

OPERATIONAL TRAINING

VOLUME 2

UNIT ADMINISTRATION

(BILINGUAL)

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FOREWORD

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GENERAL

1. B-GL-304-002/FP-001, Unit Administration, is issued on the authority of the Chief of the Defence Staff. It is effective on receipt.
2. Any loss or compromise of this publication or portions thereof, shall be reported in accordance with CFP 128(1), Security Orders for the Canadian Forces, Chapter 34.
3. Suggestions for amendment can be forwarded through normal command channels to Mobile Command Headquarters, Attention: SSO CSS.

AIM

4. The aim of this manual is to state the doctrine for internal administration of Land Force Units.

SCOPE

5. CFP 304(2) is intended to supplement specific guidance provided in Queen's Regulations and Orders (QR&O), Canadian Forces Administrative Orders (CFAO), and Command or Formation orders. This manual applies equally to all arms and services units in the land forces. As such, it serves as a source document from which units can prepare standing orders and terms of reference for key appointments.

CONTEXT

6. This manual is based upon recent Land Force Combat Development Studies on Unit Administration and the Unit Self-Sufficiency Study completed by Mobile Command.
7. To maintain clarity and consistency throughout CFP 304(2), key appointments and ranks are identified with the infantry organization in mind. Readers should, where appropriate, substitute squadrons for companies, troops for platoons, etc.

TERMINOLOGY

8. The terminology in CFP 304(2) is consistent with that of CFP 303(2), Supplement 3, Army Glossary, and AAP-6(P), NATO Glossary of Terms and Definitions. Where a choice of terms is offered, the most common term within NATO is used.

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CHAPTER 1
INTRODUCTION

INTRODUCTION

101. TERMS AND DEFINITIONS

1. **Administration.** Administration is defined as:
 - a. the management and execution of all military matters not included in tactics and strategy, primarily in the fields of logistics and personnel administration; and
 - b. the internal management of units.
2. To avoid confusion, the term "unit administration" is used to refer to the internal management of units.
3. The term "combat service support" is generally used at formation level and below to mean service support activities in the combat zone.
4. **Logistics.** Logistics is the science of planning and carrying out the movement and maintenance of forces. In its most comprehensive sense, it includes those aspects of military operations which deal with the:
 - a. design and development, acquisition, storage, movement, distribution, maintenance, evacuation and disposition of materiel;
 - b. acquisition or construction, maintenance, operation and disposition of facilities; and
 - c. acquisition or furnishing of services.
5. **Personnel Administration.** Personnel administration is the art and science of providing for the efficient employment of individuals and the well-being and discipline of personnel. It consists of two components: personnel management and personnel services. The ultimate aim of personnel administration is to maximize the combat effectiveness of personnel.
6. Personnel administration is the global term encompassing personnel management, personnel services and other services such as medical, military police, postal, financial, legal and chaplain.
7. **Personnel Management.** Personnel management is the policy, planning and execution of those functions leading to the most efficient employment of individuals. It includes: recruiting; individual training including courses; manpower allocation; personnel evaluation; promotions, commissions; appointments; postings; attachments; secondments; replacements; and all personnel records keeping.

8. **Personnel Services.** Personnel services include the policy, planning and execution of those functions affecting the well-being and discipline of personnel. It includes: administration of the code of service discipline; service investigations; redresses of grievance; personnel support programs; education; dependants/next-of-kin affairs; honours and awards; leave; dress and ceremonial; conditions of service; and burials/c graves registration. Military police, financial, postal, chaplain, legal, medical and dental services, as they affect well-being and discipline, are also included.

102. AIM OF ADMINISTRATION

1. The aim of unit administration is to ensure that maximum benefit is obtained from a commanding officer's resources.
2. Administration is a support function whose purpose is to maintain the effectiveness of men and weapon systems. Administration includes the maintenance of morale and discipline and as such, is integral to the leadership process. Administration within a unit is a component of every activity carried out by officers and other ranks.

103. FUNDAMENTALS OF ADMINISTRATION

1. The six fundamentals of sound administration are:
 - a. foresight;
 - b. economy;
 - c. flexibility;
 - d. simplicity;
 - e. co-operation; and
 - f. self-sufficiency.
2. **Foresight.** Unit administration plans must anticipate the personnel and materiel requirements needed to support the tactical mission. Essential unit resources must be identified and moved to where they can best accommodate their commanding officer's plan. Administrative plans must also integrate their commanding officer's intentions so that appropriate contingencies are developed and implemented to support any changes or modifications to the operational plan.

3. **Economy.** Units must ensure that manpower, materiel and movement resources are efficiently used. Materiel unnecessarily, demanded, moved, stored, consumed or abandoned, wastes stocks and misemploys vital manpower and movement resources. Furthermore, over-insurance or the accumulation of excessive stocks by one unit may deprive another of its operational requirements. Similarly, under-insurance limits the critical resources needed by a unit and thus, may compromise the commanding officer's plan. Administrative planning therefore, must be based on resource availability and well balanced judgement.

4. **Flexibility.** The grouping of combat units changes frequently and often with little warning. Unit echelons must be structured along functional lines to react quickly in support of a variety of tactical groupings.

5. **Simplicity.** Administration is a complex activity which is simplified by the use of common sense. Plans at all levels must be easy to understand and implement. Therefore, a thorough understanding and standardization of operating procedures within units will enhance Sound administrative planning.

6. **Co-operation.** Unit echelons must function as a team to perform their roles. Close co-operation between planners and those who execute plans is essential to promote mutual confidence and trust. Co-operation will also enhance a clear understanding of a unit's administrative capabilities and their ability to perform assigned tasks.

7. **Self-sufficiency.** A unit must hold its basic load of sustaining supplies. Where consumption rates are expected to be higher than normal, units must arrange for supply holdings to meet their operational needs. A commanding officer is not restricted to specific supply scales. He must have sufficient resources available to him in order to accomplish his portion of the tactical mission.

8. The fundamentals of administration are not laws. They are valid guidelines against which to measure the content of administrative plans. They should be considered in each set of circumstances so that, on those occasions where one fundamental must be sacrificed at the priority of another, some certainty will exist that each has received its due consideration and that the correct action will have been taken.

9. Further amplification of the fundamentals of administration are provided in CFP 311, Administration In The Field.

104. UNIT LEADERSHIP

1. **Role.** The role of a unit leader is to produce a unit capable of performing its tasks.

2. The subject of leadership is dealt with thoroughly in CFP 318(5), Leadership In Combat. It is important to know that personal traits or human qualities vary among individuals thereby making leadership both a dynamic and very personal function. The success or failure in leadership can be accurately measured by four characteristics. These are:

- a. **Discipline.** Military discipline is the state of order and obedience existing within a unit. It involves the voluntary subordination of the individual for the good of the group.
 - b. **Morale.** Morale is the mental and emotional state of individuals. Good morale is indicated by ambition, voluntary effort, sense of worth, and pride in the accomplishment of a mission.
 - c. **Esprit de corps.** This is the mental and emotional state of the unit. It results with the positive and total interaction of unit personnel in all circumstances facing the unit.
 - d. **Efficiency.** Efficiency is the ability of a unit to successfully accomplish its tasks in the shortest possible time. It is developed by sound training and effective administration.
3. **Command.** Command is a privilege given to leaders holding special trust and confidence. Individuals who are assigned the command of units have normally demonstrated a devotion to duty and personal unselfishness throughout their careers. Command involves the administration, planning, execution, supervision and co-ordination of all unit activities.
4. Effective leadership is the product of one's determination and ability. The leader has a duty to receive, obey and execute the orders he receives with precision, thoroughness and loyalty. Coupled with the leader's loyalty toward his superiors is his loyalty toward his men. Leadership ability is nurtured through training and practical experience at all rank levels.

(105 to 199: Not allocated)

CHAPTER 2
UNIT RESPONSIBILITIES

SECTION 1
GENERAL

GENERAL

201. UNIT STRUCTURE

1. Land force units, although organizationally different, are similarly structured to provide integral command, operations and administrative functions. Each unit has a headquarter with the essential communications required by the commanding officer to effect command and control. All unit headquarters have operations and training responsibilities to plan and to co-ordinate the activities of their sub-units. The sub-units are functionally structured to provide the manpower and materiel resources needed to complete their portion of the unit mission. Finally, at least one subunit exists to administer the unit and its other components. This administrative sub-unit performs self-sustaining support functions which include all personnel management and services, transportation, supply, and maintenance functions.

202. REGIMENTAL AFFILIATIONS

1. Regimental affiliations are historically binding associations which foster unit identity and commonality. These affiliations support special values, customs and lifestyles which are not normally found in units outside the regiment.

2. The "regimental lifestyle" with its associated activities, roles and standards is established to develop and enhance the quality of its leaders, and to maintain the fighting spirit of its units. Leaders may be assigned additional regimental responsibilities based on their unit appointments.

203. UNIT ORDERLY PERSONNEL

1. The number of orderly personnel will vary between units. Unit Standing Orders generally provide the policy, direction and responsibilities for their duties.

2. Some specimen terms of reference for unit orderly personnel are provided at Annex B.

3. **Duty Field Officer.** The Duty Field Officer is the representative of the commanding officer during silent hours. All officers of field rank will, and captains with at least four years in rank may, be liable for this duty. The Duty Field Officer is detailed through unit orders and his tour of duty normally lasts one week.

4. **Unit Orderly Officer.** This duty is normally appointed by the unit Adjutant. The Orderly Officer ensures the continuity of good order and unit direction after normal working hours, and as such, represents the commanding officer. When a Duty Field Officer is appointed, the Orderly Officer reports to him as specified in Unit Standing Orders.

5. **Unit Orderly Sergeant.** This duty is appointed by the unit Regimental Sergeant-Major (RSM). His name is published in orders and his tour of duty starts and terminates at the times detailed in Unit Standing Orders. The Orderly Sergeant does not leave the unit area during his tour of duty except with the permission of the Orderly Officer.

6. **Unit Orderly Corporal.** This appointment is also detailed by the RSM. His primary responsibility is to assist the Unit Orderly Sergeant.

7. **Company Orderly Sergeant.** Any non-commissioned member (NCM) holding sergeant rank can be appointed for this duty by the Company Sergeant-Major (CSM). His tour of duty normally lasts one week.

8. **Company Orderly Corporal.** This appointment is detailed by the CSM. The Company Orderly Corporal works under the direct supervision of the Company Orderly Sergeant. His tour of duty also lasts for one week.

204. UNIT SECONDARY DUTIES

1. Officers and NCOs can also perform other unit tasks which are not directly related to unit or sub-unit command. These tasks are referred to as secondary duties. Junior officers normally perform the greater portion of the unit's secondary duty requirements. These many duties include membership on mess committees and unit audit boards. Secondary duties may also be associated with unit or sub-unit appointments and will include responsibilities for: summary investigations; welfare; mail censorship; security; and education.

2. Unit personnel tasked to perform secondary duties must organize their work to ensure that these duties do not interfere with their primary task. Secondary duties are a valuable means of exposing the junior officer and NCM to the intricacies of unit administration. Learning to manage, plan, organize, direct and control is something a leader starts to do on joining his unit. Secondary duties are another medium to enhance this learning process.

3. Secondary duties assigned at unit level are often delegates to subunit level. This depends on their degree of importance and associated workload. The co-ordination of sub-unit secondary duty activities rests with the senior appointment in the unit. This senior appointment is normally chosen by the Commanding Officer.

4. Specimen terms of reference for unit secondary duties are provided in Annex C.

SECTION 2
KEY APPOINTMENTS

KEY APPOINTMENTS

205. COMMANDING OFFICER

1. The Commanding Officer (CO) is responsible for the organization, operational readiness, efficiency, discipline, welfare and administration of his unit. His authority is paramount. He exacts from his unit officers and men implicit obedience to regulations and orders. He not only enforces by command but encourages by example, the energetic discharge of their duties. The CO is the focal point of the unit. His position is attained by his personality and the confidence he inspires.

2. The CO is also responsible for the professional development of his officers. He monitors their progress and guides them in the performance of their duties.

3. The CO is available to all the subordinates under his command. He looks after their moral and physical welfare. The CO counsels his officers and men not only on professional matters, but also on problems affecting their personal lives.

206. DEPUTY COMMANDING OFFICER

1. The Deputy Commanding Officer (DCO) is the next most senior ranking officer in the unit. He is aware of all the operational and administrative capabilities of the unit and as such, assumes unit command during the CO's absence.

2. The employment of the DCO varies according to the inclinations of the CO. He may have one or a combination of the following responsibilities:

- a. coordinating the day-to-day unit operations and training routine;
- b. holding the unit "Chief of Staff" appointment; or
- c. conducting unit administration;

3. In all cases, the DCO ensures that the CO's policies and directions are followed within the unit.

207. ADJUTANT

1. The Adjutant is the unit staff officer responsible for personnel administration and as such, all orders issued by him have the authority of the CO. He also fulfills the function of personal staff officer to the CO.

2. The Adjutant has exemplary character, dress, deportment and conduct. He is also energetic and capable of hard work. He is the point of contact for the unit's junior officers and for the Senior Subaltern when one is appointed. In some units an Assitant Adjutant may be appointed.

208. REGIMENTAL SERGEANT-MAJOR

1. Although he is directly responsible to the CO, the RSM normally reports through the Adjutant for the performance of his duties in routine matters.
2. The RSM has a special relationship with the unit CO. There is binding trust and confidence between both which enhances unit morale and the well-being of officers and men under command.

209. OFFICER COMMANDING

1. The Officer Commanding (OC) a sub-unit is responsible for the training, efficiency, good order and discipline of his sub-unit and for implementing the CO's policies. He is responsible for all arms, stores and accommodation issued to or occupied by his sub-unit. He commands the highest level at which group solidarity can be immediately focussed, as such, he knows each man. Like the CO, he holds the confidence and respect of his subordinates.
2. The OC interests himself in the sub-unit training of subordinates and ensures that there are adequate replacements for key personnel. He encourages and trains his second-in-command so that he is capable of acting as sub-unit commander in any situation. In addition, he arranges for and/or contributes to the professional development of his junior officers.
3. The OC ensures that his officers form strong and cohesive platoons. He does this by providing them with the requisite authority, training, support and opportunity to effectively lead and care for their men. He tasks his soldiers, grants them leave and rotates them for employment within the sub-unit.
4. The OC is responsible for the issue, maintenance and repair of clothing and equipment provided for his men. He ensures that adequate arrangements are made for the safe custody of his men's kit when they are: admitted to hospital; proceed on leave; detained in close custody; or absent from the unit for any reason. Furthermore, he ensures that their kit is inspected regularly and that replacement action is taken when required.

