

UNCLAS

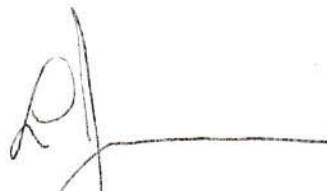
17 Apr 86

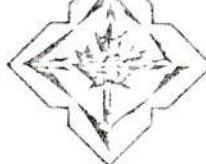
MEMORANDUM

Distribution List

Subject: GUIDE FOR SENIOR NCO'S

1. The following is a collection of information that each Senior NCO in the Regiment shall be familiar with.
2. This information is taken from various sources in the hopes of providing a ready reference. It is hoped that all Sergeants and Warrant Officers will not only take the time to become familiar with this information but will also pass it on to the Junior Ranks in the Unit.
3. Further items and amendments will be issued in order to keep all personnel as current as possible with the forthcoming changes in Dress, etc.
4. Any suggestions for future items that should be included may be forwarded to the RSM.


L. Jensen
Chief Warrant Officer
Regimental Sergeant Major



23 Jul 80

COMMANDER'S LETTER #27

Distribution List

INTERRELATION - OFFICERS AND NCOs

1. It has come to my attention that in Mobile Command there exists a misunderstanding in the complex relation between officers and NCOs, especially in Field Units. I would like to stress the fact that although in a Unit everyone has his share of the work load, sometimes because of personalities or a lack of understanding, officers or NCOs may infringe on each other's responsibilities.
2. The first point I would like to make is the special relationship that exists between the Commanding Officer and his Regimental Sergeant-Major, this of course is applicable as well to Base/Area/School Chief Warrant Officer and Sub-Unit Master Warrant Officer type appointment.
3. Because of his position the Regimental Sergeant-Major (RSM) is to be the Commanding Officer's adviser on all matters affecting the Other Ranks of the Unit. His detailed duties and responsibilities will vary from unit to unit because of unit circumstances, the personalities of the Commanding Officer and the RSM involved, and their personal relationship with each other. Nevertheless, the three main areas of the RSM's responsibilities have traditionally been and continue to be in the fields of the three "Ds", drill, dress and discipline. These have a direct bearing on his role and the way it is perceived by all members of the unit. Being an expert in these and many other fields associated with the profession of arms, such as knowledge of the trades and training, etc., he should be considered an important adviser. Through his professional expertise, his integrity, and his interest and devotion in developing unit pride, he will earn the respect of all the officers and the admiration of all the Other Ranks of the unit.
4. His responsibilities in general have changed little throughout the years, although their application has varied from time to time as soldiering has evolved with the changing social values and systems. It has therefore always been most important for the RSM to maintain the flexibility to meet his responsibilities, regardless of the conditions of service.
5. There has also been much talk over the years of the "Power" of the RSM. The RSM has no power except that which the Commanding Officer confers on him. A Commanding Officer should therefore give to his RSM the power the latter requires to carry out his responsibilities efficiently, founded on the assurance that the Commanding Officer will back his RSM.

6. Most importantly, the RSM should be one of the Commanding Officer's principal advisers and, as such, should have direct access to him. They should both be in each other's confidence on all matters affecting the Other Ranks. In this regard, the RSM should be a member of the Regimental promotion boards and Regimental awards committees for the Other Ranks of the unit and should participate in regular meetings held by the Commanding Officer (i.e. daily Unit Headquarters staff meetings, weekly Commanding Officer's meetings, etc.).

7. Therefore, the RSM must cultivate a close rapport with his Commanding Officer to ensure his continued effectiveness as his adviser. In this regard, he must ensure he keeps himself abreast of all unit activities that may require his input or advice, while at the same time keeping his Commanding Officer advised of activities or aspects he feels may NOT have been brought to the Commanding Officer's attention.

8. The RSM must be prepared to give correct, polite and courteous advice to newly joined young officers of the unit. If the necessary results cannot be achieved, it is then his duty to bring the matter to the attention of the superior of the officers concerned, usually the unit Adjutant or the appropriate Company Commander and to the Commanding Officer.

9. As the senior warrant officer of his unit, the RSM is directly charged with the discipline of the Warrant Officers and Non-Commissioned Officers and with the overseeing of their professionalism in the carrying out of their duties. His influence on them, and consequently on the unit, largely depends on his knowledge, personality and efficiency.

10. He must carefully observe the conduct and character of all Warrant Officers and Non-Commissioned Officers, and the spirit and manner in which they perform their duties, in order that he will be able to better advise the Commanding Officer on their progression, training, careers and future postings. He will take every opportunity of assisting them with his advice and will encourage them to seek it.

11. He should play an active role in the unit Warrant Officers' and Non-Commissioned Officers' professional development training:

- a. First, as the Commanding Officer's principal adviser in deciding what aspects of their professional training should be emphasized based on their present weaknesses; and
- b. Second, as a leader/instructor in getting the message across.

In this regard, he will give special care to the training of Master Corporals on their first appointment.

12. In conclusion it can be said that, second only to the Commanding Officer, the RSM is the individual who has the most influence on the morale and discipline of the unit and therefore the unit's effectiveness will largely be a gauge of the effectiveness of the RSM. It is therefore essential

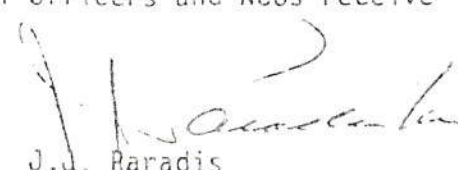
that all members of the unit clearly understand the RSM's intended role, as the unit's effectiveness will depend greatly on his effective role in that unit and what all members of the unit understand that effective role to be, and this will only work if there is a close rapport based on comprehension and mutual respect between the Commanding Officer and his Regimental Sergeant-Major.

13. It is evident that this particular relationship that exists at the unit level must be reflected also at the sub-unit. It is of paramount importance that the same rapport is found between the sub-unit commander and his principal adviser on Non-Commissioned Officers. Only then will the chain of command be properly followed. The sub-unit SM must also be clear on the responsibilities of the sub-unit second-in-command in regards to sub-unit administration. Good supervision and effective delegation will allow then the sub-unit SM to carry out his functions properly.

14. The second point I would like to stress is at the platoon/tp level. There again a very good rapport must exist between the junior Commander and his experienced Warrant Officer; but here there is a delicate balance that must be respected. The junior leader is there to command, instruct and know his platoon/troops whether in the field or in garrison; the Warrant Officer on the other hand must ensure that discipline is adhered to; must know his men, their potential and weaknesses, and, at the same time, must advise and counsel his pl/tp commander on all matters regarding personnel, discipline, morale and welfare and sometimes in other fields when he thinks he can be of assistance to his leader. This is not an easy task but is a must. I remember myself the many things my experienced sergeant taught me when I was a platoon commander and I am glad I followed his advice.

15. Finally, I would like that the following guidelines be observed in this formation. The proper responsibilities should be re-established at all levels and especially Non-Commissioned Officers be given their full responsibilities. They have been trained for that and we should profit from their knowledge and their abilities to lead. Lately we have given officers duties which used to be the domain of NCOs, this trend must stop if we want our NCOs to feel they have an important place in the chain of command. They must be given the opportunity to realize how important their role is within the military framework. It is by giving them their established position of responsibility that we will succeed in making their contribution both self satisfying and challenging.

