailed knowledge of the functioning of all sections within the company.

QUARTERMASTER (LOGISTICS OFFICER)

The Quartermaster (QM) shall work under the supervision of the Officer Commanding Administration Company. He shall be responsible for the following:

1. The organisation, control and efficiency of the unit Quartermaster Stores.
2. Implementing detailed accounting instructions and procedures as set out in current Supply Directives.
3. Indenting for, receipt, accounting, storage, and issue of:
 - a. clothing, personal equipment, arms, ammunition, technical, vehicle, and special accommodation stores in accordance with unit needs and entitlements,
 - b. POL items, fuel and miscellaneous related supplies,
 - c. rations,
 - d. repair of ordinance stores using unit, Logistics or LORE resources as required,
 - e. requisitioning for the movement of all stores, equipment and supplies as required, and
 - f. periodic stocktakings of all material on charge to the unit.

REGIMENTAL QUARTERMASTER SERGEANT

The Regimental Quartermaster Sergeant (RQMS) shall be responsible to the Quartermaster and shall understudy and be prepared to assume the duties of the Quartermaster in his absence.

He shall organise and supervise the daily office routine within the Quartermaster Stores.

He shall maintain a list of returns required from and to the Quartermaster.

He orders ammunition and releases IMPs in accordance with the Operations Officer's instructions.

Under the direction of the Quartermaster he shall implement and be responsible for measures to ensure the physical security of the complete stores inventory.

He shall act as an adviser to the Distribution Account Holders in matters of nomenclature and the proper procedure for reporting deficiencies and damage.

He shall ensure that items returned for exchange are no longer serviceable. He shall ensure that items in the inventory receive equitable usage and in particular those items with limited shelf life.

He shall ensure that the unit entitlement for stores and equipment is met and he will recommend any changes to entitlement considered necessary.

He will follow limitations placed on expenditures by the Quartermaster and Officer Commanding Administration Company. He will be able to track unit expenditures of material ordered through the quartermaster stores by unit quantity and by cost.

He is the senior supply technician and advises Company Sergeant Major Administration Company on the specific career progression requirements of his tradesmen.

UNIT TRANSPORT OFFICER

The Transport Officer (TO) shall be responsible for:

1. The preparation and conduct of driver training.
2. The issue, control and custody of vehicle work tickets.
3. The testing for and issue of driver's standing orders.
4. Dispatch of all vehicles less those used by the RQMS during the week.
5. Assisting the operations officer in creating unit movement orders, specifically providing drivers and arranging for the vehicles to arrive prepared and on time at the marshalling area.
6. The correctness of all dispatch sheets.
7. Petroleum, oils and lubricants (POL) accounting and the cleanliness and safety of the POL storage area. He issues and controls all unit POL credit cards.
8. The maintenance and cleanliness of the unit's vehicles and the calling forward and servicing of all unit vehicles. He schedules and conducts unit service parades and inspections.
9. He controls and accounts for all transport and vehicle stores.
10. The completion and follow-up of Accident Reports.

The Transport Officer shall be familiar with the applicable Canadian Forces transportation and mobile support equipment publications and directives. He shall promulgate unit and higher formation policy and directives to all drivers and advise Officer Commanding Administration Company of any instances when they are not being followed.

He orders vehicles with the Operations Warrant Officer and he is responsible for the control of the unit transport budget within guidelines set out by Officer Commanding Administration Company.

FINANCE OFFICER

The unit Financial Officer (Fin O) is responsible to the Deputy Commanding Officer for all matters pertaining to the financial well being of the Regiment. This includes:

1. Timely and accurate pay data input, including signed mandays, promotions, incentive pay raises, and members' banking information.
2. The production and distribution of bi-weekly pay statements.
3. The timely and accurate processing of direct pay deductions.