210. COMPANY SECOND-IN-COMMAND

1. The company Second-In-Command is prepared to replace the OC in any situation. As such, he is familiar with the capabilities of all personnel, and conversant with operations and administrative matters affecting his sub-unit. During operations, he arranges for the resupply of the company.

211. COMPANY SERGEANT-MAJOR

1. The Company Sergeant-Major (CSM), by virtue of his appointment, is the senior other rank in his sub-unit. In addition to being an excellent instructor and supervisor, the CSM is the sub-unit's disciplinarian, administrator and confidant. His duties are all encompassing. He supervises subunit operations and administration and has a detailed knowledge of every individual in his company. He is the company expert in drill, duties and ceremonial. His duties vary in their detail depending on his relationship with his OC and, the existence of a sub-unit administration officer.

212. COMPANY ADMINISTRATION OFFICER

1. Where an administration officer is appointed, his duties and responsibilities will mirror those of the Adjutant at unit level. However, his responsibilities remain at the company level. The Administration Officer normally commands the company headquarters platoon in addition to his assigned administrative duties. He is responsible to the OC through the company Second-In-Command.

213. PLATOON COMMANDER

1. The Platoon Commander is responsible to his OC for the training, leadership, discipline, efficiency and administration of his platoon. He ensures that his platoon Warrant Officer (WO), who acts as his Second-In-Command, can replace him at any time.

214. PLATOON WARRANT OFFICER

1. The Platoon WO will assume command of the platoon in the absence of the platoon commander. During operations, he is fully conversant with the tactical plan and as such, can take over immediately if his platoon commander is killed or injured.

2. He is responsible for discipline within the platoon. He knows his soldiers and can advise the platoon commander on all matters relating to personnel, discipline, morale and welfare. Additionally, he counsels subordinates either professionally or on personal matters.

215. SECTION COMMANDER

1. The Section Commander is the first point of contact for soldiers in the chain of command. Hence, the demands placed upon him are great. His section responsibilities are equivalent to those of the platoon commander to his platoon.

216. TERMS OF REFERENCE

1. Specimen terms of reference for the unit key appointments described in articles 205 to 215 inclusive, are provided in Annex D.

SECTION 3

SPECIALIST APPOINTMENTS

SPECIALIST APPOINTMENTS

217. GENERAL

1. Officers holding specialist appointments within units are responsible to the CO for the performance of their duties and for rendering specialist advice when required. In many units, specialist functions are grouped within the unit's administration or headquarters subunit. In these instances, the OC of the sub-unit coordinates these specialist activities. Notwithstanding, unit specialist officers retain the privilege of direct access to the CO in matters regarding their specialty.
2. Specimen terms of reference for unit specialist appointments are provided in Annex E.

218. TRANSPORT OFFICER

1. The unit Transport Officer is responsible for the efficient and economical operation of unit transport resources. His transport functions as described in Annex E, Appendix 1 include: field transport operations; transport management; and vehicle safety.

219. QUARTERMASTER

1. The unit Quartermaster is responsible for the provision, receipt, accounting, care, custody, control and proper distribution of all materiel on charge to the unit. He is the CO's advisor on all supply matters.

220. MAINTENANCE OFFICER

1. The unit Maintenance Officer is responsible for advising his CO on all technical matters affecting the servicing, recovery, repair, modification and general condition of the unit's technical equipment. He is also responsible for, in conjunction with the Unit Quartermaster, advising the CO on repair parts matters.
2. The unit Maintenance Officer effects liaison with the formation staff on all technical matters and policies affecting maintenance.

221. SIGNALS OFFICER

1. Signals personnel are either provided to the unit on establishment or attached from signal units. This depends on the nature and size of the unit concerned, and on the deployment practises of the formation signal unit. Major arms and service units have a unit signals officer to ensure the operational efficiency of the unit command and control system. Minor units normally have a signals Senior NCM/WO carrying out the same duties. The unit Signals Officer/NCM is assisted by other regimental and signals personnel to operate and maintain the operational and administrative communication equipments of the unit, including rear links with the formation.

222. MEDICAL OFFICER

1. The unit Medical Officer (MO) is responsible to the CO for performing all matters related to the preservation of health and the provision of medical treatment in the unit. The location of the Unit MO is governed in part by the tactical situation. The MO would normally be located at or close to the unit headquarters. When away from headquarters, he will remain within radio contact. It is vital that the MO keep the supporting second line medical unit informed of both the unit medical station location and the local medical situation. The MO maintains contact with the Senior Medical Officer in the formation for advice/direction on professional and technical matters.

223. DENTAL OFFICER

1. Dental elements are integral to and under command of each combat service support formation and unit within the corps. For example, a dental battalion is integral to each corps service command (COSCOM), a field dental company is integral to each division service group (DISGP) and a dental platoon is integral to each brigade group service battalion. These dental organizations normally operate from within their respective formation administration areas but may deploy dental clinic Sections forward should the need arise and the tactical situation permit.

2. Dental elements rely on units, with which they are grouped, for administrative support. They are normally located with the gaining unit administrative elements. Battle casualty patients requiring emergency dental treatment are evacuated through the established medical evacuation chain. Non-battle dental patients requiring emergency dental treatment can either be evacuated to dental clinics using unit administrative transport or through the medical evacuation chain on a space available basis.

3. When dental elements are grouped with units, the Dental Officer will provide advice to the CO on:

- a. matters pertaining to the dental health of his soldiers; and
- b. unit measures required to prevent dental diseases,

4. Dental professional and technical control is exercised by the Senior Dental Officer within the area of operations.

224. CHAPLAIN

1. The unit Chaplain plays an important part in maintaining the morale of a unit. He complements the activities of the Adjutant, RSM and the Unit MO; who are concerned with gaining a better understanding of personnel problems and providing possible solutions. The Chaplain receives the support and assistance required from every level of command to effectively fulfill his duties.

2. The Chaplain reports directly to the CO on all matters concerning the spiritual and moral welfare of the unit. However, he still deals with the men's personal problems at the appropriate level of command.

3. The Chaplain accepts the same hazards as the soldier in battle. His ministry is equally important to the wounded and to the soldier in combat. He is usually located in the forward unit areas. He visits the unit rear areas only when the need arises. The Chaplain is found at the Unit Medical Station during battle in order to provide spiritual help to the wounded.

225. REGIMENTAL QUARTERMASTER-SERGEANT

1. The Regimental Quartermaster-Sergeant (RQMS) is responsible to the Quartermaster. He is thoroughly acquainted with all regulations and instructions concerning combat supplies, clothing, stores, and camp organization. He takes charge of the unit's provisioning matters in the absence of the Quartermaster.

2. The RQMS provides technical advice and direction to sub-unit supply personnel on behalf of the Quartermaster.

226. COMPANY QUARTERMASTER-SERGEANT

1. Company Quartermaster-Sergeant (CQMS) is responsible to his OC for carrying out the accounting and replenishment duties associated with equipment, combat supplies, clothing, and accommodation within the company. He prepares and maintains all personnel and materiel documentation relating to these items.

2. The CQMS provides technical advice to his OC and deals with the RQMS daily to ensure that his sub-unit is properly sustained.

227. CHIEF CLERK

1. The unit Chief Clerk is responsible to the unit Adjutant for the establishment and maintenance of an accurate and efficient unit administrative system.

2. The unit Chief Clerk has direct access to the CO on professional matters affecting the clerical trade.

228. FINANCE CELL

1. The financial system required by a unit is to provide detailed pay accounting and other personal financial services. This system pays the soldier, maintains his pay documents, and ensures that his allotments are properly processed. Finance services required to deal with non-public fund activities and the local purchase of materiel and services are provided by the unit Finance Cell. Monies generated from these services are deposited with formation finance organizations.

2. The unit Finance Cell has a secure office van to store cash and cash vouchers. The cell reports directly to the Administration Company Commander (or equivalent), or the unit Quartermaster if authorized.

229. SENIOR COOK

1. The unit Senior Cook is responsible to the CO, through the Quartermaster, for all food service matters and for the personnel administration of all cooks within the unit. Company cooks are normally tasked by the OCs of sub-units. However, the unit Senior Cook is responsible for all technical aspects of their trade including trades training, ration accounting and kitchen sanitation. When centralized kitchens are employed, the unit Senior Cook supervises and co-ordinates the activities of all cooks.

230. POSTAL CLERK

1. The unit Postal Clerk provides postal support to all members of a unit by operating a postal detachment. He is normally located with the unit Orderly Room. He consolidates and sorts unit mail for delivery and provides limited financial postal services.

231. MILITARY POLICE

1. Unit dispersal and mobility increases the workload for military police. Military policemen are above reproach in both attitude and behaviour. Their employment emphasizes crime prevention rather than personnel apprehension. The unit Military Police Section need not be manned exclusively by military policemen and, for this reason, Regimental Police may be established. The size of the unit Military Police Section varies from unit to unit depending on requirements.

2. The Military Police normally report through the unit RSM.

SECTION 4
HANDOVER PROCEDURES

HANDOVER PROCEDURES

232. GENERAL

1. An inescapable fact of military life, both in peace and in war, is the continuing requirement to change leaders at all levels. Various factors such as promotion, normal rotation, prolonged illness, death, or incompetence, are but a few reasons for replacing one leader with another. A change of leaders will affect the unit and its personnel to some degree.
2. The handover policy and procedures to be followed during a change of command may be stated in further detail in command or formation orders. The departing CO shall provide a Board of Inquiry on the state of the unit and the incoming CO will officially accept all responsibilities of command.
3. All factors, which concern any level of command, are discussed in detail during the change of command process. These factors which may also apply in handovers between unit staff officers are:
 - a. policy;
 - b. operations;
 - c. training;
 - d. personnel;
 - e. materiel; and
 - f. finances.

233. POLICY

1. Policies governing the internal operation of a unit are established by the CO. COs do not normally command their units in the same way as their predecessors. Therefore, both personalities and formation aims influence the promulgation of unit policies to a large extent. It is the responsibility of the departing CO to make his replacement aware of the internal policies which he instituted during his tenure. This allows the incoming CO to be in a better position to assess the relative merits of each and, to gain a quick insight into the internal operating procedures of his new unit.

234. OPERATIONS

1. The "raison d'être" of a unit determines the manner in which it must operate. Specific information about unit taskings, commitments, affiliations and the unit's position in the formation Order of Battle are a few of the operational subjects which will interest an incoming CO.

235. TRAINING

1. The state of individual and collective training within the unit has a direct bearing upon the way in which the new CO will proceed with this aspect of his command. The departing CO provides his successor with: details about higher formation training standards, plans, and objectives; and the levels of training achieved within the unit.

236. PERSONNEL

1. Personnel matters provide the most interest for a new CO. He requires information from the departing CO on the unit establishment, parade states, personnel records, attachments and detachments, rank structure, personnel fitness, age averages, personnel qualifications and an assessment of the strengths, weaknesses and relative capabilities of key personnel within the unit.

237. MATERIEL

1. The incoming CO is also interested in knowing details concerning the equipment, stores, materiel and accommodation held by the unit. The departing CO verifies equipment establishments and unit stockholdings by ordering a stocktaking in accordance with existing FMCO. The result of the unit stocktaking is provided in the Board of Inquiry and will comprise part of the documentation supporting the handover. During operations, the verification of equipment holdings will be conducted commensurate with the tactical situation.

238. FINANCES

1. Unit finances held by or allocated to a unit receive considerable attention. Public and non-public funds are properly controlled and accounted for both in peace and in war. An incoming CO needs to know the financial situation of the unit including that of its Messes and institutes.

2. Annex F contains a specimen check list of topics which can be discussed during a unit handover. This list is far from complete but serves as an appropriate guide. Existing formation regulations and orders concerning unit handovers should be consulted when necessary.

(239 to 299: Not allocated)

CHAPTER 3
SUPPORT SERVICES

SECTION 1
CONCEPT

CONCEPT

301. GENERAL

1. The administrative system which is the combat service support system (CSS) at formation level or below, maintains units in the field. This system varies in each area of operations. It adjusts to meet combat conditions and therefore, is capable of adapting to the specific needs of any unit.

2. In modern warfare, the swift and continuous movement of forces and the increased vulnerability in the lines of communications from the air and over land, have led to the refinement of CSS concepts. The demands placed on CSS units, commanders and staffs at all levels have also increased with these refinements.

3. The requirement for holding reserves well forward has created the need for administration areas. These areas are established on a temporary basis to hold maintenance stocks in locations that are conveniently sited to support the battle. Administration areas are established at corps, division, brigade, unit, and often at sub-unit levels.

4. Unit commanding officers must always ensure that their administrative arrangements are capable of supporting their battle plans. Failure to do so will lead to disaster. The effective control and deployment of a unit's administrative elements is crucial. Control is relatively simple because it is based on the command and control structure within the unit. However, deployment is another matter which may have a great effect upon control. The aim of deployment must be to have administrative resources as far forward as possible so that engaged troops maintain their combat effectiveness before, during, and immediately after battle. Deployment has the following considerations:

- a. movement of forces;
- b. number, size and complexity of organic support weapons;
- c. consumption of ammunition and fuel;
- d. dispersion and movement restrictions imposed by the enemy air, nuclear, and chemical threat; and
- e. reduction of administrative resources imposed by the need to economize in manpower and materiel.

302. LINES OF ADMINISTRATIVE SUPPORT'

1. Generally, the lines of administrative support refer to the levels at which service support functions are performed. The lines of administrative support are:

- a. **First Line.** The support provided to units using the resources found in their F, A and B Echelons;
- b. **Second Line.** The support provided to unit echelons by CSS units;
- c. **Third Line.** The support provided to second line CSS units by corps level CSS organizations; and
- d. **Fourth Line.** The support provided from national sources or echelons above corps level.

303. ECHELON SYSTEM

- 1. The echelon system describes the employment and deployment of first line administrative elements integral to the unit.
- 2. The unit echelon system is comprised of the:
 - a. **F Echelon.** This includes the men, weapons, and vehicles required for fighting the immediate battle.
 - b. **A Echelon.** This echelon may be further subdivided into the:
 - (1) **A1 Echelon.** This includes the men, vehicles, equipment, and medical resources required for the moment to Moment resupply, repair and maintenance of the F Echelon. It normally operates under the command of a combat team commander and is normally located one or two tactical bounds behind the F Echelon.
 - (2) **A2 Echelon.** This includes the balance of men, vehicles, equipment, and medical resources required forward for the day-to-day resupply, repair and maintenance of the F Echelon. This echelon is formed if the tactical situation permits or the unit requirement exists.
 - c. **B Echelon.** This includes the men, vehicles and equipment not included in the F or A Echelons but required for the routine administration of the unit.