16. I would like this letter to have the widest distribution possible. I want Commanders at all levels to ensure that all officers and NCOs receive a copy of my views on this subject.


J.D. Paradis
Lieutenant-General
Commander Mobile Command

DISTRIBUTION LIST

As per Commander's Letters
standard Distribution List

14 Apr 86

Subject: DISCIPLINE

1. The following is a list of disciplinary standards that shall be enforced by all Senior NCO's within the Unit.

a. The Parade square is off limits to all personell except when involved in foot drill, gun drill or organized sports. It shall not be used under any circumstances for crossing from one office to another.

b. Officers will be saluted at all times whether on the main floor, in an office or outside the armouries.

c. No soldier is permitted to refuse an order given him by a superior. If a soldier feels that the order is unlawful or irregular, it will first be obeyed and he may afterwards lodge a complaint with his BSM and Battery Commander.

d. When a superior enters a room the senior person present will call the room to attention.

e. A soldier will stand to attention when addressing an NCO or Officer who is senior to him.

f. All personnel are responsible for reading Routine Orders, Unit Standing Orders and Fire Orders.

g. All members of the unit will be properly dressed at all times and when on duty will wear the uniform of the day.

h. Headdress will be worn at all times except they may be removed when in an office or when told to remove them in a classroom.

IN THE MESS

i. The wearing of issue clothing or equipment for personal use is forbidden.

j. The wearing of issue clothing with civilian clothing is not allowed.

k. Soldiers using the Messes will be properly dressed at all times.

- l. Any form of disorderly conduct in the Messes is strictly forbidden.
- m. Members of the unit are required at all times to be in possession of the full scale of equipment as laid down.
- n. A soldier will report immediately any loss or damage to his equipment or clothing.
- o. A soldier will be required to pay for any equipment lost or damaged through his negligence.
- p. All soldiers will be in possession of a valid military ID card.
- q. All personnel will make themselves acquainted with the action in the event of a fire as laid down in the Regimental fire Orders.
- r. Unauthorized tampering or removal of fire equipment is strictly forbidden.
- s. The Warrant Officer's and Sergeant's Mess is Out of Bounds for all Junior Ranks except on duty or when invited in by the RSM.
- t. The Junior Ranks is Out of Bounds to all Senior NCO's unless permission is granted by the RSM or while on duty as Orderly Sergeant.

DUTIES OF ORDERLY SERGEANT

1. Tour of duty is from 1915 hrs Thursday night to 1915 Hrs the following Thursday night.
2. Report to the RSM when beginning tour of duty.
3. Ensure the Junior Ranks is open and closed at the correct times.

Thursday Evening - 2210 - 0030 Hrs
Saturday - 0940 - 1000 Hrs - Coffee Only
 1210 - 1300 Hrs
 1425 - 1445 Hrs - Coffee Only
 1630 - 1800 Hrs

4. Ensure discipline and dress regulations are maintained throughout the armouries.
5. Ensure Front Door is secured at all times when unattended.
6. Ensure Security Register is signed by all Non Regimental Personnel.
7. Ensure that Compound is secured and Parade Lights turned off at end of training.
8. Ensure all windows and offices are secured before leaving building.
9. Report any irregularities to Orderly Officer.
10. Report to the Orderly Officer before leaving for the night.
11. If you can not parade during your Tour of Duty, it is YOUR responsibility to find a replacement and advise the RSM.

DUTIES OF ORDERLY BOMBARDIER

1. Tour of duty is from 1915 hrs Thursday night to 1915 Hrs the following Thursday night.
2. Report to the RSM when beginning tour of duty.
3. Ensure the Junior Ranks is open and closed at the correct times.

Thursday Evening - 2210 - 0030 Hrs
Saturday - 0940 - 1000 Hrs - Coffee Only
 1210 - 1300 Hrs
 1425 - 1445 Hrs - Coffee Only
 1630 - 1800 Hrs

4. Ensure discipline and dress regulations are maintained in Junior Ranks.
5. Be in attendance at the front door during the following timings:

Thursday Evening - 1920 - 1945 Hrs
 2145 - 2220 Hrs
Saturday - 0745 - 0815 Hrs
 1615 - 1645 Hrs

6. Ensure Front Door is secured at all other times when unattended.
7. Answer Front Door Bell when Rung.
8. Ensure Security Register is signed by all Non Regimental Personnel.
9. Ensure that Compound is secured and Parade Lights turned off at end of training.
10. Ensure all windows and offices are secured before leaving building.
11. Report any problems to Orderly Sergeant.
12. Ensure you are dismissed by the Orderly Sergeant before leaving for the night.
13. If you can not parade during your Tour of Duty, it is YOUR responsibility to find a replacement and advise the RSM.

DUTIES OF ORDERLY BOMBARDIER

1. A typical Tour of Duty will be as follows:

| | | |
|--------------------|---------------|--|
| Thursday Evening - | 1915 | Report to RSM |
| | 1920 - 1945 - | Attend Front Door |
| | 1945 - 2145 - | Ensure Front Door Secure, Answer Door when rung |
| | 2145 - 2220 - | Attend Front Door |
| | 2220 | Turn off Parade Square Lights. Do security check of Armouries |
| | 2400 | Last Call Junior Ranks |
| | 0030 | Clear Junior Ranks Do security check of Armouries Report to Orderly Sergeant |
| Saturday | 0745 - 0815 | Attend Front Door Ensure Door locked on completion |
| | 0940 - 1000 - | Open Junior Ranks for Coffee |
| | 1210 - 1300 - | Attend Junior Ranks during Lunch |
| | 1425 - 1445 - | Open Junior Ranks for Coffee |
| | 1615 - 1645 - | Attend Front Door |
| | 1645 | Turn off Parade Square Lights. Do security check of Armouries |
| | 1730 | Last Call Junior Ranks |
| | 1800 | Clear Junior Ranks Do security check of Armouries Report to Orderly Sergeant |

2. Saturday nights will be altered as follows when Junior Ranks has approval to be open.

| | |
|------|--|
| 1645 | Turn off Parade Square Lights. Do security check of Armouries |
| 2100 | Do security check of Armouries |
| 2400 | Last Call Junior Ranks |
| 0030 | Clear Junior Ranks Do security check of Armouries Report to Orderly Sergeant |

16 Apr 86

Subject: DRESS

1. The dress and appearance of Regimental Senior NCO's will always be of the highest standard.
2. Hair will be cut short, Sideburns not to extend below a line horizontally bisecting the ear.
3. The following are to be used as a guide when inspecting troops.

a. Service Dress

- Cleaned and pressed with no lint.
- ROYAL CANADIAN ARTILLERY badges in proper place.
- Large flaming Grenades properly positioned.
- Badges of rank properly aligned on both shirt and sleeve.
- Regimental buttons worn.
- proper footwear - Parade Boots only when on parade.
- Footwear highly shone.

b. Work Dress

- Cleaned and pressed.
- Old Gold RCA's and rank badges on Jacket.
- CANADA Badge properly worn.
- New Gold RCA's and Metal Rank insignia on linden green shirts.
- Nametag properly sewn on.
- Proper footwear - Combat Boots with pants bloused when on parade.
- Footwear clean and buffed.

c. Combat

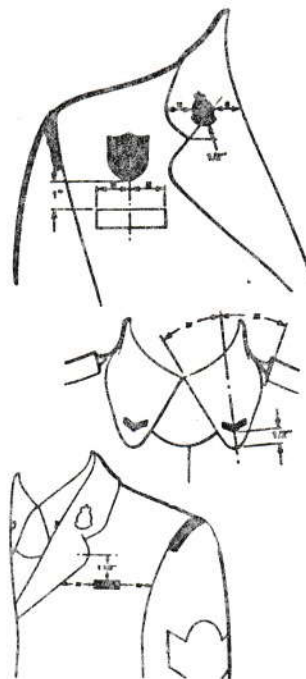
- Clean and wrinkle free.
- CANADA badges and Nametags properly sewn on.
- 15 RCA's on slip-ons with rank badges.(Not RCA).
- T-shirts not visible.
- Sleeves rolled up only in Summer Dress.-Combat Boots clean and buffed.