4. The timely and accurate reimbursement of claims.
5. The timely and accurate reporting of budgetary expenditures.
6. The collection and accounting for of non-public funds (NPF).
7. Close liaison and co-ordination with book-keeping service providers.
8. The printing and timely distribution of NPF financial statements.
9. Advising unit command staff of possible cost over-runs and/or any event or contingency that may have a financial impact upon the Regiment.
10. The timely and accurate submission of claims against the Crown, whether for mandated allocations (Sports Grant, Contingency Grant, Museum Grant, and so on) or for any allocations which may be received from time-to-time (e.g.: Summer Youth Employment Programme and recruitment advertising funds).
11. A detailed and in-depth knowledge of Canadian Forces financial accounting and pay procedures.

MEDICAL OFFICER

The unit Medical Officer (MO) is responsible to the Commanding Officer for all matters pertaining to the health of the troops and the provision of local medical treatment for unit personnel. In professional medical matters the MO is under the direct control of the senior medical officer of the brigade, area or command.

The MO is responsible for:

1. Advice on all matters of unit hygiene and sanitation.
2. Local medical attention to unit personnel who are sick, wounded or injured.
3. Maintenance of medical records for unit personnel.
4. Annual or other physical examinations required to ensure that unit personnel are in their correct medical category.
5. Supervision and training of unit medical assistants.
6. Procurement of unit medical supplies and equipment.
7. Supervision of first aid training for unit personnel.
8. Full immunisation of unit personnel when so ordered.

SECTION 5 – OFFICERS, NON-COMMISSIONED OFFICERS AND SOLDIERS

OFFICERS - IN GENERAL

An officer is always a representative of the Officer Corps, of his regiment, his service and, of course, his Sovereign. His behaviour, by extrapolation, can either bring credit to, or discredit upon, all officers, all members of his Regiment, or the military profession itself. For this reason officers must, at all times, conduct themselves in a manner that is above reproach. An officer's behaviour must be characterised by the traits described – and implied - on the Commissioning Scroll: honesty; courage; energetic discharge of duty; self-discipline; fairness in dealings with subordinates; and, loyalty. It should go without saying that an officer must also be a spirited competitor.

Every officer must be conversant with the history and traditions of the Regiment, as the honour and continuity of the Regiment lie in the hands of her officers. Each officer in the Regiment will epitomise the 10 Principles of Leadership, as laid out in the Junior Leaders Manual. Moreover, as “the moral is to the physical as 3 is to 1”, every officer will dedicate as much effort to the study of leadership as he or she may devote to the study of war.

It is the duty of each officer to acquaint himself with the history, personal characteristics and ability, both in work and recreation, of the non-commissioned officers and soldiers under his command. An officer will work in harmony with the non-commissioned officers of the Regiment, will trust them, and will seek their counsel and advice. He will, however, always remember that with authority comes responsibility. An officer's primary responsibility is to ensure that any assigned mission is carried out correctly and on time. No officer should accept counsel - or tolerate behaviour - which would detract from the accomplishment of the mission.

It will be normal for an officer to make all requests to the Commanding Officer through his company commander. However, in respect of a matter which is personal and confidential, an officer may approach the Commanding Officer by arranging an interview through the Adjutant.

NON-COMMISSIONED OFFICERS – IN GENERAL

As non-commissioned officers (NCO) are the link connecting the soldiers with their officers, the most exemplary conduct at all times and in every situation is demanded of him. An NCO must be active, diligent and attentive to his dress and appearance, careful of the honour of his unit, and perfectly acquainted with his duty.

The maintenance of discipline is essential to the fighting efficiency of the unit, and the foundation of every system must be the non-commissioned officers. They will, therefore, be selected from the ranks not only on account of their leadership abilities, good conduct and soldierly-like appearance, but also in the expectation that they will be capable of maintaining discipline by their ability, character and vigilance.

Non-commissioned officers are at all times to show a proper sense of their rank and station in their unit. They must remember that their authority will be increased or lessened in proportion to the respect that they create in their subordinates by the conscientious manner in which they perform all

duties, their respectful bearing towards their superiors, and the consideration they show to those over whom they exercise authority.