304. A ECHELON

- 1. Combat teams may be formed to complete a unit's mission. Two possible options are: armoured squadrons are placed in support of infantry companies; or, companies are placed under command of armoured squadrons for a particular phase in the battle. This grouping includes, as part of its A Echelon, supporting administrative elements from both organizations. Different combat supply requirements, lack of unit lift capability, distance from supporting CSS units, and the duration of the mission are a few factors which may hinder the effective provision of service support by a unit's A Echelon.

2. Unit maintenance specialists are required to service and maintain weapons systems, vehicles, radios, radar and other equipment which differ among grouped arms units. These specialists are limited on unit establishments and not available in the numbers required to provide the full range of support to all the unit's combat teams.
3. Combined training, the centralization of specialist maintenance resources, effective communications, and sound operating procedures among arms units resolve most of the A Echelon support problems. However, to maintain the flexibility of these support organizations, it may be necessary to augment unit administrative short-falls with service support elements from CSS units. Grouping always strains unit self-sufficiency. Augmentation from outside the unit ensures that the necessary administration is available to sustain the unit F Echelons in battle.

305. B ECHELON

1. The B Echelon is different from the A Echelon in that it is not directly involved in the battle. It is normally located in the Brigade Administration Area under formation control. It may be placed under command of the service battalion for defence and movement. The B Echelon concerns itself with longer term administrative planning (three to four days) for its unit.
2. The B Echelon is normally the first to receive unit personnel and vehicle replacements. Personnel replacements are welcomed and acclimatized to the unit by members of the B Echelon. This function is very important because experience has shown that the initial treatment of personnel replacements greatly affects their subsequent effectiveness in combat.
3. In rear area units, the B Echelon is likely to be the only support echelon in the unit. It therefore, has to provide for the hour-to-hour and day-to-day needs of the unit as required.
4. The application of the echelon system may vary, to some extent, in each unit. The appropriate branch manuals and unit operating procedures should be consulted for details.

SECTION 2
COMMUNICATIONS

COMMUNICATIONS

306. GENERAL

1. The timely and accurate passage of information has always been important to arms and services units. Effective communication supports the unit's command and control structure and as such, has a direct influence on unit operations and administration.

307. CHANNELS

1. There are many channels of communications which carry the flow of information to units. For a unit to operate effectively, it is important that: these channels are kept open and unobstructed at all times; information is passed freely along them; and each channel is used in appropriate circumstances.

2. The administrative channels of communications are:

- a. **Command Channels.** These pass administrative orders, instructions and directives from operational or service support commanders to their subordinate units.
- b. **Staff Channels.** These transmit orders, instructions, directives, policies and other information related to administrative matters. Staff channels complement command channels by disseminating information, which may not be of immediate operational need, to unit and formation staffs.
- c. **Technical Channels.** These transmit technical policies, directives, instructions and procedures. Technical channels exist between senior technical appointments and the units and formations which they serve. One example of a technical channel of, communication is the exchange of technical information between a Unit Maintenance Officer and the OC Maintenance Company in a Service Battalion.

3. **Informal Channels.** Informal communications play an important role in developing mutual trust and confidence between units and the formation staff. However, they are used with considerable discretion since they usually cut across command and staff channels. Matters which are more properly handled on an official basis should not be the subject of informal communications.

308. METHODS

1. The following methods are used to pass information at unit level:
 - a. **Messenger.** There are certain advantages and disadvantages related to the employment of messengers as carriers of information. A messenger has the capacity to deliver both verbal and written information. If properly briefed beforehand, he is able to provide additional background information, or elaborate upon the contents of what he is delivering. In addition, he is able to return to the message originator with an acknowledgement or further information. A messenger is very effective when a unit is subject to radio and electronic silence. Conversely, a messenger could lose written correspondence or misquote/forget verbal text. In forward areas messengers can be captured or killed and thus, compromise the text of the message. Liaison officers, despatch riders and the signal despatch service are also used to deliver messages for a unit;
 - b. **Line.** Telephone facilities are: used to capacity; relatively difficult to intercept; reliable when properly installed; and secure when installed in a defended locality. However, they are interrupted by damage to lines and cables and thus, require regular system inspections and maintenance.
 - c. **Combat Net Radio.** This means of communications transmits voice, printed information and data. Its most important feature is that it supports operations. It is simple to operate and can receive and transmit information over a wide range of frequencies. Single Channel Radio Access (SCRA) is one feature of the formation trunk system which supplements the radio. This system is similar to a mobile telephone. It provides facilities for voice, telegraph, facsimile and data. In some cases, the SCRA can be extended from unit headquarters to company locations. Combat Net Radio communications are subject to enemy direction finding, intercept, analysis and jamming. Its equipment is sensitive to terrain and subject to interference by natural phenomena or other radios. Regardless of faults, radio communications will continue to be employed by all units as a quick method of passing information on the battlefield. Strict radio and security procedures must be followed. The CFP 321 series of signal manuals offers further detail on the advantages, disadvantages and operations of Combat Net Radios.
 - d. **Signals Despatch Service (SDS).** The SDS provides for the physical carriage and delivery of non-voice information by Signal personnel. All materiel carried by the SDS System is registered and accounted for. This service is not normally organized below formation level.

- e. **Postal Service.** The Unit Orderly Room is the focal point for unit administrative mail. The receipt and/or delivery of routine administrative correspondence by the orderly room to the companies or the pick up of the same from the orderly room is a normal procedure within units. The advantage of the orderly room correspondence service is its ability to control, account for, consolidate, disseminate, and distribute administrative information in the unit. The primary disadvantage is its relative slowness when compared to other methods of communication;
- f. **Personal Visits.** Liaison or coordinating visits between and within units are an effective means of passing information. However they do not replace other, more formal, methods of documented communication. The same advantages and disadvantages listed for the use of messengers and SDS are applicable to personal liaison.
- g. **Data System.** A formation data system with terminals at unit headquarters, and possibly A Echelons, may affect the unit's administrative procedures in the future. It is not envisaged that internal administrative traffic will change to accommodate this system because it is designed to make the formation service support system more efficient. Considerable technological advances are expected in this system of the future.

309. SECURITY

1. Communications security involves measures taken to prevent enemy interception of signal materiel and equipment for intelligence purposes. These measures are taken to protect and defend against capture, observation, photography, salvage, theft, interception, direction finding, traffic analysis, cryptographic analysis, imitative deception and personal carelessness.
2. The responsibility for communications security rests with users, signal personnel and commanders. The unit Signal Officer is delegated the responsibility to ensure that effective communications procedures, are employed in a unit.

SECTION 3

ADMINISTRATION STAFF AND SERVICES

ADMINISTRATION STAFF AND SERVICES

310. GENERAL

1. The formation administration staff provide the formation policies which guide unit administration. They render assistance to the unit in administrative areas which are beyond the CO's purview. They provide specialized or technical assistance which is not available within a unit.

311. ROLE OF THE STAFF

1. The staff provide advice to their commander and expedite his direction. They also assist unit officers in performing their job which is to lead and look after their men. The responsibilities of formation staff officers are addressed in CFP 303(2), Staff Duties in The Field.

2. The formation staff require the following essential qualities in order to maintain a sound relationship with the units:

- a. **Attitude.** When a unit requires assistance, the initial reaction of the staff is to do all they can to ensure that the requirement is met. In some cases, it may be that the requirement is contrary to the commander's policy or is impossible to fulfill. If the answer is "no" it is up to the staff to ensure that the reasons are fully explained.
- b. **Importance.** The staff never forget that their action or inaction may be misinterpreted by the units. Failure on the part of the operations staff to resolve minor details in an operations instruction may result in the loss of lives. Administration staff delays which deal with boards of inquiry, may well be the cause of prolonged agony among those concerned.
- c. **Responsibility.** The staff never call for returns or information from their units unless it is essential. Orders and instruction issued by the staff to the units are: possible to carry-out; sent in time; not ambiguous; and pertinent to operations. The staff have to remember that, at least in operations, orders may have to be read by exhausted leaders and carried out by soldiers who are also exhausted and living under more dangerous and uncomfortable conditions.
- d. **Accessibility.** The staff always welcome visitors from their units. They ensure that visitors leaving the headquarters believe that the information they obtained has been worthwhile and beneficial.
- e. **Visits.** The staff always attempt to visit their units as often as possible. They try to understand what transpires in the units and what assistance is required by their soldiers in battle. They do not visit units with preconceived ideas. As soon as they return, they pursue or investigate unit requirements expediently.

- f. **Welfare.** The staff always ensure that administrative support to their units is never lacking. The GI staff see to the timely provision of amenities such as canteens, movies, live shows, newspapers and magazines. Unit requirements take absolute priority over those of a Headquarters.
- g. **Discipline.** The staff ensure a high and uniform standard of formation discipline by implementing policies which are directed toward crime prevention rather than personnel apprehension. The formation military police normally enforce these policies outside unit lines and as such, indirectly assist COs in maintaining unit discipline.

312. WELFARE AND SOCIAL WORK

1. Welfare and social work are functions of command. The formation GI staff provide specialist support to units requiring assistance in these matters.
2. In garrison, specialists such as community health nurses, social workers and other welfare personnel and normally found at bases and formation headquarters. They are tasked on behalf of the units, by the formation headquarters for specialized investigations. The unit Adjutant processes specific cases and submits them for action by the headquarters. From time to time, cases are brought to the attention of these specialists by individuals. The formation ensures that the unit is aware of these visits and is provided with supporting documentation and reports concerning the case. When an Assistant Adjutant is appointed in a unit, he is normally designated as the unit Welfare Officer and thus is the contact for these Specialist Agencies.
3. It is essential that all information concerning unit welfare cases be referred to the appropriate commanding officer. To provide the best possible support to the individual, a permanent dialogue must exist between the Specialist Staff and the units involved.

313. PERSONNEL SELECTION

1. Personnel Selection Officers (PSO) are advisors located at bases to assist and advise units on:
 - a. personnel selection matters;
 - b. assessment and counselling of personnel for:
 - (1) educational advancement (GED),
 - (2) remusters and reclassifications (LOTRP),
 - (3) commissioning plans (OCTP/UTPM/CFRP),
 - (4) medical review board proceedings (CMRB),

- (5) second career preparation (SCAN),
 - (6) retention and release (on request), and
 - (7) special assignments;
- c. special aptitudes, general abilities, and all forms of psychological testing;
 - d. the administration and interpretation of personnel research; and
 - e. the identification of individuals emotionally unfit for service.
2. In most instances, requests for PSO services are made in garrison and originate from either units or from career managers. In all cases, PSOs keep unit COs fully informed.

314. LEGAL ASSISTANCE

1. Legal officers are found at formation headquarters. They provide legal advice to the commander and staff, participate in military law and law of armed conflict training and may provide legal aid to members of the Forces. They assist in the convening of courts-martial by providing legal counsel for the prosecution and the defence.
2. Legal officers also provide advice to unit COs. They establish a direct line of communication with the unit and keep the CO informed of all cases involving members of the unit.

315. HONOURS AND AWARDS

1. The wise and just allocation of honours and awards contributes greatly to unit morale. When unit COs submit these recommendations on behalf of their men, it is vital that they be processed as soon as possible. Honours and awards are an incentive for courage, good work and discipline among unit members. It is the staff's responsibility, on behalf of their commander, to ensure that proper recognition is given with the minimum of delay.

316. PUBLIC INFORMATION

1. The intelligent use of the press, radio and television, can increase unit morale. It is a staff responsibility to ensure that formation units receive positive press coverage and that maximum publicity is given to military events. They ensure that media representatives are: looked after; provided with tours; sent to visit both arms and services units; and given every facility to publish their news. Soldiers get a tremendous feeling of satisfaction and self-worth when the work they are doing is properly reported in the newspapers and periodicals published at home.

2. During war, information the military sees as being newsworthy may not be considered as such by the media. In fact, items considered newsworthy by most civilians and the media are normally subject to military censorship. Public information policies must be aimed at striking a balance between these two views without compromising operational security.

3. It is also a staff responsibility to ensure that the newspapers published within the formation are: produced and presented as often as possible; provided with up-to-date news; and, together with home newspapers, distributed rapidly and widely.

317. CASUALTIES AND BURIALS

1. The rapid and efficient collection, evacuation and treatment of casualties is of vital importance to the staff. It boosts the soldier's morale to know that, if he becomes a casualty, he will be evacuated and treated quickly.

2. The staff also have the responsibility to ensure that burials are carried out promptly and with dignity, and that graves registration is efficiently performed.

318. PAY AND FINANCIAL SERVICES

1. Efficient pay and financial services enhance unit morale. It is the duty of the formation GI staff to ensure that these services are uninterrupted and provided by the unit finance cells regularly. All pay and finance records regarding units or their members are available to the unit CO.

319. POSTAL SERVICES

1. The efficient operation of the postal service has a major influence on unit morale. The staff is responsible for ensuring that:

- a. unit postal arrangements are properly organized;
- b. troops are kept informed of mail deliveries and delays;
- c. the mail distribution system is flexible enough to prevent long delays;
- d. postal services are allotted additional transport when needed; and
- e. transportation services are assigned appropriate priorities for the carriage of mail.

320. CENSORSHIP

1. Units are responsible for promulgating censorship orders when so ordered by the formation. All ranks in the unit are instructed in the application and reasons for censorship. Censorship orders include:

- a. designation of a unit Censorship Officer;
- b. time limitations for the receipt, forwarding and delay of correspondence by the unit Censorship Officer;
- c. list of prohibited subjects;
- d. method of censorship ie, page deletion, blackout, etc.;
- e. security classification of mail and correspondence received for censorship;
- f. identification procedures for censored mail; and
- g. unit procedures for packaging.

2. Subjects which are prohibited during operations are:

- a. information on unit personnel and the unit Order of Battle;
- b. unit equipment and armaments;
- c. unit identifying symbols and tactical markings;
- d. unit plans, orders, instructions, drills and procedures;
- e. locations and duties of commanders and staff;
- f. unit operational readiness;
- g. criticism or statements which may affect the reputation and morale of friendly forces;
- h. personal codes; and
- j. information on enemy forces which may compromise friendly intelligence gathering.

3. Censorship is the commander's responsibility and is closely monitored by the formation staff. In fact, censors are appointed at every level of command within a formation to ensure operational security. Although censors may be located at critical points in the postal delivery network, they are not postal officers themselves.