ALL REGIMENTAL PERSONNEL SHALL WEAR ARTILLERY CANADIAN ARTILLERY BADGES

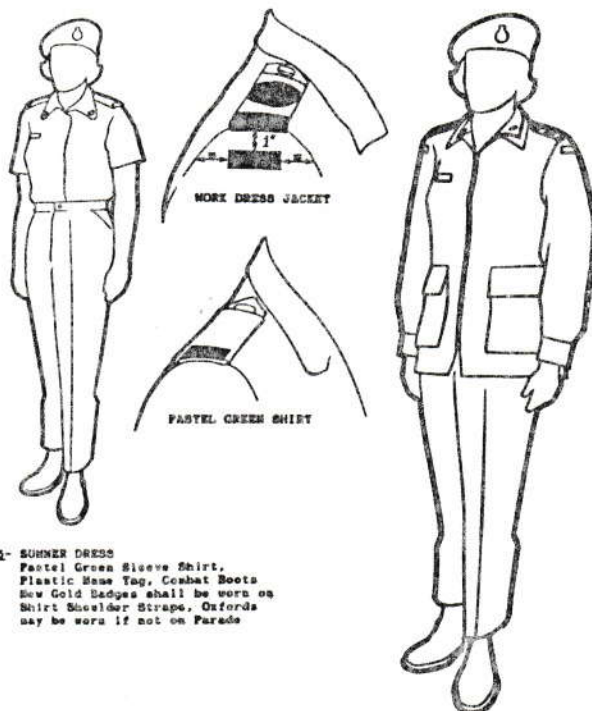
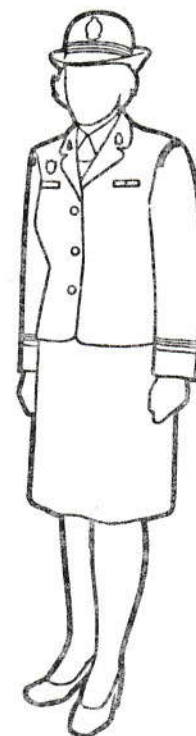
RAJ BADGES AND COLLAR BADGES SHALL BE WEARABLE BY THE SUB-ALTERNATE'S UNIT EXCEPT FOR BATTAL PERSONNEL WHO SHALL WEAR ARTILLERY BADGES AND BADGES

RA - DUTY DRESS
Name Tag
Parade Boots or Oxfords
may be worn



RA-2 - DUTY DRESS
Name Tag, Oxfords or Pumps
may be worn

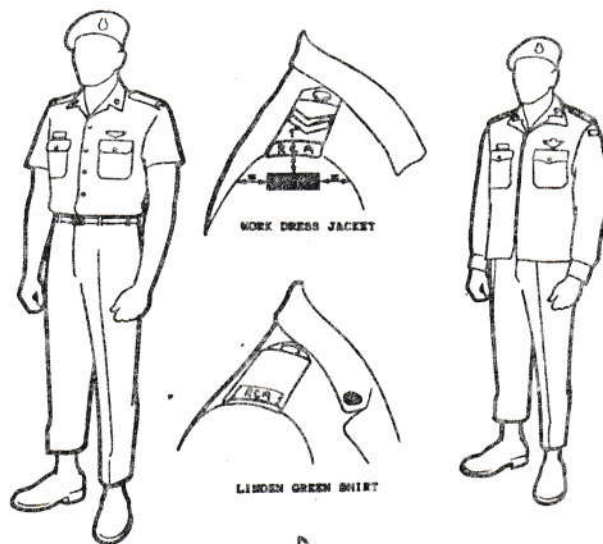
RA-3 - CEREMONIAL
As Per RA-2 except with Service
Dress Boots



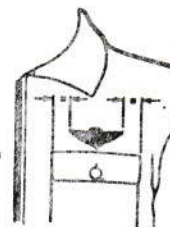
RA-4 - SUMMER DRESS
Pastel Green Sleeve Shirt,
Plastic Name Tag, Combat Boots
New Gold Badges shall be worn on
Shirt Shoulder Straps, Oxfords
may be worn if not on Parade

COMBAT SWEATERS WILL ONLY BE
WORN DURING PERIODS OF
EXTREME COLD

RA-5 - WINTER DRESS
Pastel Green Shirt, Cloth Name
Tag, Combat Boots, Old Gold
Rank Badges shall be worn on
Jacket Shoulder Straps, Oxfords
may be worn if not on Parade

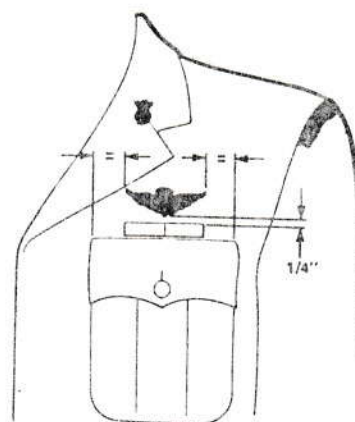
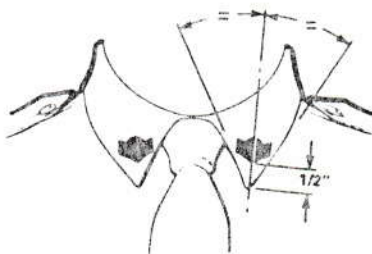
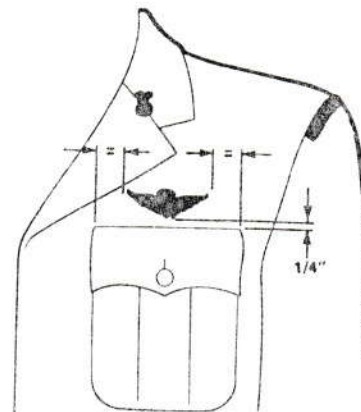
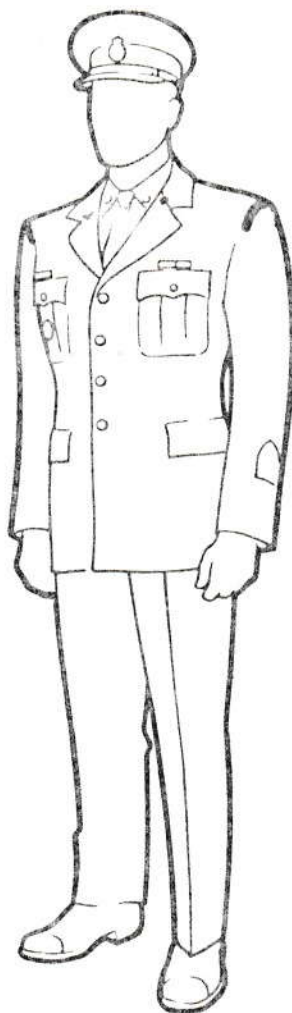
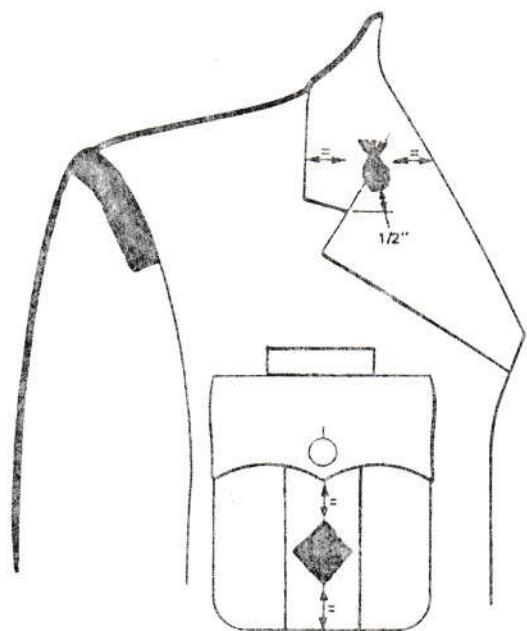