The prevention of crime should be the aim of everyone in authority, while the shielding of it and the overlooking of irregularities is one of the greatest offences non-commissioned officers can commit. They must avoid undue familiarity with their subordinates and as far as possible associate with those of their own rank.

Non-commissioned officers will, on no account, use improper language towards their subordinates; they should always be firm and prompt though considerate in manner. When giving an order, non-commissioned officers will do so briefly and distinctly in the most positive terms, and not in the form of a request. They will permit no reply upon a point of duty. They must insist upon prompt and strict compliance with their orders, but at the same time use their authority with discretion and never allow themselves to be influenced by prejudice towards any individual.

All non-commissioned officers are, or should be, potential instructors. They must be in possession of up-to-date training manuals and must endeavour constantly to increase their military knowledge.

SOLDIERS – IN GENERAL

Every member of the unit will consider himself, first and foremost, a soldier.

The soldier must remember that, to some extent, the honour, reputation and continuity of the Regiment depends on him. Every soldier is a potential leader, and should never consider himself merely a follower. He must endeavour to keep himself aware of what is going on around him so he may act quickly in response to changes in the situation. At any moment, he may be required to act autonomously or take control of a situation.

He will maintain a level a physical fitness, as demanded by Individual Battle Task Standards. He will continuously seek self-improvement. He will account for his personal equipment and keep it in good order. He will complete Individual Battle Task Standards testing; attend the summer concentration and 80% of unit training.

When on military property, whether or not he has signed an attendance register, he will be shaven, clean and turned out in a respectable manner reflecting the desired image of the unit within the community.

When away from the unit in his home life, he will not undertake any activities that will bring discredit on himself and by association the Regiment and the Army in general.

THE NEW RECRUIT

Immediately on arrival at the unit an officer should interview the new recruit. The purpose of this interview should be to make the new soldier feel that he is recognised as an individual, and to inform him of the general purpose and function of the unit, and to encourage the new soldier to seek advice whenever he feels he needs it.

As soon as possible after reporting to a unit, recruits should be given a complete course of indoctrination. The indoctrination should include:

1. Regimental history, traditions and ethos.
2. The nature of initial training, its probable duration, and the basis of selection for further training.
3. The nature of offences under the National Defence Act.
4. Local disciplinary requirements.
5. Responsibility of soldiers in connection with the operation of the unit, e.g. commitments.
6. Functions of the various officers, warrant officers, and non-commissioned officers in relation to the recruit.
7. The procedures for obtaining a private interview with superior officers.
8. Details of pay.
9. What is expected of a soldier in respect of military/civilian relations.
10. The details of local administration, e.g., canteen regulations, recreation facilities, standing orders, duties to which soldiers are assigned, where and when to look for orders affecting the individual, leave policy, laundry facilities, and messing.
11. Rules concerning the issue of clothing, necessities, and the clothing credit system.

PART 2 – SECONDARY DUTIES

OIC ARMOURY

The Commanding Officer of The Royal Montreal Regiment is, de facto, the Officer-in-Charge of the armoury. No organisation, whether it be a lodger unit or a civilian group, may use the armoury's facilities without the CO RMR's explicit permission. Lodger units will be expected to comply with the regulations imposed by the CO RMR, and contribute, on a *pro rata* basis, to the up-keep, maintenance and improvement of the armoury.

No change to the structure or function of the armoury may be made without the CO RMR's explicit consent.

The CO RMR may delegate many of the day-to-day administrative functions associated with being OIC Armoury to his Deputy.

SECURITY OFFICER

The Unit Security Officer a secondary duty assigned to the Officer Commanding Administration Company. The Unit Security Officer is responsible to the CO for the following security matters within the unit:

1. Preparing security standing orders for his unit.
2. Briefing newly arrived personnel on security, both in general terms and as it relates specifically to the person's duties, place of work and living environment.
3. Conducting frequent security checks on the measures taken to protect classified matter, both during and outside normal working hours.
4. Ensuring that persons who require access to classified matter for the performance of their duties are security-cleared to the appropriate level.
5. Briefing personnel in accordance with applicable regulations at the time they are issued with a Security Clearance Certificate.
6. Providing security education briefings, material etc, to promote security awareness and motivation, based on an intellectual acceptance of the need for security measures.