(321 to 399: Not allocated)

CHAPTER 4
ADMINISTRATION

SECTION 1
INTRODUCTION

INTRODUCTION

401. GENERAL

1. This chapter highlights existing policies which guide land force units in the preparation of Unit Standing Orders and Standard Operating Procedures (SOPs). Specific policies and procedures are provided in detail in other publications such as, Queen's Regulations and Orders (QR&O), Canadian Forces Administrative Orders (CFAO), Command Orders, and related documents.
2. The CO is responsible and accountable for all aspects of unit administration. Similarly, officers and NCMs who are delegated administrative responsibilities are also accountable for the actions of their subordinates.
3. **Types of Unit Responsibilities.** Units have the following administrative responsibilities.
 - a. **Continuous Responsibilities.** These are on-going tasks which encompass the day-to-day routine requirements of the unit.
 - b. **Periodic Responsibilities.** These are unforecasted tasks which by virtue of their urgency, require immediate unit attention.
 - c. **Ceremonial Responsibilities.** These tasks are performed to commemorate significant occasions associated with branch/regimental history or tradition.

SECTION 2

CONTINUOUS RESPONSIBILITIES

CONTINUOUS RESPONSIBILITIES

402. MESSES AND INSTITUTES

1. The term "Mess" refers to an Officers' Mess, a Warrant Officers' and Sergeants' Mess, a Junior Ranks Mess or any combination thereof. A Mess includes a dining room, bar or anteroom, lounge, games room and other common rooms which, when provided, are operated and administered to provide comfort and services to its members. Additional Messes may be established when circumstances require them.
2. Every unit officer and man belongs, by virtue of his appointment or status, to the appropriate unit Mess. This "ordinary member" status projects "honourary membership" to any other military Mess hosting the individual's rank.
3. The term "institutes", refers to unit Messes, canteens, funds etc. Every unit institute is administered and managed by a committee composed of at least five members. These committee members receive their terms of reference in writing from the unit CO. The committee, in turn, advises the institute's stewards and employees of their duties in writing.
4. The negligent operation of institutes by committee members or supervising officers often results in unnecessary losses and subsequent investigations. It is therefore mandatory that committees and supervising officers perform their duties meticulously.
5. Non-public fund accounting, stocktaking and audit procedures are followed in accordance with prescribed regulations, orders, instructions and directives. Physical checks of non-public fund property are conducted when ordered by the unit CO or the applicable regulations.
6. Kitchen areas, food storerooms, refrigerators or freezers are normally designated as "out of bounds" to all personnel except those authorized by employment. Personnel requiring access to these "out of bounds" areas must request access through the chain of command to the applicable approving authority.
7. Bartering, selling or illegally disposing of rations to obtain alternative commodities is prohibited. Rations remain the property of the public until they are consumed. The Boarding of rations in food services commissaries or kitchens, is also prohibited. Units can only demand sufficient quantities of rations needed to meet operational requirements.

403. UNIT AND PERSONAL EQUIPMENT

1. Every individual is required to safeguard the clothing and equipment issued to him. He must immediately report all losses or damage to his clothing or equipment, especially when it concerns personal weapons and ammunition. Borrowing or selling any articles of military clothing or equipment is forbidden.

2. When departing the unit for a period of more than three days, an individual living in single quarters must secure arms, bedding, excess clothing and equipment in a designated unit lock-up or storage facility. The unit CO normally designates these lock-up and storage facilities. Their operation is regulated and monitored by unit supply staffs.

3. All officers should conduct regular inspections of all arms, ammunition, equipment, accommodation stores and vehicles held on their charge. Any loss or damage must be reported immediately to the unit Quartermaster.

4. After normal working hours, stores and equipment including office machinery; official rubber stamps and stationery will be kept under lock and key.

404. LOAN OF EQUIPMENT

1. The Canadian Forces may, when it is in the public interest, provide a service to a civil authority, civilian organization or private individual. The policy, procedures and administrative details for the provision of services to non-defence agencies are described in CFP 55, Provision of Services to Non-Defence Agencies.

405. SECURITY

1. The responsibility for unit security rests with the CO. However, he may delegate this responsibility to a subordinate as a secondary duty. Everyone must be aware that the threat to security can come not only from foreign powers but also from domestic sources. Consequently, discretion must be exercised at all times when dealing with any matter related to the security of personnel, information or materiel.

2. The foundation of sound security is based on measures designed to meet the threat. These measures are:

- a. security orders aimed at protecting personnel, information and materiel;
- b. security education to make personnel aware of the need for security and of their responsibilities in executing security orders; and
- c. security discipline to maintain an acceptable standard of security.

3. The need for operational security cannot be over emphasized. Unit Standing Orders and unit SOPs must include specific measures and procedures. The source document to assist in the preparation of unit security orders is AS-J-100-001/AS-000, Security Orders for the Department of National Defence.

406. GENERAL SAFETY

1. In the Canadian Forces, general safety includes all aspects of safety and accident prevention excluding flight safety, nuclear weapon safety, actual combat or hostile action and aid to the civil power.
2. The Department of National Defence maintains general safety policies and programs. The aim of these programs is to reduce accidental personnel injuries and materiel losses, including those to buildings and facilities. In so doing, the General Safety Program contributes; to efficiency throughout the Department and enhances the operational capabilities and effectiveness of units.
3. Since the CO is responsible for the safety of his men and equipment, unit participation in the General Safety Program is essential. CFAO and CFP 40(1), General Safety Policy and Program, provide information and guidelines which will assist the preparation of unit Standing Orders on general safety.

407. FIRE PREVENTION

1. The responsibility for fire prevention ultimately rests with the CO. However, he will normally delegate this responsibility to a subordinate as a secondary duty. The unit Fire Prevention Officer chairs the Unit Fire Prevention Committee which consists of at least three members. All subunits are normally represented. The committee will:
 - a. ensure that all buildings and temporary facilities are inspected at least quarterly for fire hazards;
 - b. submit reports of inspections to the CO which note particularly;
 - (1) the efficiency of fire fighting personnel,
 - (2) the adequacy of water supply,
 - (3) the adequacy of unit fire fighting equipment,
 - (4) the adherence to and adequacy of unit fire orders,
 - (5) any recommendations for improving fire safety and fire prevention arrangements, and
 - (6) any other relevant matters; and
 - c. supervise unit fire drills with professional fire fighters to ensure that they meet standards.

2. The fire warden of a building is responsible for: inspecting the facility and its fire fighting equipment at least monthly; ensuring that fire hazards are eliminated; and ensuring fire fighting equipment is inspected and serviced regularly. He assists the building custodian in the enforcement of fire safety regulations.

3. In the field, fire piquets will be tasked to fight fire outbreaks. Fire piquets orders will include:

- a. the proper method of turning in a fire alarm;
- b. the use of various types of fire fighting equipment;
- c. the method of fighting different types of fires; and
- d. salvage work.

4. Fire orders and orders for fire piquets will be included in the unit Standing Orders. Fire drills will be held at least monthly at regular intervals with maximum participation. Direction regarding fire prevention policy and regulations is included in CFAO.

408. ENERGY CONSERVATION

1. Energy conservation policies are normally followed and practise in both peace and war. The policies and responsibilities for the conservation of energy are detailed in CFAO and Command Orders. The objectives of the Energy Conservation Program are to:

- a. reduce energy consumption and to increase the efficiency of garrison facilities;
- b. eliminate the non-essential use of POL products; and
- c. educate individuals in identifying and using various sources of energy.

2. In order to reduce energy consumption, officers and senior NCMs must continue to emphasize and instruct their subordinates in energy conservation. Energy wastage is a combination of ignorance and poor habits. Unit COs must appoint officers and NCMs who will assist, in addition to their primary duties, in all facets of energy conservation at every level.

409. WAR DIARY

1. Units maintain their own historical records. In peacetime, the historical record is normally an Annual Historical Report. A monthly War Diary is submitted instead of an Annual Historical Report by all units concerned:

- a. in time of war;
- b. when engaged in peacekeeping operations;

- c. when ordered for active duty during a warning phase; or
 - d. when ordered to do so by formation headquarters.
2. Unit responsibilities for Historical Reports and War Diaries are described in CFAO.

410. UNIT NEWSPAPER

1. The policy for publishing unofficial unit newspapers is detailed in CFAO.

411. UNIT FUNDS

1. Unit funds are normally administered by a committee chaired by the DCO. The committee's duties which emphasize the fair expenditure of funds and accurate accounting procedures are normally published in unit Standing Orders.
2. The policy and procedures for the establishment and administration of special funds are described in CFAO for:
- a. Base and Station Funds (Regular Force);
 - b. Unit Funds (Reserve Force); and
 - c. Branch, Regimental and Group Funds.

SECTION 3

PERIODIC RESPONSIBILITIES

PERIODIC RESPONSIBILITIES

412. MINISTERIAL INQUIRIES

1. Ministerial Inquiries are the means by which the Minister of National Defence obtains information to answer questions which have been asked by other parliamentarians or by members of the public. These inquiries must be answered quickly and with the best information available.
2. Ministerial Inquiries usually follow the normal channels of communication from National Defence Headquarters, but in urgent cases they may be forwarded directly to the action addressee with information copies going to all intermediate headquarters. Unless directed otherwise, recipients of Ministerial Inquiries reply directly to National Defence Headquarters with information copies going to all intermediate headquarters.
3. Officers responsible for preparing replies to Ministerial Inquiries ensure that correct and pertinent information is included. Ministerial Inquiries normally include a target date which must be met. If for some unavoidable reason the time constraint cannot be met, National Defence Headquarters and all intermediate headquarters must be advised immediately.

413. BOARDS OF INQUIRY

1. A board of inquiry may be convened to investigate and report upon any matter concerned with the government, discipline, administration, incidents or functions of the Canadian Forces. It may also be convened to investigate matters affecting any officer or man of which the convening authority should be informed. The convening authorities are contained in QR&O and include the CO.
2. In general, the value of a board of inquiry depends largely on the promptness with which it is convened and handled. The converting officer will give all possible guidance and direction to the board President, who in turn, will inform the other members of the board accordingly. It is the responsibility of the President to ensure that the terms of reference of the board are followed completely.
3. Guidance for officers responsible for, convening, presiding at, and approving boards of inquiry, are contained in CFAO.

414. SUMMARY INVESTIGATIONS

1. A summary investigation is an investigation, other than a board of inquiry, ordered by a CO or higher authority. It investigates; unusual incidents, accidents, materiel losses and discrepancies, disciplinary matters and other occasions where boards of inquiry are not required. The ordering of a summary investigation does not preclude the subsequent convening of a board of inquiry.

2. It is important to remember that the expression "to order an investigation" does not necessarily imply either the convening of a board of inquiry or the ordering of a summary investigation unless it is specifically required by regulations/orders or requested by superior authority. The officer responsible for ordering an investigation should, where possible, consider other means of obtaining information under the circumstances and, when required, exercise discretion in his choice of investigations.

3. Guidance for officers responsible for ordering, conducting and approving summary investigations, is contained in CFAO.

415. COMMITTEES OF ADJUSTMENT

1. A committee of adjustment will normally convene with the death of a service member. The committee works with specialist officers to assist family members of the deceased in settling outstanding affairs. A committee of adjustment performs the following duties:

- a. search for a will;
- b. prepare an inventory of the personal effects;
- c. turn over to the accounting officer and retain a receipt for all cash found on the deceased member or in his personal effects;
- d. return to the appropriate supply organization and obtain a receipt for all public clothing, equipment and materiel, other than personal belongings, found in the deceased member's possession;
- e. complete, certify and pass for payment any outstanding travelling, movement or general allowance claims which had not been submitted prior to the member's death;
- f. forward to the casualty office any ID cards, ID discs and passports found in the personal effects; and
- g. ascertain and record whether there are any outstanding claims, such as sums due for quarters, etc., against the deceased member. No action shall be taken to liquidate any charges out of the assets of the service estate.

2. Guidance for committees of adjustment is contained in CFAO.

SECTION 4

CEREMONIAL RESPONSIBILITIES

CEREMONIAL RESPONSIBILITIES

416. UNIT AWARDS

1. Several allied countries award decorations to units or formations in recognition of their service in operations. These unit awards, carry with them, the right for individuals to wear certain devices or emblems on their uniforms. All submissions to award Canadian Forces units shall be forwarded to National Defence Headquarters, Attention: Director Ceremonial, for approval.

417. HONORARY APPOINTMENTS

1. The policies and procedures governing honorary appointments and honorary ranks are described in CFAO. Honorary appointments include:

- a. Colonel Commandant;
- b. Colonel of the Regiment;
- c. Honorary Colonel; and
- d. Honorary Lieutenant-Colonel.

418. UNIT MARCHES

1. An "authorized march":

- a. is a musical composition or arrangement which, for traditional or other reasons, has become associated with one particular regiment, unit, base, formation or other group;
- b. musically identifies a specific regiment, unit, base, formation or other group;
- c. is played during ceremonial occasions such as; march past, parading regimental colours, at the end of concerts, at mess dinners and on all other occasions where the regiment, unit, base, formation or other group is to be identified; and
- d. may be in slow, quick or double time.

2. The titles of authorized marches and the policy governing the authorization of marches is detailed in CFAO.

SECTION 5

PERSONNEL ADMINISTRATION

PERSONNEL ADMINISTRATION

419. GENERAL

1. Personnel administration is a function of command. Every leader within a unit is involved in the personnel administration of his subordinates. At the unit level, the Adjutant is the staff officer responsible to the CO for coordinating unit personnel administrative matters. At the subunit level, these matters are normally coordinated either by the Second-In-Command or the administration officer.
2. The unit orderly room provides the focal point for the control and execution of personnel administration activities.

420. PERSONNEL RECORDS

1. Personnel records are an integral component of unit administration. They contain the documentation, source document proofs and historical/current records of a soldier. Personnel records include other documentation including medical, dental, conduct, clothing, equipment and driver/operator proficiency documents.
2. The control, maintenance and transmission of personnel records is a unit responsibility.
3. The personnel records function provides a history of each soldier's military service. The keynote to the personnel records function in war is simplicity. Records provide the basis for personnel administrative action. In war, personnel records amendment action is initiated at unit level and forwarded to the field Record Support Unit in the COMM Z as soon as possible.
4. In war, these personnel records will be held at the following levels:
 - a. **NDHQ;**
 - (1) Will or Will Certificate, and
 - (2) Resource Document Résumé.
 - b. **Unit;**
 - (1) Personnel File (résumé),
 - (2) Copy of Leave Record, if maintained,
 - (3) Personal Emergency Notification,
 - (4) Unit Employment Record,
 - (5) Personnel Record Résumé (CF 490A),

- (6) Pay Records,
 - (7) Driver/Operator Proficiency Record (DND 416), and
 - (8) Medical and Dental Attendance Records will be held at the appropriate facility which serves the unit. The medical envelope (CF 2034) will be held at a designated location in Canada. The formation will hold a copy of the most recent Record of Medical Examination (CF 2033) containing an extract of all relevant information from the medical envelope.
- c. **Sub-unit;** Conduct Sheet.
 - d. **Platoon;** Platoon Commander's Notebook.
 - e. **Individual Soldier;**
 - (1) Identification Card,
 - (2) Identification Disc,
 - (3) Driver/Operator Permit,
 - (4) DT 60 RADIAC, and
 - (5) Geneva Convention Identification Card for those members authorized.