RA-6 - SUMMER DRESS
Linden Green Short
Sleeve Shirt, Plastic
Name Tag, Combat Boots
New Gold Badges shall
be worn on Shirt
Shoulder Straps, Sgt
Belt Buckle will be
covered, Parade Boots
or Oxfords may be worn
only if not on Parade



RA-7 - WINTER DRESS
Linden Green Shirt,
Cloth Name Tag, Combat
Boots, Old Gold Rank
Badges shall be worn
on Jacket Shoulder
Straps, Parade Boots
or Oxfords may be worn
only if not on Parade

COMBAT SWEATERS WILL ONLY BE WORN DURING PERIODS OF EXTREME COLD

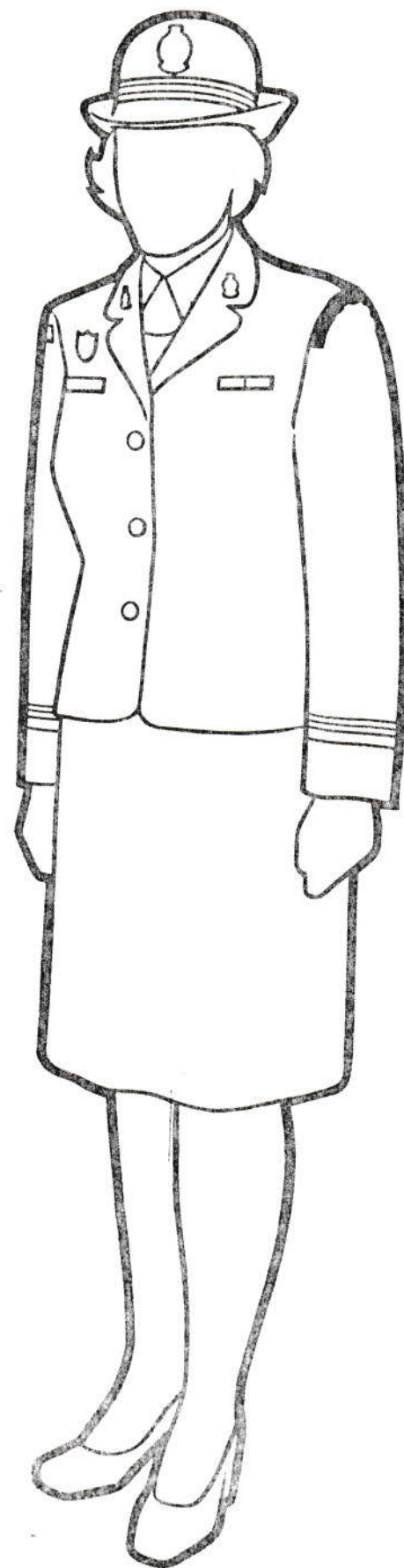
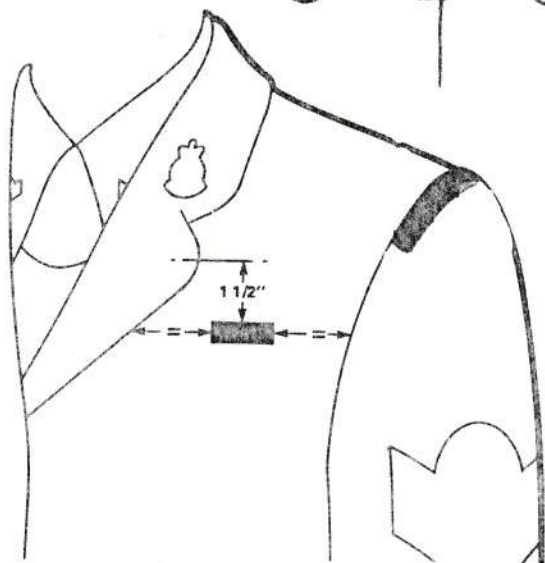
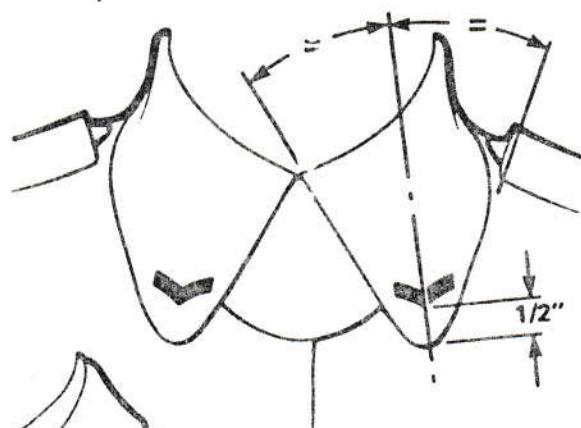
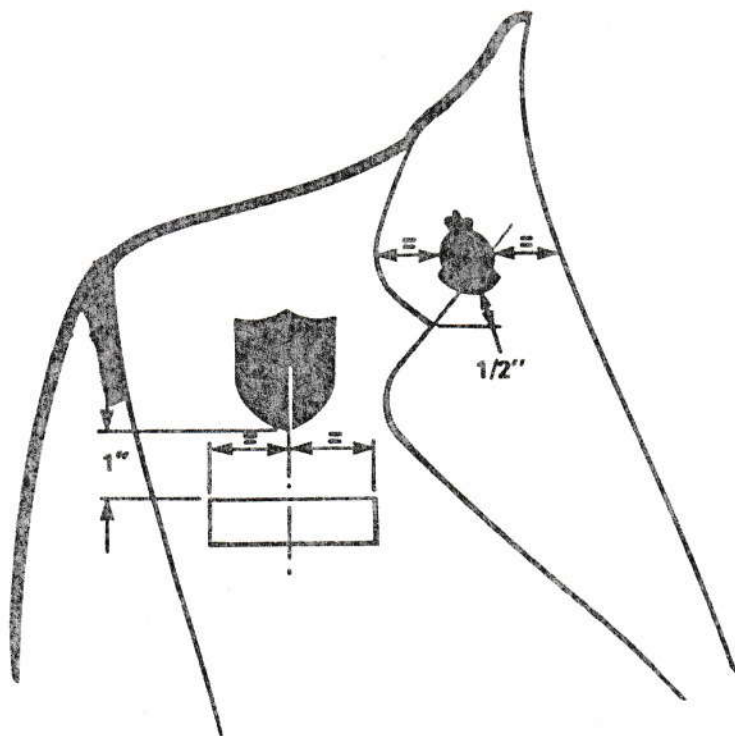