FIRE SAFETY OFFICER

Fire Safety Officer is a secondary duty assigned to a NCO. This NCO will be responsible to the Officer Commanding Administration Company for regularly inspecting – and ensuring the proper functioning of – all fire-fighting equipment in the armoury, including extinguishers held in regimental or company stores.

CADET LIAISON OFFICER

Cadet Liaison Officer (CLO) is a duty assigned to an officer or NCO based upon his/her former involvement with the Cadet Movement, and continuing enthusiasm for it.

As the Regiment's affiliated Cadet Corps are integral to the Regiment, and an important source for future generations of RMR soldiers and leaders, the purpose of this position is to maintain positive contact between the Regiment and its affiliated Cadet Corps.

The CLOs have the following responsibilities:

1. As a de facto member of the cadet corps staff, to assist the Corps CO in the training of the cadets;
2. To provide Corps staff with advice and assistance, as required or requested;
3. To transmit the training plan of the affiliated Cadet Corps to the CO RMR and RMR Ops Cell, and to ensure the receipt of the Unit Training Plan by the affiliated Cadet Corps;
4. To co-ordinate the Cadet Corps' requests for materiel and other support;
5. To provide Cadet Corps COs and staff with an alternate means of transmitting their desires and concerns to the Regiment (normal channel will be CO to CO);
6. To transmit to the Cadet Corps the policies of the CO RMR;
7. To co-ordinate Cadet Corps participation in unit activities, and conversely, unit participation in Cadet Corps activities; and
8. To work closely with Cadet Corps COs to identify cadets who are aging-out, provide them with information, and encourage their enrolment in the Regiment.

UNIT INFORMATION OFFICER

Unit Information Officer (UIO) is a secondary duty assigned to the Adjutant. The duties of the UIO are to:

1. Advise the Commanding Officer on information matters.
2. Provide news media as requested or appropriate with unclassified information about the unit.
3. Arrange media interviews for CO when requested or, in consultation with Area/Brigade public affairs officers, when news value merits such action.
4. Act as liaison between the CO and the local media on information matters.
5. Arrange unit participation in local activities such as parades, ceremonies, community drives, sports events, blood clinics, etc.
6. Quickly refer to the appropriate Area/Brigade public affairs officer any inquiry that in any way might be presumed to involve policy, ministerial statements or controversial matters.

SPORTS OFFICER

The unit Sports Officer is a secondary duty assigned to an officer in the Mission Element, as designated by the mission element commander. The Sports Officer's duties are to organise inter-mess sports events, and to co-ordinate regimental participation in extra-regimental sporting and charity events.

JUNIOR RANKS CLUB SUPERVISING OFFICER

The Junior Ranks Club Supervising Officer is a secondary duty assigned to the Officer Commanding Bravo Company. The JRC Supervising Officer takes an interest in the financial management, organisation, operations and participation in the JRC. He advises the JRC Mess Committee, and enables their activities by referring to them appropriate resources. His fundamental responsibility is to ensure that the JRC operates in such a manner as to enhance the enjoyment in service of its members.

HARASSMENT OFFICER

A secondary duty assigned to the Padre, the Harassment Officer is the first point of contact, and initial advisor, to any member who feels he or she has been the victim of harassment. The Harassment Officer will be conversant with current regulations and orders pertaining to Harassment, and will utilise trained Harassment Advisors as required.

SENIOR SUBALTERN

As designated by the Commanding Officer of the RMR, the Senior Subaltern has the responsibility to organise the subalterns, both for work details and for social occasions. The Senior Subaltern is expected to enhance the esprit de corps of the Regiment's junior officers through his personal example of enthusiastic service and exemplary deportment.