5. Unit records are held in the orderly room. Whenever possible, the unit orderly room will be collocated with, or close to, the unit finance cell to precipitate pay action.

421. PLATOON COMMANDER'S NOTEBOOK

1. This notebook is a valuable aid to the Platoon Commander. It will contain key information regarding each NCM in the platoon. The notebook is confidential, updated by the Platoon Commander weekly, and passed on to the Platoon Commander's replacement on posting. It is used for counselling, the preparation of performance evaluation reports, and other career matters.
2. Sub-unit commanders and unit COs will find it useful to maintain a notebook of this type as well. While its contents should be similar, it may be expanded to meet the individual needs and preferences of senior officers.
3. A specimen Platoon Commander's notebook is provided at Annex G.

422. PLATOON COMMANDER'S HOUR

1. Each CO should establish a policy within his unit for the conduct of a Platoon Commander's Hour at regular times and intervals. A Platoon Commander's Hour should be scheduled at least every two weeks, or weekly if possible. All outside activities should be ceased to permit maximum participation by all platoon members. The purpose of a Platoon Commander's Hour is to:

- a. pass information including, the explanation of new policies, procedures and regulations affecting the platoon;
- b. teach or discuss platoon operations and procedures in garrison and in the field;
- c. allow the Platoon Commander to get to know his NCMs and men better through an exchange of ideas; and
- d. welcome new members to the group and, from the outset, foster a spirit of teamwork in the platoon.

2. Platoon Commander's Hours do not replace orders groups which have a selected attendance. Orders Groups are still necessary and required to reinforce the platoon chain of command.

423. PERFORMANCE INTERVIEWS AND EVALUATIONS

1. All leaders are obligated to counsel their subordinates. This may be achieved through Platoon Commander's Hours or during a personal interview.

2. The aim of counselling is to solve problems through effective communication and discussion. Individual interviewing techniques and skills are improved only through hard work and constant practise.

3. Performance interviews are conducted at regular intervals by all leaders. This may often be the most difficult challenge facing any officer or NCM, especially when the performance of the individual being interviewed has been marginal or unsatisfactory. A summary of performance interviews and evaluations provides the basis for annual Performance Evaluation Reports (PER) required in peacetime.

4. Performance Evaluation Reports are the basis for career management including, selection for leadership career courses and promotions. Hence, a complete and accurate assessment of each individual's performance is vital.

5. Units are responsible for originating PERs for all personnel under their administrative control. Responsibility for the timely completion and submission of these reports also rests with the unit. The policy and procedures for PERs are described in detail in CFAO, Command Orders, CFP 228(1), Personnel Evaluation System Other Ranks and CFP 268, Personnel Evaluating and Reporting - Officers.

424. RECORDED WARNING - COUNSELLING AND PROBATION

1. A Recorded Warning and Counselling and Probation are administrative devices, not punishments, designed to raise a soldier's performance or conduct to an acceptable standard. Counselling and Probation is the final attempt to salvage a soldier's career. They may be ordered, in accordance with policies and procedures described in CFAO for any of the following reasons:

- a. performance or personal deficiencies;
- b. unauthorized use of drugs;
- c. misuse of alcohol;
- d. indebtedness; or
- e. obesity.

2. Unless otherwise indicated in the appropriate regulations and orders, a Recorded Warning, Counselling and Probation or a Report of Shortcomings will not be ordered without previous verbal warnings and counselling at the platoon, sub-unit or unit level.

425. FINANCIAL ASSISTANCE

1. The Canadian Forces Personnel Assistance Fund (CFPAF) provides financial assistance to serving or former members of the Canadian Forces and their dependents when warranted by distress or other qualifying circumstances. The CFPAF is comprised of two programs:

- a. **Small Loan Program.** Loans range from \$50.00 to \$500.00.
- b. **Financial Distress Program.** Loans, and in some cases grants, normally up to \$5000.00 may be authorized.

2. Application for a grant or loan assistance is initiated by serving members through their unit. The purpose, benefits available and method of operation of the CFPAF are further detailed in CFAO and the CFPAF Manual.

426. REDRESS OF GRIEVANCE

1. The Redress of Grievance policy permits any officer or man who believes he has suffered any personal oppression, injustice or ill-treatment to submit his complaint to higher authority. This policy is valuable in the maintenance of morale of individuals and units. Its value is reinforced by the degree of attention paid to the handling of complaints at all levels.
2. QR&O, CFAO and Command Orders set forth the guidelines for the Redress of Grievance process and state the responsibilities of commanders at all levels. Normally, a grievance will be submitted to the CO only when a complaint cannot be resolved at sub-unit level.
3. One responsibility, frequently overlooked, is the requirement that every person to whom a complaint is made, shall satisfy himself of the justice of that complaint. This means that a commander must first decide if a complainant has suffered any personal oppression, injustice or other ill-treatment. If he decides that the complainant has not, then he must deny the request for redress. Such a denial should include an explanation which informs the complainant that he has not been treated unjustly.
4. If however, the commander is satisfied with the justice of the complaint, he must take the steps within his powers to afford full redress. Where he does not have the power, the grievance is forwarded to the next higher authority with a full report and recommendations.
5. Denial of Redress of Grievance at a lower level does not preclude the individual from re-submitting his grievance to the next higher level through the chain of command.

(427 to 499: Not allocated)

CHAPTER 5

DISCIPLINE

SECTION 1

RESPONSIBILITIES

RESPONSIBILITIES

501. GENERAL

1. The objectives of military discipline are to ensure prompt and willing obedience to authority and to establish order and cohesion among individuals.
2. Obedience is the basis for sound discipline. It should not have its origin in fear of punishment but rather, should emanate from the individual's understanding that orders are given by superiors who have proven their knowledge and ability. Properly administered, discipline imparts respect and confidence in soldiers and supports cohesiveness in the unit. Laxity in discipline creates unit disorder which can be disastrous in war.

502. ORDERS

1. Soldiers will normally receive orders verbally or they may be published on a routine basis. Published orders are normally posted on unit and subunit notice boards. Ignorance of published orders will not be accepted as an excuse for non-compliance.
2. Verbal orders are given distinctly so there can be no doubt as to their meaning. A person cannot be charged with refusing to obey a lawful command until sufficient time has elapsed for him to have taken action on the command.
3. No officer or other rank can refuse to obey a lawful order given to him by a superior. If any military member is given an order which he considers to be in conflict with the Criminal Code, National Defence Act, QR&O, or with other orders he has previously received, he will point out the conflict orally or in writing, if the order does not require immediate action, to the superior who issued the order. If the superior still directs him to obey the order, then he must comply unless the order is manifestly unlawful. For example, if ordered to shoot unarmed civilians or prisoners of war, the soldier should not comply for he would be liable to criminal prosecution.

503. DRESS

1. All ranks dress in accordance with published regulations and orders. When on duty, a uniform or authorized clothing is worn. Exceptions are normally made for those soldiers who are exempt on medical grounds.

504. TENETS FOR MILITARY CONDUCT AND DEPARTMENT

1. As a general rule, conduct and deportment must always reflect pride and respect for military service. The myriad of situations requiring specific military behaviour on the part of a service member is exhaustive and beyond the scope of this manual. The following tenets for military conduct and deportment provide a small cross-section of this exhaustive list of situations:

- a. Military leaders will always attempt to correct negligence, slovenly appearance or unsoldierly conduct on the part of their subordinates.
- b. Military members will never publically rebuke subordinates unless it is necessary to preserve discipline.
- c. Military members are forbidden to publish military information in letters, journals or publications without the approval of their CO.
- d. Regular force military members are forbidden to; take an active part in the affairs of a political organization or party, issue an address to electors, or allow themselves to be announced as candidates for election to either federal or provincial legislatures.
- e. Regular force military members will not accept nor electorally run for offices in municipal corporations or local government bodies without prior permission from the Chief of the Defence Staff.
- f. All ranks will be addressed in the proper military manner as follows:
 - (1) officers and chief warrant officers will be addressed by their subordinates as "Sir";
 - (2) officers will address chief warrant officers by their surname prefixed by the word "Mister";
 - (3) chief warrant officers holding the appointment may be addressed by all military members as "RSM";
 - (4) master warrant officers will be addressed by their rank or their appointment as "sergeant-major";
 - (5) warrant officers will be addressed by their rank or their appointment as appropriate;
 - (6) sergeants will be addressed as "sergeant";
 - (7) master corporals will be addressed as "master corporal";
 - (8) corporals will be addressed as "corporal";
 - (9) private soldiers will be addressed as "private", and
 - (10) the customs and traditions of some units permit the use of alternate terminology as follows:

- (a) **Artillery.** The terms "gunner", "bombardier" and "master bombardier" may be used in place of "private", "corporal" and "master corporal" respectively,
- (b) **Armour.** The term "trooper" may be used in place of "private",
- (c) **Engineer.** The term "sapper" may be used in place of "private", and
- (d) **Signal.** The term "signalman" may be used in place of "private".

505. SALUTING

1. The military salute is a traditional demonstration of trust and respect. The policy for saluting in an operational environment is established by the formation headquarters. Individual compliments in garrison are routinely paid as follows:

- a. officers salute all officers of higher rank and return all compliments paid to them;
- b. other ranks salute all commissioned officers;
- c. officers and other ranks not part of a formed military group pay individual compliments to an approaching higher ranking officer. The senior officer receiving the salute returns the compliment while military persons accompanying him give an eyes right/ left in the same manner as saluting without headdress;
- d. when an officer approaches a formed group of men, the senior man, or the person who recognizes the officer first, calls the group to attention and he alone salutes;
- e. individual compliments to a formed military group, on the march and, under the command of an officer, are paid by halting, turning to face the group and saluting. The salute is maintained until the entire group has passed;
- f. while bearing arms, personnel pay individual compliments to officers by saluting at the shoulder arms position; and
- g. when in uniform and not wearing headdress, compliments are paid by standing to attention.

2. Appropriate compliments are paid when recognizing an officer dressed in civilian clothing.

3. Salutes are not normally given indoors in either public or service buildings. Exceptions are parades, ceremonial occasions, areas designated by Base Commanders/unit COs, and when entering/leaving the office of a superior officer. All military members having to appear in a civil court, will remove their headdress in the presence of the judge or magistrate.

4. Detailed instructions on the techniques of paying individual compliments as well as the policy of paying compliments under special circumstances including: cenotaphs, colour parties, funerals, ladies, national anthems, national flags, parades, and vehicles are described in CFF 201, Canadian Forces Manual or Drill and Ceremonial. Detailed information on military honours and gun salutes is contained in CFAO.

506. PERSONNEL IN BARRACKS

1. Base or unit standing orders provide direction and guidance for all personnel living in barracks. The following direction is normally included in these orders:

- a. a display board will be available in every barrack listing the names of occupants and their room numbers;
- b. barrack rooms will be cleaned daily prior to the first parade;
- c. all barrack rooms will be inspected by an officer weekly;
- d. an inventory card will be displayed in every barrack room identifying the furniture and fittings available in the room. Any loss or damage must be reported by the occupant immediately;
- e. the removal of furniture or fittings from the barrack room is strictly forbidden unless approved by the barrack warden;
- f. beds and other furniture will be arranged in accordance with the unit pattern;
- g. all windows will be opened at night, weather permitting;
- h. a copy of fire orders will be displayed in every barrack block. Occupants must acquaint themselves with the action to be taken in the event of fire. Unauthorized removal or tampering with fire fighting equipment is forbidden;
- j. a barrack block senior will be appointed to maintain barrack discipline; and
- k. bed linen will be exchanged weekly and blankets at least once every two months.

507. PERSONNEL IN MARRIED QUARTERS

1. Military members living in married quarters are responsible for: the conduct of their dependents and guests; the cleanliness of their quarters; and the grounds surrounding their quarters.

2. The base commander will ensure that all occupants of married quarters are provided with a copy of married quarter regulations. These regulations provide points of contact for; reporting damages, initiating repairs, reporting complaints and involvement in community affairs.

3. Dependents occupying married quarters are forbidden to organize and conduct on base clubs or associations concerned with the collection and distribution of money/goods without the consent of the base commander. They are also forbidden to use government quarters for trading or bartering goods without first obtaining permission from the base commander or unit CO as appropriate.

508. MEDICAL AND DENTAL TREATMENT

1. The conduct of unit sick parades both in the field and in garrison will be detailed in orders. Unit orders specify the clothing, equipment and personal toiletry articles required by personnel proceeding on sick parade.

2. Military members requiring medical or dental care while on leave must follow the instructions printed on the leave form. If treatment is obtained by a member while on leave, he will ensure that his parent unit is notified promptly. On return to his unit, he will report for a medical or dental inspection as appropriate, on the morning following his return to duty.

3. Any member who contracts a disease will report himself on sick parade immediately. Concealment of diseases is a military offence subject to disciplinary action.

509. DRUGS AND ALCOHOL

1. **General.** Although units have qualified Drug and Alcohol Education Officers who conduct education in this area, leaders have continued responsibilities within local programs.

2. **Drugs.** Drugs are: narcotics as defined in the Narcotic (control Act; controlled or restricted drugs as defined in the Food and Drug Act; and other substances which are known to competent medical authorities as a drug, which if injected, consumed or inhaled has the capacity to affect the normal functions of the mind or body.

3. Unlawful or generally improper use or handling of drugs by a military member will not be tolerated. Also, no member is permitted to traffic in, possess or use drugs unlawfully, or use drugs for any purpose but one that, in the opinion of competent medical authority, is a proper medical purpose.

4. The following will be considered for release action:

- a. military members who have been convicted by a civil court or a service tribunal of an offence related to drugs; or
- b. military members whose involvement with drugs unduly prejudice operational effectiveness, general safety or security within the Canadian Forces.

5. **Alcohol.** The "misuse of alcohol" has occurred when repeated consumption by a member reaches a level where it:

- a. interferes with performance of duty or regular attendance at his place of duty; or
- b. creates an administrative burden by causing domestic problems; or
- c. reflects discredit upon the Service.

6. The Canadian Forces recognizes alcohol dependency as a treatable condition and will assist its members in obtaining treatment for this, as for any illness. The decision to undertake treatment is the responsibility of the military member. Refusal to accept help or treatment for a condition that is causing substandard performance will result in release proceedings, just as continued unsatisfactory work performance in itself constitutes grounds for release.