ALL REGIMENTAL PERSONNEL SHALL WEAR ROYAL CANADIAN ARTILLERY BADGES

HAT BADGES AND COLLAR BADGES SHALL BE DETERMINED BY THE INDIVIDUAL'S TRADE EXCEPT FOR BAND PERSONNEL WHO WILL WEAR ARTILLERY BADGES AND GRENADES

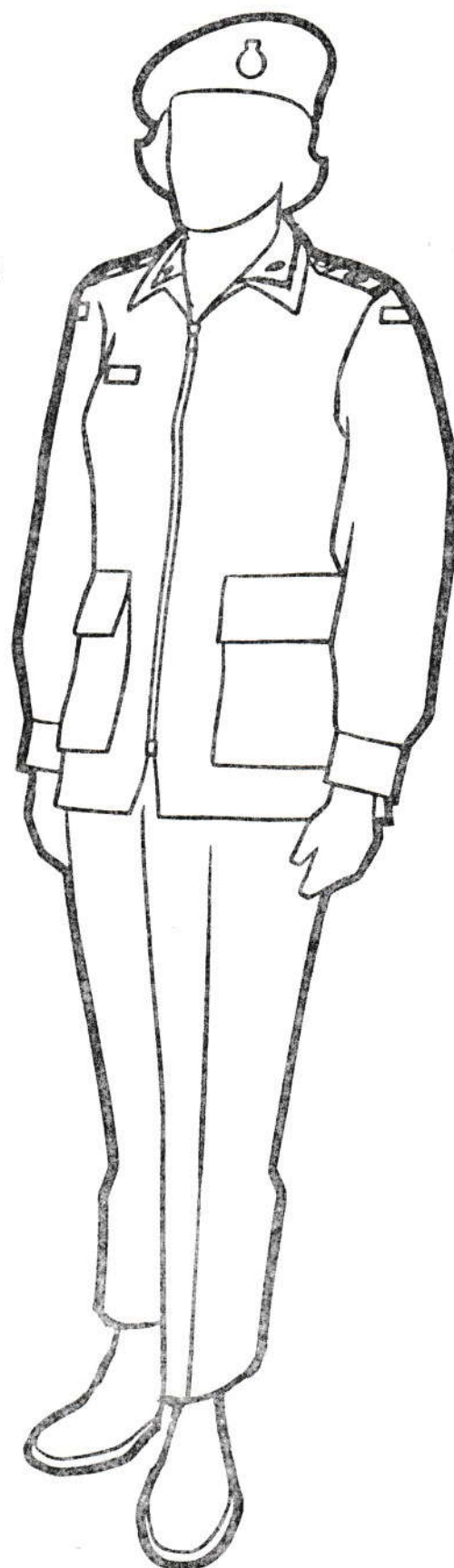
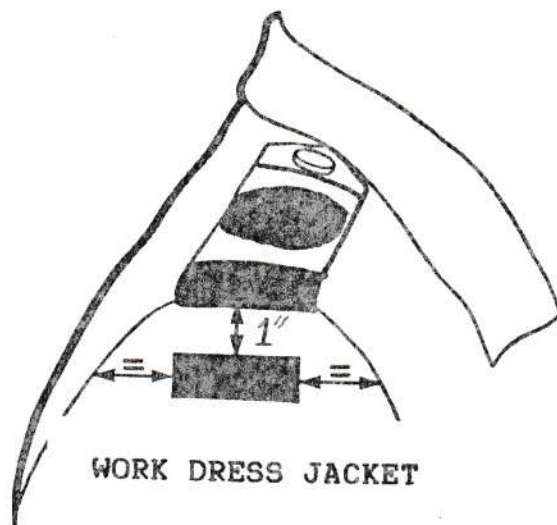
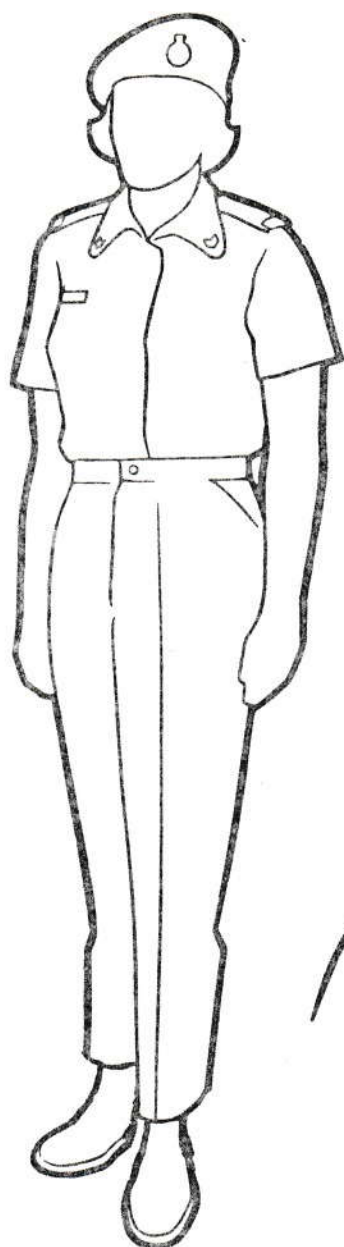
53 - DUTY DRESS

Name Tag
Parade Boots or Oxfords
may be worn



FS-3 - DUTY DRESS
 Name Tag, Oxfords or Pumps
 may be worn

FS-3P- CEREMONIAL
 As Per FS-3 except with Service
 Dress Slacks and Pantsuit Jacket



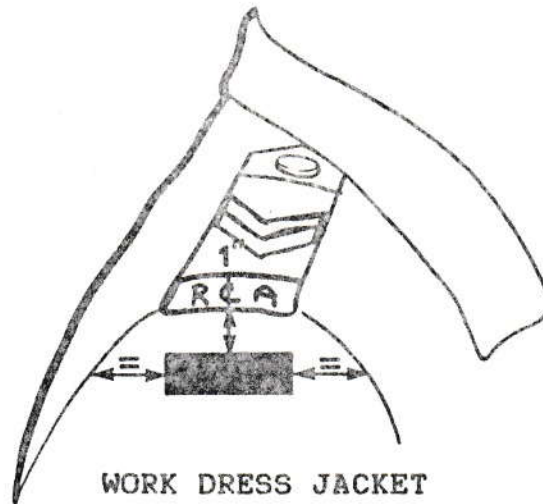
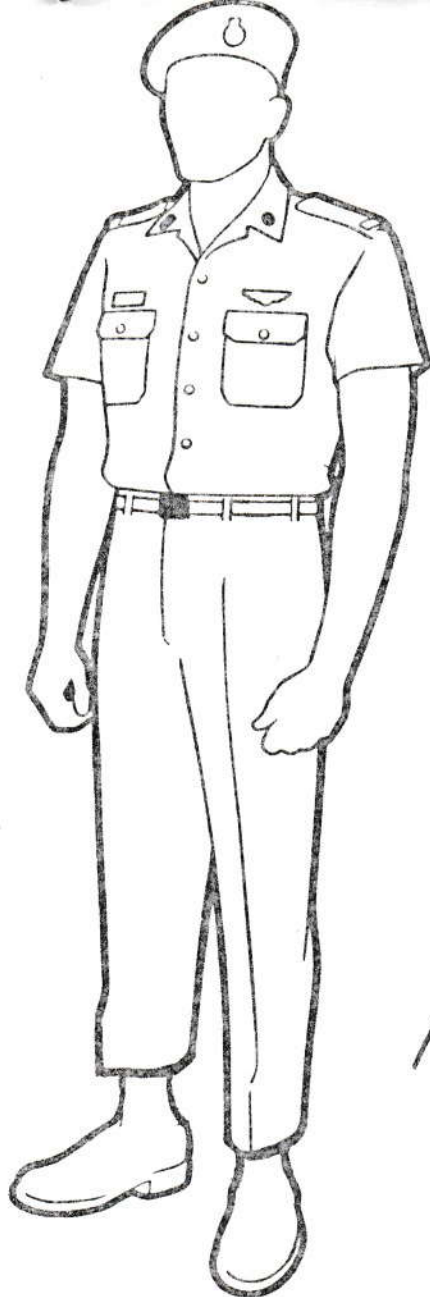
FW5- SUMMER DRESS

Pastel Green Sleeve Shirt,
Plastic Name Tag, Combat Boots
New Gold Badges shall be worn on
Shirt Shoulder Straps, Oxfords
may be worn if not on Parade

COMBAT SWEATERS WILL ONLY BE
WORN DURING PERIODS OF
EXTREME COLD

FW4- WINTER DRESS

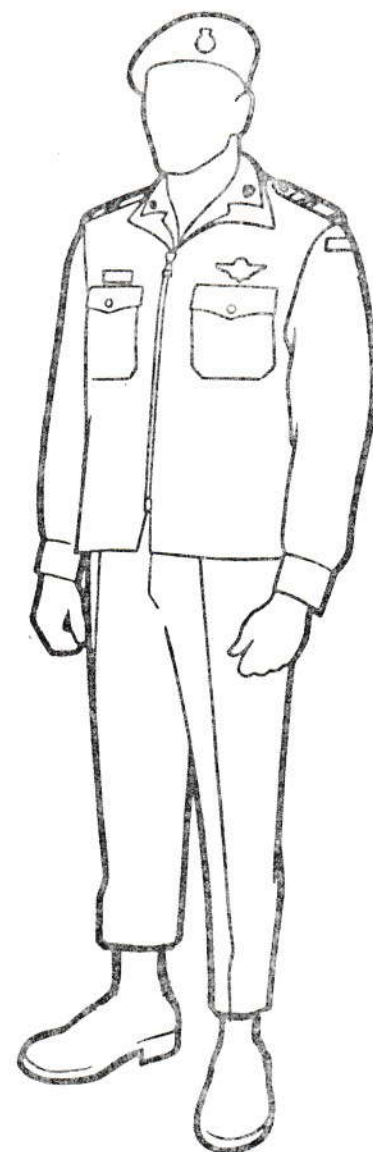
Pastel Green Shirt, Cloth Name
Tag, Combat Boots, Old Gold
Rank Badges shall be worn on
Jacket Shoulder Straps, Oxfords
may be worn if not on Parade



WORK DRESS JACKET

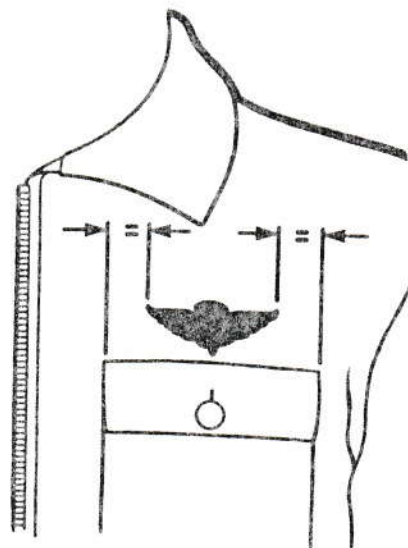


LINDEN GREEN SHIRT



W2 - SUMMER DRESS

Linden Green Short Sleeve Shirt, Plastic Name Tag, Combat Boots New Gold Badges shall be worn on Shirt Shoulder Straps, Regt Belt Buckle will be encouraged, Parade Boots or Oxfords may be worn only if not on Parade



W4 - WINTER DRESS

Linden Green Shirt, Cloth Name Tag, Combat Boots, Old Gold Rank Badges shall be worn on Jacket Shoulder Straps, Parade Boots or Oxfords may be worn only if not on Parade

COMBAT SWEATERS WILL ONLY BE WORN DURING PERIODS OF EXTREME COLD

16 Apr 86

Subject: DEPARTMENT

1. The following is a list of standards that shall be expected by all Senior NCO's within the Sergeant's Mess. Many of these will also have bearing outside the mess during training days.

a. Senior NCO's shall ensure that they set the standards at all times. Participation in Horseplay or loud arguments shall be restricted.

b. Senior NCO's shall use the proper form of address at all times when speaking to members of the unit both senior and junior to his own rank. When addressing a senior person the recognition of this rank shows respect for the position that that person has gained; when speaking to subordinates it ensures that the person realizes his achievements are recognized.

c. Critiques of either junior NCO's or Senior NCO's shall not be given in front of lower ranks.

d. It should not be necessary for the Sergeants Mess to be called to attention. Members will ensure that they always stand when guests or senior officers enter.

e. The TV in the Mess will only be turned on for special events and with the permission of the Senior Rank Present.

f. It is customary during Mess functions for each NCO upon arrival or at some time before going to dinner, to present himself to the RSM. It is also expected of each Senior NCO to greet all the Guests in the Mess; these individuals are guests of the whole mess and should be treated as such.

g. The Regimental Grace is "For what we are about to receive we thank god".

h. It is not proper to leave the table until the RSM and Head Table have left at the conclusion of the dinner. If a Senior NCO is unable to last till that time, he may leave after the Loyal toast, with the PMC's permission.

i. Port Decanters at Mess Dinners always begin at the PMC and Vice PMC and passed to the left. The PMC and Vice do not fill their glasses until the decanters once again reach them. Some units have a tradition that the decanter may not touch the table; within the Royal Regiment of Artillery this is not the case.

j. When the PMC and Vice have filled their glasses, the PMC will tap his gavel and addressing the Vice PMC says "Mr. Vice - The Queen - Our Captain-General". The Vice PMC stands and says "Gentleman - The Queen". Everyone then stands with his glass in his right hand. All present will say "The Queen". It is incorrect to add "God Bless Her".

k. If a Band is present, the first 6 bars of the National Anthem will be played after everyone stands, before the Toast is drunk.

l. Should Regimental Marches be played at an Artillery Dinner, It is not necessary to rise.

m. It is extremely rude to continue conversation at a dinner when someone has risen to speak. While smart remarks and adlibs from the crowd maybe thought of as adding to the occasion, one must put himself in the shoes of the inexperienced speaker who may be having enough difficulty in remembering his lines.