7. CFAO provide detailed administrative procedures which COs may invoke against personnel who traffic in, possess or use drugs unlawfully, or who are in contravention of officially published orders. CFAO also provide and identify Canadian Forces policies and programs related to alcohol misuse and rehabilitation.

510. WEAPONS

1. Weapons will not be pointed indiscriminately at people or things.
2. Military members are forbidden to be in possession of any live or blank ammunition, unless authorized to hold such ammunition for a specific purpose or duty. Personal declarations on completion of range training is an ammunition control measure which reduces incidence of unlawful possession of blank/live rounds. Also, members are forbidden to discharge live rounds during training unless ordered to do so by a superior.
3. COs will ensure that unit standing orders identify the policies and procedures which apply to the identification, control, storage and security of personal weapons within unit lines. Base standing orders will identify the control and security policies related to privately owned firearms and weapons held by members occupying married quarters.

511. VEHICLES

1. Drivers must be familiar with the regulations for the operation of vehicles contained in unit standing orders and in C-02-040-010/MB-001, Drivers' Regulations.
2. The use of seat belts by the driver and passengers in military vehicles is mandatory, with certain exceptions detailed in CFAO.

512. BREACHES OF CUSTOMS REGULATIONS

1. Duty free privileges for liquor and tobacco depend upon strict observance of relevant customs regulations and orders by all servicemen. Military members using Canadian Forces Post Office facilities are also subject to postal and customs regulations. Contravention of these regulations are considered as a serious breach of service discipline.
2. Commanders at all levels must ensure that vehicles and equipment returning from operations and exercises outside Canada are inspected by an officer who can certify that they do not contain contraband.

513. RESTRICTED AREAS

1. Restricted areas on bases and within military facilities are published in base and unit standing orders. Military members escorting civilians on military premises must be aware of these restricted areas and DND Trespass Regulations.

514. DEFAULTERS

1. All other ranks awarded a sentence of confinement to barracks are defaulters.
2. Defaulters will:
 - a. not leave barracks, bivouac, base or garrison except on duty;
 - b. attend all ordinary parades and duties;
 - c. not be employed as room orderlies, fatigue duty personnel or unit/sub-unit duty personnel unless they have reached their turn on the duty roster;
 - d. in appropriate dress, answer to a roll call at a place appointed by the CO whenever "defaulters" call is sounded or stated in un orders; and
 - e. perform extra fatigue duties after normal parade hours, under the direction of the unit RSM or Orderly Sergeant. On Sundays, only fatigues of an urgent nature will be done.
3. The period of punishment for defaulters commences immediately it is awarded and terminates at midnight on the last day of the sentence. The policy and procedures for defaulters are included in unit standing orders.

SECTION 2

THE CODE OF SERVICE DISCIPLINE

THE CODE OF SERVICE DISCIPLINE

515. GENERAL

1. The enforcement of the Code of Service Discipline is the responsibility of all military members. This Code which is part of the National Defence Act establishes procedures which are consistent with existing QR&O. It allows members to: understand disciplinary responsibilities; insist on high standards of performance; maintain effective communications; enforce discipline fairly; and set a consistent personal example. The adoption of the Canadian Charter of Rights and Freedoms has required a re-examination of certain applications of this Code toward service members. As such, advice from the Judge Advocate General's office is recommended when the application of the Code of Service Discipline is in doubt.

516. ARREST

1. Officers can arrest or order the arrest of any military member who is engaged in a quarrel, fray or disorder. NCMs can arrest any member of lower rank, and any NCM of equal or higher rank who is engaged in quarrel, fray or disorder. Military police have additional Powers of arrest.

2. The procedure for arresting someone is to:

- a. inform him that he is under arrest;
- b. inform him that he is in open or close custody;
- c. inform him of the reason for his arrest; and
- d. inform him that he has the right to retain and instruct counsel without delay.

3. In performing a lawful arrest, a member is authorized to use such force as is reasonably necessary.

4. Once a person is under arrest, he is permitted to contact counsel as soon as practicable at his own expense.

517. CLOSE CUSTODY

1. The accused is placed or retained in close custody only when it is necessary in the public interest or in the interest of discipline. Relevant circumstances are:

- a. the seriousness of the offence;
- b. the need to establish the alleged offender's identity;
- c. the need to preserve the evidence;

- d. the need to prevent the continuance or repetition of an offence; and
 - e. the need to ensure the alleged offender's safety or the safety of others.
2. The mere fact that an investigation is not yet complete or the possibility that the accused may absent himself without leave are not sufficient to justify close custody.
 3. The accused is placed in close custody by arresting him, placing him under escort or guard, and turning him over to the military police. The person placing him in close custody is responsible to deliver an Account in Writing to the military police, as soon as possible within 24 hours, which states the reason for committing the accused to close custody. If the account in writing is not received within 24 hours, the person detained shall be released from custody. Similarly, a Report of Custody is submitted by the custodian to the officer having powers of release within 24 hours of receiving the Account in Writing.
 4. Only a CO or a person designated by a CO can order a person released from close custody.
 5. If the accused has been held in close custody 48 hours without a charge being laid, then the custodian will inform an officer having po to release him. That officer will determine why no charge has been and take appropriate action to release the accused from custody unless it is necessary in the public interest or in the interest of discipline to detain him.
 6. If a person has been held in any form of custody for eight days without a summary trial being held or a court martial being convened, then the CO reports the need for further delay by priority message to formation and command headquarters (Court Martial authority) with an information copy to the Base Commander. The message which can be re-submitted for every eight day period if required, states the detailed reasons justifying pre-trial custody.
 7. If no charge has been laid prior to the first report, then the initial report will explain why no charge has been laid. The accused will also receive a written explanation as to why no charge has been laid and why his continued custody is necessary.
 8. After fifteen days in custody without a summary trial being held or a court martial being convened, the detained person shall be released unless the court martial authority specifically directs that confinement is to continue.
 9. After twenty-eight days in custody without a summary trial being held or a court martial being convened, the detained person is entitled to petition the Minister or his designate to be released from custody or to have his case heard.
 10. After ninety days in custody without a summary trial being held or a court martial convened, the detained person shall be freed unless the Minister directs otherwise.
 11. The accused does not automatically enter close custody during trial by a service tribunal, but he is marched before the presiding officer under escort.

518. LAYING A CHARGE

1. Some suspected offences will involve civilian as well as military authorities. In these cases, the CO will effect liaison, through the local office of the Judge Advocate General, to ensure that the proper authority exercises jurisdiction.
2. It is the duty of every soldier to report the suspected commission of a service offence. This is technically known as a "complaint".
3. A charge is a formal accusation under the Code of Service Discipline which identifies that a member has committed an offence. A charge is laid on completion of a charge report and is signed by an officer or man authorized by the CO.
4. The CO's delegation of authority to lay charges is given in writing and published in unit orders. This authority is normally delegated to members who review and verify charge reports prior to a summary trial. For example, the unit CO could issue this order: "The following personnel are authorized to lay charges against unit members: all officers holding the rank of Captain and above, the RSM, and all sub-unit sergeants-major. This authority is also extended to persons who, at any, time, are acting in these positions".
5. A copy of charge report is served on the accused as soon as practical after the charge is laid. The charge report is always annotated with the time and its date of service.
6. Once a charge is laid, the member laying it refers the charge to the CO or a delegated officer having authority over the accused. An officer laying a charge can not subsequently preside at the summary trial/court martial trying the case.

519. PRE-TRIAL PROCEDURES

1. Every charge laid is investigated. The officer or man conducting the investigation normally attempts to obtain the results of any investigation conducted before the charge was laid. This will limit the duplication of effort and expedite the investigation process.
2. The results of the investigation are passed to the CO or a delegated officer having authority over the accused. If the accused is an officer or a member above the rank of Sergeant, the results of the investigation are passed to the CO.
3. A delegated officer has no power to dismiss a charge. Therefore, where a delegated officer has received a charge and in his opinion, the result of the investigation does not warrant proceeding with the charge, he must then refer it to the CO for dismissal action.
4. An officer investigating a charge can not subsequently try the case.

520. ASSISTING OFFICER

1. The role of an Assisting Officer is to aid the accused in:
 - a. preparing his defence;
 - b. obtaining evidence;
 - c. deciding whether to elect trial by court martial;
 - d. questioning witnesses who will testify against the accused at the trial; and
 - e. presenting evidence.

It is the duty of every officer who is appointed as Assisting Officer to aid the accused to the best of his ability. The Assisting Officer does not become a "defence counsel", but can, when requested by the accused, act on his behalf during a summary trial.

2. An Assisting Officer is detailed as soon as possible after a charge is laid. Although normally an officer, in exceptional circumstances the Assisting Officer can be a member above the rank of Sergeant. The accused may request a specific Assisting Officer to be detailed. This request will be complied with if the exigencies of the service permit and the person requested consents.
3. The Assisting Officer is given a copy of the charge report and is informed of the evidence against the accused. This will normally mean giving him access to the investigation.
4. When the accused is given the option to elect trial by court martial, the Assisting Officer will brief him on the differences between a summary trial and a court martial. These basic differences are given in QR&O.
5. The role of the Assisting Officer should not be confused with that of the Attending Officer. The latter attends the trial of a serviceman before a civilian court.
6. The accused has no right to be represented at a summary trial by anyone except his Assisting Officer. A civilian lawyer may attend the summary trial as a member of the public but may not participate in the trial itself. The CO can grant, where required, adjournments to permit an accused to consult with both his Assisting Officer and legal counsel.

521. SUMMARY TRIALS

1. The basic steps in a summary trial are as follows:
 - a. March in the accused - Assisting Officer is present;
 - b. read Part I of the charge report;

- c. determine whether the public is to be excluded;
- d. determine whether the accused has a right to elect trial by court martial (not applicable to delegated officers) - if so, an adjournment for at least 24 hours is mandatory;
- e. confirm the accused understands the charge(s) and has had time to prepare - grant reasonable adjournment if requested;
- f. ask the accused if he wishes to admit to any of the charge particulars. He may not plead "Guilty" or "Not Guilty". He has no obligation to admit to any particulars;
- g. the accused decides whether the evidence is to be given on oath or the CO may order that evidence will be given on oath;
- h. receive evidence and allow the accused to question any witness;
- j. hear the accused, (only if he wishes to be heard as he is not obliged to give evidence) his witnesses, and his submissions;
- k. either:
 - (1) dismiss the charge(s) (not applicable to delegated officers) ,or
 - (2) refer the case to higher authority, or
 - (3) make and pronounce finding - "Guilty" or "Not Guilty" - state any alternate charges; and
- m. if guilty, hear evidence in mitigation submitted by tried offender, and determine sentence.

2. A CO or the Commander can: give an election to trial by court martial; refer the matter to higher authority; adjourn the trial; or dismiss the charge at any time prior to pronouncing a finding. The same applies to a delegated officer except for the dismissal of charges and the election for court martial.

3. An officer conducting a summary trial refers the matter to higher authority or to another Trial Officer when: he is precluded from trying the accused by reason of the accused's rank or status; he considers his powers of punishment to be inadequate in relation to the gravity of the offence; it is an offence which he cannot try (delegated officers only); it is an offence over which the service tribunal has no jurisdiction such as; murder, manslaughter, sexual assault of any kind, or an offence under Sections 249 to 250.2 of the Criminal Code of Canada; or it would be in the interests of justice and discipline. This last basis for referral gives Trial Officers a wide discretion to refer cases. It is not possible to give specific guidance for all cases; however, some examples of factors to be considered include: the legal complexity of the case; the possibility of the Trial Officer in the case; or the normal procedures for handling cases in the accused's unit.

4. In the following circumstances, the CO or the Commander conducting a summary trial must offer the accused the right to elect trial by court martial:

- a. when the offence is specified by QR&O to require such an election; or
- b. when a conviction can result in the following punishments; a fine over \$200, detention, or reduction in rank.

If during a trial where election by court martial has not been offered and the Trial Officer hears evidence which may cause him to consider a punishment greater than this threshold, then, at any time prior to sentencing, the Trial Officer may offer the election. The offer of an election for trial by court martial requires, in these circumstances, that the Trial Officer give the accused a mandatory 24 hour period to consider this election prior to making his decision or refer the case to higher authority.

SECTION 3

LAW OF ARMED CONFLICT

LAW OF ARMED CONFLICT

522. GENERAL

1. The objects of the Law of Armed Conflict are many. It protects combatants and noncombatants from unnecessary suffering. It ensures the basic rights of prisoners of war, civilians, and the sick and wounded. It helps to shorten the conflict and enhance the restoration of peace. Obedience of the Law of Armed Conflict also promotes discipline, wins public support for the mission and allows us to maintain our honour and good conscience. The Law of Armed Conflict has many detailed rules. A particular situation may cause a member to consider some rules to be more important than others; however, they are all equally important and must be followed.

523. PROPER TARGETS

1. Subject to the exceptions listed below, everyone who participates in military activities is a combatant and as such, a lawful object of attack. All others are noncombatants and must not be targeted for attack. In certain circumstances, noncombatants are killed or injured accidentally from the effects of a lawful attack on a valid military target. Noncombatants include civilians, chaplains, medical and dental personnel, captured/ surrendered persons and the sick and wounded. A person's status is easily determined when he is wearing a uniform. However, when the enemy uses guerilla tactics or dresses in civilian clothing the decision is difficult. Awareness and common sense are the guiding factors in deciding who is a combatant.

2. It is possible for a combatant to become a noncombatant temporarily or permanently. For example, military personnel escaping from burning planes are not to be considered as proper targets during their descent. On the other hand, paratroopers or anyone continuing to engage friendly forces are proper targets. Similarly, shipwrecked or stranded military personnel must not be fired upon. Under the Law of Armed Conflict, there is an obligation to pick up survivors if the capability exists.

3. Combatants also become noncombatants when surrendering or being taken prisoner. Surrendering enemy are very important to friend forces. Information in their possession may be valuable to the tactical mission. Once enemy personnel are taken prisoner it is everyone's duty to protect and provide for them.

4. Properties such as churches, museums, hospitals, schools or historic monuments if not used for enemy military purposes, are protected and must not be attacked.

5. The purpose of the Red Cross, the Red Crescent and other similar emblems is to protect casualties and those personnel caring for them. Military members are forbidden: to engage any personnel, vehicles, tents or buildings marked with these emblems; or to protect or hide military activities behind these emblems.

524. PROPER WEAPONS

1. The use of poison or poisoned weapons violates the Law of Armed Conflict and can not be used to destroy water or food supplies. Military actions involving the use of poisons cause unnecessary suffering and do not discriminate against victims which may be killed or injured.
2. Weapons or ammunition can not be altered to cause unnecessary suffering.