UNCLAS

10 Apr 86

MEMORANDUM

Subject: RECRUIT STANDARDS

1. The following is a list of standards to be employed when running a recruit course within the unit.
2. These standards will enable the recruit to set tangible goals and become a proud member of the Regiment when they are attained.
3. The swearing in procedures will be performed in such a manner as to instill in the new recruit a sense of pride in becoming a member of the Canadian Armed Forces. Where possible the following ideas shall be employed.
 - a. A Thursday evening should be set aside for the ceremony;
 - b. A group of 5-10 recruits should be sworn in en masse in order to provide a group identity from the start;
 - c. The room should be set up with Canadian and Regimental flag;
 - d. Parents and Friends should be invited to witness the occasion;
 - e. The Commanding Officer or a Senior Officer should be invited to give a welcoming address;
 - f. Coffee and refreshments should be made available afterwards.
4. By the time a recruit is sworn he must have been informed of the Regimental expectations in respect to parade attendance, etc. and also the days that his course will be running.
5. As a rule Recruits should not be allowed to parade until required to start their course.
6. Dress for the recruit course from Day 1 through 4 will be coveralls. Upon completion of Day 4 they will receive their clothing chit allowing them to draw stores from the Jericho Clothing Stores.

7. Until completion of their course Recruits will be restricted in their dress as follows:

- a. Tri Service cap badge will be worn,
- b. Unit Insignias (ie RCA, 15 RCA, Flaming Grenades, etc.) will NOT be worn. Instead recruits will wear CANADA flashes on Slip ons and CF Tunic,

8. Participation in Junior Ranks Club activities will be restricted during the duration of the course to Coffee periods only.

9. Upon completion of their course a Graduation Parade will be held. At this time successful candidates will receive:

- a. Artillery hat badge,
- b. ROYAL CANADIAN ARTILLERY flashes,
- c. RCA Badges,
- d. Artillery Buttons,
- e. Authority to wear single stripe,
- f. Full membership in Junior Ranks Club.

10. It is hoped that the above will instill a greater sense of accomplishment and pride in our Unit members.

L. Jensen
Chief Warrant Officer
Regimental Sergeant Major

14 Apr 86

Subject: REDRESS OF GRIEVANCE

1. General. A formal written Redress of Grievance is the last step in a chain of events and should only be necessary when a complaint cannot be resolved through discussion at appropriate levels. The RSM has the responsibility to provide advise not only to the CO but other officers, at all levels on the validity of the complaint and recommendations on its handling. The maintenance of morale at all levels ultimately depends on Senior NCO's ability to ferret out and solve problems before they reach a formal stage.

2. Steps in Handling

- a. Oral complaint to CO.
- b. Complaint in writing to CO.
- c. If after 14 days the CO has not redressed a complaint, the Complainant may submit his complaint in writing to the Area Commander.
- d. If after 14 days the Area Commander has not redressed a complaint, the Complainant may submit his complaint in writing to the Chief Of Defense Staff.
- e. If the complainant does not receive from the CDS the redress to which he considers himself entitled, he may submit his complaint in writing to the Minister and if required the Minister shall submit it to the Governor in Council.

3. Rules for Stating Grievances

- a. Made as early as practicable in order to ascertain the facts of the case;
- b. Be confined to a statement of the facts and alleged consequences;

- c. Cannot be made by two or more complainants or be anonymous;
- d. Cannot contain a statement known to be untrue;
- e. Cannot contain language or comments that are insubordinate or subversive of discipline;
- f. If complainant requests assistance in presentation of grievance the CO shall detail and officer who shall if practical be the officer requested by the complainant;
- g. Cannot be penalized for making a complaint in accordance with QR&O 19.26.

14 Apr 86

Subject: AREA SGT MAJOR'S CONFERENCE 9-10 NOV 85

1. The following are some of the items discussed at the annual Area Sergeant Major's conference last November.
2. MAPI dealing with the promotion to CWO and appointment as RSM is due to be changed in the near future to include promotion to MWO and appointment as BSM.
3. Class B expenses are the highest in Canada. Changes will be forthcoming in the future.
4. Comments from BGen Kilby:
 - a. On visits to units the BGen will definately talk to the soldier in order to find out about their pay, promotions, clothing, training, etc.
 - b. If a soldier is entitled to compensation, make sure all the paper work is completed ASAP. Compensation comes from NDHQ funding, not a units Class A mandays.
 - c. Travel Claims should be completed no later than 90 days after a pers is back from course, conference, etc.
 - d. There is no change planned at present to re-distribute paid ceilings and establishments. Do not let unit strength fall below pd ceilings.
 - e. If a vacancy exists and a women meets the prerequisites, she must be allowed to join.
 - f. If a person is found guilty of a service offense and punished in some way, they cannot also be released.
 - g. There are no special funds for FOA, if this was paid the money would come from allocated mandays.
5. NES is an ongoing problem and must be better controlled.
6. Next Senior NCO Professional Development Training Weekend is planned for the 17-18 January 1987 at the Royal Westminster Regiment.

MOBILE COMMAND



RESERVE COMPENSATION STUDY

1985

FINAL REPORT

NOTE

04 Jan 86

A cautionary comment regarding this set of recommendations:

1. this is a set of recommendations only; it is not policy;
2. the recommendations may or may not be acceptable to Cabinet; and
3. the recommendations may not be approved by Treasury Board.

In other words, don't hold your breath waiting for all of these to happen, although some may be implemented soon.

ST McDonald
LCOL
HQ PMA

PART 11 - SUMMARY OF MAJOR RECOMMENDATIONS

SECTION A

IMPROVEMENTS TO RESERVE OPERATIONAL EFFICIENCY

MOBILIZATION POLICY

148. Civilian occupations which are deemed "essential" and thus would preclude mobilization service must be identified by NDHQ. A record of those considered "non-effective on mobilization" should then be maintained to ensure accurate estimates of personnel available.
149. A national policy is required to define whether identified mobilization non-effectives should be retained in the Primary Reserve in peace time.
150. The interim measure of voluntary call-out of the Reserves should remain as an optional first step during mobilization until Job Protection Legislation is enacted. Once JPL is implemented, QR&O 9.04 should be modified to permit activation of Reserves in the early stages of mobilization or national emergency.
151. Personnel at all levels should be aware that Reservists are obliged to serve on mobilization if so ordered by Governor-in-Council. Their commitment to go to war is therefore equal to their Regular Force counterparts.
152. Job Protection Legislation is required to:
- a. allow members of the Primary Reserve to take 16 continuous days' LWOP annually from their civilian jobs without penalty or threat of dismissal;
 - b. guarantee civilian employment after completion of mobilization duty; and
 - c. provide financial/tax incentives to employers to compensate them for their lost productivity.
153. On mobilization, delete the practice of NDHQ/DMMD establishing Regular Force Equivalencies for Reserve personnel. These Reservists should be paid in recognition of their earned rank.

MEDICAL AND DENTAL POLICY

154. All members of the Primary Reserve should receive an annual medical and dental examination at DND expense as well as any treatment required to meet operational fitness standards.

INCENTIVES TO SERVE

155. In order to reduce high attrition and to encourage retention and stability in the Primary Reserve, the following incentive to serve benefits should be introduced:

- a. Five Year Cash Grant. Payable to members who complete five years of continuous Primary Reserve Service that does not include time on NES, LWOP or detention, and consisting of a cash grant equivalent to five day's basic pay in the member's current rank.
- b. Retirement Cash Grant. Payable on retirement from the Primary Reserve after completion of at least ten year's continuous Primary Reserve service that does not include time on NES, LWOP or detention, and consisting of a cash grant equivalent to one tenth of one day's basic pay (in the rank held on retirement) times the number of years of completed service in the Primary Reserve.
- c. Annual Income Tax Rebate. Claimable on Federal Income Tax annually by all members of the Primary Reserve serving on Cl A, and equivalent to \$500., or the total Cl A pay earned in the taxation year; whichever is less.

ABOLITION OF "REGULAR FORCE EQUIVALENCIES"

156. The practice of NDHQ/DMMD establishing "Regular Force equivalencies" for members of the Primary Reserve who volunteer for full-time service should be terminated. Members should be paid in accordance with the rank requirement of the full-time position; or their actual rank, whichever is less.

RSS

157. The increased full-time personnel support to the Reserves recommended in the RSS Study should be implemented, in order to increase the proportion of the Primary Reserve's budget that is allotted to Cl A funding.

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IMPROVEMENTS TO CLASSES OF RESERVE SERVICE

158. The definition of Cl A service should be amended to include training up to a maximum period of 180 consecutive days.
159. Cl B CRT should be deleted.
160. The term Cl B "A" service should be replaced with the term Cl D service.
161. Three types of Reserve Service should be recognized:
- a. Reserve Service. Cl A training up to 180 consecutive days;
 - b. Temporary Service. Cl B employment up to 180 consecutive days; and
 - c. Full-Time Service. Cl C and D employment.
162. All classes of service should receive equivalent basic pay, remuneration for entitled allowances and expenses, and benefits as listed at Annex D which are generally as follows:
- a. Reserve Service. Authorized Reserve benefits;
 - b. Temporary Service. Authorized Temporary Duty benefits; and
 - c. Full-Time Service. Authorized Regular Force benefits.

SECTION B

IMPROVEMENTS TO RESERVE ADMINISTRATION

PAY ADMINISTRATION

163. The responsibility of managing the pay administration of the Primary Reserve including RDS should be transferred from FMC HQ to NDHQ/DPS.
164. Data transaction documents required to effect entries into the RDS computer should be simplified to:
- a. develop "user-friendly" formats with simple edit features, that negate the requirement to translate entries into complex codes; and

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RESTRICTED

- b. develop pay and personnel data transaction formats that may be easily verified without having to be decoded by the chain of command.

165. A period of conditional enrolment should be authorized which permits an applicant to parade and be paid from the date he signs his offer of conditional enrolment until all enrolment procedures are finalized. If the enrolment procedure can not be completed, then the applicant would be released.

INFORMATION MANAGEMENT

166. Expedite the introduction of the Reserve Force Management Information System in order to provide an automated system that is:

- a. compatible with existing CF personnel and pay management information systems;
- b. capable of multi-control real time passage of information amongst all users in the chain of command; and
- c. compatible with peace and mobilization requirements, including rapid transaction and expansion to meet the mobilization surge.

PAY POLICY

167. The executive authority of the RDS computer to cease a member's C1 A pay when data indicates he is on full-time service should be replaced by advisory authority only.

168. Implement a procedure whereby the Pay Accounts Office of a member on C1 B, C or D service will advise the RDS Data Centre, Militia Area Comptroller and home unit without delay that the member has ceased temporary or full-time service.

169. C1 A service of 12 or more consecutive days should be paid by the support base of the employing unit.

170. C1 B service should be authorized for periods up to 180 consecutive days.

171. C1 B service less than 12 days should be paid locally by the Area Comptroller.

RATIONS AND QUARTERS POLICY

172. A CFAO governing the provision of R&Q to the Primary Reserve should be written to include:

- a. a casual meal policy for Cl A service;
- b. R&Q to Cl B personnel provided in accordance with Temporary Duty regulations throughout the period of duty; and
- c. R&Q to Cl C and D personnel provided in accordance with regulations pertaining to the Regular Force throughout the period of duty.

UNEMPLOYMENT INSURANCE POLICY

173. The existing agreement excluding Unemployment Insurance contributions for service of less than 30 days should not be modified.

174. Records of Employment (ROE) for all periods of Cl B service should be raised by Militia Area Comptrollers, rather than Pay Accounts Officers at employment locations.

CLOTHING ISSUE POLICY

175. Support bases should provide routine access to clothing stores during promulgated Militia training times.

SECTION C

IMPROVEMENTS TO RESERVE CONDITIONS OF SERVICE

PAY PARITY

176. Reserve Force basic pay rates should be identical to Regular Force basic pay rates.

177. Allowance and expense entitlements should be universal and authorized in accordance with the operational requirement.

178. Benefits should be paid in recognition of the class of Reserve service:

- a. Reserve Service. Current Cl A benefits;
- b. Temporary Service. Equivalent to Temporary Duty benefits; and

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- c. Full-Time Service. Equivalent to Regular Force benefits.

COMPENSATION FOR SERVICES RENDERED

179. Reservists who are employed on Cl A and one other class of service simultaneously require compensation. The compensation preferred is, in priority:

- a. to pay them a special allowance similar to that provided in CFAO 205-26 (ie, paid WOLEM at current rates of pay); or
- b. to authorize a per diem allowance in lieu of Cl A pay to compensate them for expenses related to their Cl A service.

EMPLOYMENT AGREEMENT

180. A Reserve Force Employment Agreement should be introduced to co-ordinate the individual's terms of service whenever a reservist is employed on two classes of service simultaneously (see Annex H).

CF ANNUITANTS POLICY

181. The present policy of deemed re-enrolment for CF Annuitants after 365 days of consecutive call-out service should be optional at the discretion of the individual. This would permit the annuitants to receive their earned pension and be paid for full-time service with the Reserve Force.

TRANSPORTATION POLICY

182. Commuting assistance should be extended to Militia units in accordance with CFAO 209-40, except that it should be based on the member's home location rather than the location of a "suitable residential community" and include an exclusion area of 16 km from the armoury which is the "headquarters area" of the unit.

CASUAL MEAL POLICY

183. Meal allowance should be raised from \$3.50 to the rate for the authorized meal claimed.

CL B LEAVE POLICY

184. Members of the Primary Reserve on Temporary Service should be granted two days of annual leave per month served, which may be taken as accumulated.

MEDICAL AND DENTAL POLICY

185. Comprehensive medical and dental care should be provided to all members of the Primary Reserve employed on Temporary and Full-Time service.

186. An annual medical review and dental examination at DND expense should be provided to all members of the Primary Reserve. Any treatment required to meet operational fitness standards should be provided.

INSURANCE POLICY

187. DND as a responsible employer should develop voluntary supplementary death benefits insurance policies for the Primary Reserve as follows:

- a. Reserve Service. A cash settlement to beneficiaries equivalent to 90 day's pay and allowances; and
- b. Temporary and Full-Time Service. A cash settlement equivalent to one year's pay and allowances.

188. A group disability insurance plan with benefits similar to the current Serviceman's Income Security Insurance Plan (SISIP) should be developed for the Primary Reserve.

189. If a member of the Primary Reserve who is killed on duty possesses a compulsory civilian employment group insurance policy that is nullified by a military exclusion clause, DND should compensate his beneficiaries in an amount equivalent to the voided policy(s).

LIST OF ATTACHMENTS

- Annex A - Study Directive Terms of Reference dated 19 Feb 85
- Annex B - Status of 1979 Reserve Compensation Study Recommendations
- Annex C - Current Benefits for Existing Classes of Reserve Service
- Annex D - Proposed Benefits for Proposed Classes of Reserve Service
- Annex E - Regular Force/Reserve Force Pay Comparison
- Annex F - The Reserve Population
- Annex G - Payment on Direction of CO
- Annex H - Employment Agreement