525. PRISONERS OF WAR

1. The enemy does not have to be killed to accomplish a tactical mission. The enemy may wish to surrender and signal the intention in a number of ways. Once the enemy signals surrender, he must be allowed to do so. Enemy soldiers who surrender are considered as prisoners of war and are treated humanely, Military members are forbidden to take revenge upon captured prisoners of war or detainees. Once prisoners of war have been secured, silenced and separated from each other, they must be transported to the rear as quickly as possible.
2. Captives and detainees may be questioned for information of immediate value to the tactical mission. The use of torture or threats to obtain this information, is forbidden. Captives are required to provide only their name, rank, service number and date of birth. Combat experience has proved that useful information can be gained from captives who have been treated humanely whereas information gained through torture and threats has been unreliable.
3. Sick and wounded captives and detainees are provided with the same medical and dental care as the friendly sick and wounded.
4. Personal items belonging to captives or detainees can not be taken or stolen. However, a search for items of military/intelligence value, such as weapons, maps or military documents is permitted. Items required for the personal protection of the prisoners of war such as, gas masks or parkas can not be taken from them. If approved by a superior, money may be taken from prisoners but a receipt will be given.
5. Prisoners of war are not required to work in support of the friendly force effort or under hazardous conditions. The rights and duties of prisoners of war are detailed in the Geneva Conventions.

526. CIVILIANS

1. Civilian rights can not be violated. Inhumane treatment of civilians contravenes the Law of Armed Conflict and is subject to criminal prosecution. Civilians can not be held hostage and must be protected from danger. Women are to be protected against sexual assault or forced prostitution.
2. Civilians may be moved if required for military reasons or to ensure their safety. They are treated as you would want to be treated. Where possible, civilians must be given the time to collect and move their personal belongings.

3. Family and country expect one to be a civilized soldier. The ravaging of private property or the terrorizing of civilians creates resistance to the war effort and strengthens the enemy's will to fight.

527. OFFENCES DURING ARMED CONFLICT

1. Violations of the Law of Armed Conflict must be reported through the chain of command immediately. If the incident involves an immediate superior, the violation is reported to his superior.

2. Orders to commit obvious criminal acts must not be obeyed. When persons are charged with a violation of the Law of Armed Conflict, the "following of orders" defence will not be valid. Acts which violate common decency and social conduct such as murder, rape, looting and torture are criminal. Although military training teaches one to obey orders without hesitation, common sense and knowledge of the Law of Armed Conflict on the part of individuals are mandatory to discriminate between lawful and criminal acts.

(528 to 599: Not allocated)

ANNEX A

ANNEX A

REFERENCES AND STANDARDIZATION AGREEMENTS

REFERENCES AND STANDARDIZATION AGREEMENTS

1. Publications which are related to and may be used in conjunction with this manual are:
 - a. **Canadian Forces Publications;**
 - (1) Queen's Regulations and Orders (QR&O),
 - (2) Canadian Forces Administrative Orders (CFAO),
 - (3) Mobile Command Orders (FMCO) or Canadian Forces Europe Orders (CFEO) and other formation orders as appropriate,
 - (4) A-AD-005-002/AG-000, Administrative and Disciplinary Guidelines: Drug Involvement By Members of the Canadian Forces,
 - (5) B-GS-055-002/AG-001, Provision of Services to Non-Defence Agencies (DNDP 55),
 - (6) A-SJ-100-001/AS-000, Security Orders For The Department of National Defence,
 - (7) A-PS-110-001/AG-001, Policy Governing Operation of Personnel Support Programs In The Canadian Forces,
 - (8) A-PD-201-000/PT-Z01, Canadian Forces Manual of Drill and Ceremonial,
 - (9) B-GL-300-000/FP-000, The Army,
 - (10) B-GL-301-000/FP-001, Land Formations in Battle,
 - (11) B-GL-303-002/FP-001, Staff Duties in the Field,
 - (12) B-OL-303-002/FP-001, Supplement 3, Army Glossary,
 - (13) B-OL-303-003/FP-001, Command and Control,
 - (14) B-GL-311-000/FP-000, Administration in the Field,
 - (15) B-GL-313-001/FP-000, Medical Services in Battle,
 - (16) B-GL-318-004/FP-001, Unit Guide to the Geneva Conventions,
 - (17) B-GL-318-015/PT-001, Leadership in Combat, and

(18) B-GL-321-001/FT-001, Signals in Battle - Principles and Organization of Field Communications.

b. **NATO Publication.** AAP-6(P), NATO Glossary of Terms and Definitions.

2. NATO Standardization Agreements (STANAG) which have been wholly or partially incorporated into this volume are:

a. STANAG 2070 (Ed 3), "Emergency War Burial Procedures".

b. STANAG 2109 (Ed 2 Amdt 3), "Postal Organization For The NATO Armed Forces In Wartime".

3. ABCA Quadripartite Standardization Agreements (QSTAG) which have been wholly or partially incorporated into this volume are:

a. QSTAG 181, "Postal Organization For Armed Forces In Wartime".

b. QSTAG 655, "Emergency War Burials and Graves Registration".

ANNEX B

SPECIMEN TERMS OF REFERENCE

UNIT ORDERLY PERSONNEL

SPECIMEN TERMS OF REFERENCE

UNIT ORDERLY PERSONNEL

1. This Annex provides some specimen Terms of Reference for unit orderly personnel. The responsibilities listed in the subsequent Appendices are not all-encompassing and may overlook requirements which are unique to specific units. Formation directives and the CO's wishes will ultimately result in the Terms of Reference best suited for the unit.
2. The Terms of Reference provided in this Annex are:
 - a. Appendix 1 - Duty Field Officer;
 - b. Appendix 2 - Unit Orderly Officer;
 - c. Appendix 3 - Unit Orderly Sergeant;
 - d. Appendix 4 - Unit Orderly Corporal;
 - e. Appendix 5 - Company Orderly Sergeant; and
 - f. Appendix 6 - Company Orderly Corporal.

APPENDIX 1, ANNEX B

ANNEX B

APPENDIX 1

DUTY FIELD OFFICER

DUTY FIELD OFFICER

1. The Duty Field Officer is responsible for:
 - a. inspecting each of the three daily meals in the Men's Mess once during his tour of duty;
 - b. inspecting unit lines;
 - c. visiting unit personnel in close custody or detention;
 - d. submitting a report to the CO which covers the following points:
 - (1) tour of duty,
 - (2) problems referred to him by the Unit Orderly Officer,
 - (3) condition of buildings and grounds occupied by the unit,
 - (4) recommendations for improving the condition of unit lines,
 - (5) quality of the meals and service provided in the Men's Mess, and
 - (6) unusual incidents affecting the unit;
 - e. receiving special instructions from the unit Adjutant prior to commencing his tour of duty; and
 - f. handing over his tour of duty to a successor at a time specific in unit orders.

APPENDIX 2, ANNEX B

APPENDIX 2
UNIT ORDERLY OFFICER

UNIT ORDERLY OFFICER

1. The unit Orderly Officer's terms of reference are published in Unit Standing Orders. He is responsible for:

- a. checking the men's dress and food quality at all meals;
- b. visiting unit facilities such as workshops, canteens, kitchens, dining halls, baths, latrines and quarters;
- c. visiting unit personnel admitted to hospitals;
- d. attending the CO's orders parades when directed by the Adjutant;
- e. inspecting fire piquets and explaining fire orders;
- f. assuming the unit Adjutant's duties during his absence;
- g. arranging his own substitution when his tour of duty conflicts with a period during which he will be absent from unit lines;
- h. advising the Unit Orderly Sergeant and the telephone operator of his whereabouts;
- j. commanding the scene of a fire or emergency until the arrival of a senior officer or authorized specialist;
- k. performing other duties ordered by the Adjutant; and
- m. reporting to the Adjutant on the termination of his duty.

APPENDIX 3, ANNEX B

ANNEX B

APPENDIX 3

UNIT ORDERLY SERGEANT

UNIT ORDERLY SERGEANT

1. The Unit Orderly Sergeant has the following responsibilities:
 - a. Reporting to the Orderly Officer and RSM at times detailed in unit orders;
 - b. parading unit defaulters and fatigue parties;
 - c. collecting daily absentee reports for the RSM from the Company Orderly Sergeants;
 - d. handing over personnel on sick parade to the Unit Orderly Corporal;
 - e. accompanying the Orderly Officer during his inspection of meals, barracks and other unit facilities;
 - f. supervising the changing and rotation of unit guards;
 - g. checking fire piquets;
 - h. attending the CO's orders parades when directed by the RSM;
 - j. attending all unit parades;
 - k. ensuring that canteens are closed at the published times;
 - m. consuming all meals in the Men's Mess;
 - n. reporting unusual incidents to the Orderly Officer and RSM; and
 - p. handing over his duties to his replacement.

APPENDIX 4, ANNEX B

ANNEX B

APPENDIX 4

UNIT ORDERLY CORPORAL

UNIT ORDERLY CORPORAL.

1. The Unit Orderly Corporal is responsible for:
 - a. reporting to the RSM and the Unit Orderly Sergeant at the beginning and end of his tour;
 - b. assisting the Unit Orderly Sergeant;
 - c. parading unit personnel who are ill to the medical inspection room and submitting duplicates of their sick reports to their company orderly personnel;
 - d. attending all meals in the Men's Mess;
 - e. collecting unit orders from the orderly room and posting them in the various institutes, messes and on the unit notice boards;
 - f. assisting with the supervision and rotation of unit guards and sentries;
 - g. staying in unit lines during his tour of duty; and
 - h. assuming the Unit Orderly Sergeant's duties during his; absence.

APPENDIX 5, ANNEX B

ANNEX B

APPENDIX 5

COMPANY ORDERLY SERGEANT

COMPANY ORDERLY SERGEANT

1. Company Orderly Sergeant is responsible for:
 - a. attending all company parades;
 - b. maintaining the company duty roster;
 - c. parading all company duty and fatigue personnel;
 - d. assembling personnel including witnesses for company summary trials;
 - e. informing the Unit Orderly Sergeant daily of company personnel who have been confined to barracks;
 - f. attending the CO's orders parades as ordered by his CSM;
 - g. informing the Company Quartermaster-Sergeant immediately when a man is found to be absent, hospitalized or placed in close custody, so that his kit can be collected, checked and secured with the company stores;
 - h. briefing company defaulters;
 - j. representing the CSM - in his absence - during the RSM's briefings; and
 - k. inspecting company personnel on sick parade to ensure that they have the necessary articles of small kit with them prior to leaving the company area.

APPENCIX 6, ANNEX B

ANNEX B

APPENDIX 6

COMPANY ORDERLY CORPORAL

COMPANY ORDERLY CORPORAL

1. Company Orderly Corporal is responsible for:
 - a. remaining in the unit area during his tour of duty;
 - b. reporting to the Company Orderly Sergeant at the beginning and end of his tour of duty;
 - c. compiling the company sick report at the conclusion of the morning roll call;
 - d. escorting the company sick parade to the Unit Orderly Sergeant;
 - e. collecting mail for his company from the unit Postal Clerk and delivering it to the Company Clerk;
 - f. informing the Company Orderly Sergeant when leaving the unit area on duty;
 - g. attending company parades as ordered; and
 - h. handing over his duties to his successor at the time detailed by the CSM.

ANNEX C

ANNEX C

SPECIMEN TERMS OF REFERENCE

UNIT SECONDARY DUTIES

**SPECIMEN TERMS OF REFERENCE
UNIT SECONDARY DUTIES**

1. This Annex provides some specimen Terms of Reference for personnel holding unit secondary duties. Secondary duties cater to formation and unit requirements. The list of examples provided in the subsequent appendices is not complete and provides only those duties which are common in most arms and services units.

2. The terms of Reference provided in this Annex are:
 - a. Appendix 1 - Movements Officer;
 - b. Appendix 2 - Information Officer;
 - c. Appendix 3 - Fire Prevention Officer;
 - d. Appendix 4 - Sports Officer;
 - e. Appendix 5 - NBC Officer;
 - f. Appendix 6 - General Safety Officer;
 - g. Appendix 7 - Drug Education Co-ordinator;
 - h. Appendix 8 - Custodian; and
 - j. Appendix 9 - Distribution Account (DA) Holder.

APPENDIX 1, ANNEX C

ANNEX C

APPENDIX 1

UNIT MOVEMENTS OFFICER

UNIT MOVEMENTS OFFICER

1. The unit Movements Officer is responsible to the CO for planning, training, organizing and documenting the unit or its companies for deployment by air, rail, road and sea in accordance with existing regulations and orders.
2. The unit Movements Officer holds the following appointments depending on the mode of movement:
 - a. Unit Embussing Officer (road);
 - b. Unit Entraining Officer (rail);
 - c. Unit Emplaning Officer (air);
 - d. Unit Embarkation Officer (sea);
3. Assistants from the companies are normally appointed to assist the unit Movements Officer in coordinating unit deployments.
4. The unit Movements Officer is responsible for:
 - a. commanding all unit elements at the point of loading;
 - b. acting as the point of contact for formation movements staff and/or movements control organizations at the point of departure;
 - c. appointing an assistant to be the point of contact for formation movements staff and movement Control organization at the point of arrival;
 - d. maintaining liaison with and coordinating the activity of company movements personnel;
 - e. issuing unit direction to ensure vehicles, personnel, and cargo are properly prepared and documented for movements;
 - f. securing unit vehicles and equipment at the points of departure and during transit when directed by formation;
 - g. establishing personnel discipline and safety measures at the points of departure and entry;
 - h. updating Unit Movement Staff Tables (UMST) and Unit Task Force Movement Tables (TFMT);

- j. effecting liaison with the unit Transport Officer to ensure road movement to points of departure and from points of entry reflect operational priorities established by the CO; and
- k. arranging all unit logistic requirements necessary to effect movements.

APPENDIX 2, ANNEX C

ANNEX C

APPENDIX 2

UNIT INFORMATION OFFICER

UNIT INFORMATION OFFICER

1. The unit Information Officer is responsible for:
 - a. advising the CO on all public information and public relations matters;
 - b. in accordance with public information policies and when requested to do so by formation headquarters, providing the news media with unclassified information about the unit;
 - c. arranging media interviews through the formation staff when news value merits such action;
 - d. acting as a liaison officer between the CO and the formation on all public information matters;
 - e. co-ordinating unit participation in local activities such as parades, ceremonies, community drives and sports events;
 - f. passing to the formation all inquiries which may be construed to involve policy or ministerial statements;
 - g. coordinating and screening unit submissions for military journals, newspapers and periodicals; and
 - h. acting as the unit Censorship Officer when directed.

APPENDIX 3, ANNEX C

ANNEX C

APPENDIX 3

UNIT FIRE PREVENTION OFFICER

UNIT FIRE PREVENTION OFFICER

1. The unit Fire Prevention Officer is responsible for:
 - a. keeping the CO advised on all unit fire matters;
 - b. checking and maintaining the currency of unit fire safety regulations and orders;
 - c. ensuring that company fire wardens are trained in their duties;
 - d. attending unit fire inspections;
 - e. initiating corrective action for the deficiencies found during fire inspections and drills;
 - f. arranging for fire investigation within the unit;
 - g. coordinating fire fighting operations within or assigned to the unit;
 - h. issuing unit orders for fire piquets;
 - j. representing the unit at formation meetings on fire prevention; and
 - k. submitting unit returns on fire prevention matters.

APPENDIX 4, ANNEX C

ANNEX C

APPENDIX 4

UNIT SPORTS OFFICER

UNIT SPORTS OFFICER

1. The unit Sports Officer's responsibilities are:
 - a. coordinating and conducting all unit sports activities;
 - b. coordinating unit sports days;
 - c. organizing, controlling and monitoring all teams representing the unit;
 - d. representing the unit at formation sports meetings;
 - e. procuring the officials and equipment necessary to effect Sports competition; and
 - f. monitoring and coordinating unit physical fitness returns.

APPENDIX 5, ANNEX C

ANNEX C

APPENDIX 5

UNIT NBC OFFICER

UNIT NBC OFFICER

1. The unit NBC Officer is responsible for:
 - a. advising the CO on all aspects of NBC weapons effects, protection and decontamination;
 - b. planning, coordinating and monitoring unit NBC activities during operations and training;
 - c. verifying, in conjunction with QM staff, the inventory and operational readiness of unit NBC equipment;
 - d. implementing NBC training safety standards for the unit;
 - e. representing the unit during formation NBC meetings;
 - f. manning the NBC cell in unit headquarters;
 - g. co-ordinating unit NBC monitoring team activities;
 - h. submitting unit NBC reports and returns to formation headquarters when required; and
 - j. identifying company personnel requiring NBC specialty training.

APPENDIX 6, ANNEX C

ANNEX C

APPENDIX 6

UNIT GENERAL SAFETY OFFICER

UNIT GENERAL SAFETY OFFICER

1. The unit General Safety Officer is responsible for:
 - a. advising the CO on all general safety matters affecting the unit;
 - b. investigating all industrial accidents involving unit personnel and equipment;
 - c. reporting unit industrial accidents, less those involving military vehicles, to formation headquarters commensurate with existing regulations;
 - d. representing the unit during formation general safety meetings;
 - e. compiling unit accident statistics from company accident returns;
 - f. inspecting unit lines with company OCs to identify safety hazards;
 - g. monitoring unit training orders to ensure unit safety is considered; and
 - h. chairing unit safety committees when required.

APPENDIX 7, ANNEX C

ANNEX C

APPENDIX 7

UNIT DRUG EDUCATION CO-ORDINATOR

UNIT DRUG EDUCATION CO-ORDINATOR

1. The unit Drug Education Co-ordinator is responsible for:
 - a. advising the CO on unit drug and alcohol program development;
 - b. training unit supervisors in drug and alcohol awareness;
 - c. coordinating and monitoring the unit drug and alcohol education program;
 - d. representing the unit during formation drug and alcohol meetings;
 - e. offering guidance to unit personnel requiring drug and alcohol related assistance;
and
 - f. distributing information concerning drug and alcohol education.

APPENDIX 8, ANNEX C

ANNEX C
APPENDIX 8
UNIT CUSTODIAN

UNIT CUSTODIAN

1. The unit Custodian is responsible for:
 - a. amending and controlling the distribution of all accountable publications in the unit;
 - b. receiving and arranging for the required allowance of publications;
 - c. maintaining proper storage and security for publications;
 - d. instructing authorized unit personnel on the security requirements for loaned publications;
 - e. controlling the issue and receipt of all accountable COMSEC publications and stores within the unit;
 - f. maintaining a unit emergency destruction plan;
 - g. complying with authorized methods and procedures for publication destruction;
 - h. providing periodic inventory checks when requested by Distribution Account (DA) holders within the unit;
 - j. reporting all finds, losses, compromises and unauthorized destruction of publications in accordance with existing orders and regulations; and
 - k. maintaining and publishing proper unit security measures for the issue of accountable publications and documents.

APPENDIX 9, ANNEX C

ANNEX C

APPENDIX 9

UNIT DA HOLDER

UNIT DA HOLDER

1. The unit DA Holder is appointed by the CO with the concurrence of the base headquarters. He is responsible to the CO for all materiel held in the Distribution Account. His specific duties include:

- a. maintaining an up-to-date accounting procedure in accordance with existing supply instructions;
- b. ensuring that materiel held by the unit conforms to authorized establishments;
- c. supervising the return of all materiel held in excess to unit establishment or requirement;
- d. conducting periodic stock checks;
- e. complying with formation recovery and write-off procedures;
- f. arranging for an independent stocktaking when handing over his duty;
- g. informing formation supply staffs when DA holders exchange responsibilities or locations;
- h. raising unit Materiel Authorization Change Request (MACR);
- j. providing to formation staff Materiel-In-Use Status Reports (MIUSR) when necessary; and
- k. arranging for and publishing security orders for unit materiel holdings.

ANNEX D

ANNEX D

SPECIMEN TERMS OF REFERENCE

UNIT KEY APPOINTMENTS

SPECIMEN TERMS OF REFERENCE

UNIT KEY APPOINTMENTS

1. This Annex provides some specimen Terms of Reference for the following unit key appointments;
 - a. Appendix 1 - Adjutant;
 - b. Appendix 2 - Regimental Sergeant-Major (RSM);
 - c. Appendix 3 - Officer Commanding (OC);
 - d. Appendix 4 - Company Second-in-Command;
 - e. Appendix 5 - Company Sergeant-Major (CSM);
 - f. Appendix 6 - Platoon Commander;
 - g. Appendix 7 - Platoon Warrant Officer; and
 - h. Appendix 8 - Section Commander.

APPENDIX 1, ANNEX D

ANNEX D
APPENDIX 1
ADJUTANT

ADJUTANT

1. The unit Adjutant is responsible for:
 - a. preparing the day-to-day routine personnel administrative correspondence for the unit;
 - b. publishing unit routine orders;
 - c. effecting Unit Personnel Data Transactions (UPDT) and personnel returns;
 - d. ensuring that unit manning levels are correct, through promotions, internal postings and replacement allocation;
 - e. keeping informed of chaplain, medical, dental, postal, pay, police and burial matters related to unit personnel;
 - f. exercising overall supervision over the unit Orderly Room;
 - g. convening and staffing summary investigations, boards of inquiry, reports on injuries, administrative deductions and recommendations for commendation;
 - h. publishing and monitoring the unit duty rosters;
 - j. supervising and instructing junior officers in conduct and deportment;
 - k. ensuring that OCs write letters to the next-of-kin when unit casualties are suffered;
 - m. keeping Conduct Sheets, Unit Employment Records and other unit records up-to-date;
 - n. keeping an officers' memo book containing information and instructions which are not to be general knowledge;
 - p. keeping unit personnel replacement handling methods at a high standard;
 - q. monitoring the unit's censorship policies and procedures;
 - r. staffing and coordinating civil-military cooperation matters on behalf of the unit; and
 - s. acting as a duty officer in the unit command post when required.

APPENDIX 2, ANNEX D

ANNEX D

APPENDIX 2

REGIMENTAL SERGEANT-MAJOR (RSM)

REGIMENTAL SERGEANT-MAJOR (RSM)

1. The RSM is responsible for:
 - a. taking a personal interest in training unit personnel for ceremonial parades, guard mountings and other special activities;
 - b. knowing the capability and character of each WO and NCM in the unit;
 - c. supervising the activities of all unit WOs and NCMs through the appropriate chain of command;
 - d. monitoring the training and instruction of new soldiers;
 - e. informing the CO of any circumstances affecting the morale and welfare of the unit;
 - f. presenting himself at all CO's inspections;
 - g. conducting the CO's orders parades;
 - h. receiving and consolidating all parade states, status reports and other returns from company WOs and NCMs;
 - j. publishing and monitoring the duty roster for all unit WOs and NCOs;
 - k. maintaining a leave roster for all unit WOs and NCMs;
 - m. bringing other rank personal problems to the attention of the Adjutant; and
 - n. ensuring barrack wardens initiate Barrack Damage Vouchers when necessary.

APPENDIX 3, ANNEX D

ANNEX D

APPENDIX 3

OFFICER COMMANDING (OC)

OFFICER COMMANDING (OC)

1. The company OC is responsible for:
 - a. ensuring the timely dissemination of information, orders and instructions to his company;
 - b. ensuring that hospitalized members of the company are visited by an officer at least once a week;
 - c. assuring his accessibility to his subordinates;
 - d. arranging his soldier's interviews with the CO when required;
 - e. investigating charges against his personnel, when required;
 - f. conducting summary trials for his men in the presence of their platoon commanders;
 - g. attending all CO's orders parades involving his men;
 - h. knowing the character and particulars of each member of his company;
 - j. ensuring that orders and regulations pertinent for duty are known by all ranks in his company;
 - k. ensuring that the traditions, customs and history of the unit is known by all ranks in his company;
 - m. providing assistants to his soldiers when they face summary trial or courts martial;
 - n. maintaining company vehicles and equipment at a high state of operational readiness; and
 - p. performing routine inspections of company lines and living accommodations.

APPENDIX 4, ANNEX D

ANNEX D

APPENDIX 4

COMPANY SECOND-IN-COMMAND

COMPANY SECOND-IN-COMMAND

1. The company Second-In-Command (2IC) is responsible for:
 - a. supervising routine company administration;
 - b. dealing with the personnel problems referred to him by unit headquarters or by the platoons;
 - c. ensuring that policies established by the OC are followed by all ranks;
 - d. ensuring that a high standard of hygiene, sanitation and cleanliness is maintained within company lines;
 - e. performing the OC's duties when required;
 - f. controlling the employment of the company's vehicles and equipment;
 - g. coordinating and implementing the company's preventive maintenance program;
 - h. submitting all company reports and returns to unit headquarters; and
 - j. reviewing all charge reports prepared within the company.

APPENDIX 5, ANNEX D

ANNEX D

APPENDIX 5

COMPANY SERGEANT-MAJOR (CSM)

COMPANY SERGEANT-MAJOR (CSM)

1. The role of the Company Sergeant-Major (CSM) is to be his Company Commander's closest advisor:
 - a. **In Operations.** On matters of combat resupply and casualty evacuation.
 - b. **In Garrison.** On all matters related to discipline, dress, drill, daily routine and the training and development of NCMS.
2. The responsibilities of the CSM include:
 - a. assisting the Company 2IC in the establishment, operation and security of company headquarters;
 - b. supervising the daily routine throughout the company, with particular emphasis on the company headquarters;
 - c. monitoring the combat supplies situation within the company and expediting replenishment when necessary;
 - d. supervising the CQMS, Transport Sergeant, company clerk, Signals NCO, medical assistant, and other assigned technicians in the performance of their duties;
 - e. conducting administrative and rear reconnaissance when ordered;
 - f. understudying and being able to perform the Company 2IC's duties for short periods when required; and
 - g. supervising the evacuation of casualties and prisoners

APPENDIX 6, ANNEX D

ANNEX D

APPENDIX 6

PLATOON COMMANDER

PLATOON COMMANDER

1. The Platoon Commander is responsible for:
 - a. setting the example for his subordinates in dress, deportment, discipline and conduct;
 - b. ensuring that his platoon is well-trained;
 - c. assisting platoon instructors in the preparation of platoon training;
 - d. knowing platoon level tactics and administration well enough to lead his men;
 - e. conducting a platoon commander's hour at least once a week;
 - f. interviewing all soldiers arriving in the platoon and all ranks at least once quarterly;
 - g. guiding his soldiers in the performance of new or unusual tasks and debriefing them on completion of all tasks;
 - h. summarizing his soldiers' performance prior to new platoon assignments;
 - j. counselling his personnel when their performance deteriorates or when they are experiencing personal problems;
 - k. contributing to the discipline, morale, esprit-de-corps and general well-being of his soldiers;
 - m. preparing and submitting all Personal Evaluation Reports on his men;
 - n. familiarizing himself with current regulations, orders and directives concerning personnel administration;
 - p. ensuring that his section commanders are provided with the training, resources, opportunities and encouragement to lead and care for their men effectively;
 - q. ensuring that a high standard of cleanness and maintenance is maintained for all personal kit, weapons, ammunition, vehicles and equipment in his platoon;
 - r. keeping himself and the members of his platoon physically fit;
 - s. drafting next-of-kin letters for the OC whenever casualties are suffered; and
 - t. attending all summary trials, courts martial, and civilian court appearances involving his men.

APPENDIX 7, ANNEX D

ANNEX D

APPENDIX 7

PLATOON WARRANT OFFICER

PLATOON WARRANT OFFICER

1. The Platoon Warrant Officer has the same administrative responsibilities for his platoon as the CSM has for the company. He is both a confidant and special advisor to his platoon commander in matters concerning his soldiers. He is experienced and fully capable of leading his platoon during the absence of his platoon commander.
2. The Platoon Warrant Officer is responsible for:
 - a. knowing the tactical mission and plans involving his platoon;
 - b. providing platoon level drill and discipline, administration, and training (see Annex D, Appendix 5);
 - c. preparing his soldiers prior to platoon commander interviews;
 - d. training and supervising his section commanders; and
 - e. performing all other duties assigned by his platoon commander.

APPENDIX 8, ANNEX D

ANNEX D

APPENDIX 8

SECTION COMMANDER

SECTION COMMANDER

1. The Section Commander is responsible for:
 - a. ensuring that the section duty roster is properly kept and followed;
 - b. ensuring that section vehicles and equipment are properly cleaned and maintained;
 - c. assuming the duties of the Platoon Warrant Officer when directed;
 - d. maintaining section discipline; and
 - e. training his soldiers to ensure that they are:
 - (1) highly skilled in weapons handling, fieldcraft and navigation,
 - (2) physically fit,
 - (3) keeping their weapons, ammunition, and personal equipment clean and in good working order,
 - (4) keeping their clothing in good repair, and
 - (5) acquiring the technical knowledge and skills necessary to perform assigned tasks.

ANNEX E

ANNEX E

SPECIMEN TERMS OF REFERENCE

UNIT SPECIALIST APPOINTMENTS

SPECIMEN TERMS OF REFERENCE

UNIT SPECIALIST APPOINTMENTS

1. This annex provides specimen Terms of Reference for the following unit specialist appointments:

- a. Appendix 1 - Transport Officer
- b. Appendix 2 - Quartermaster (QM)
- c. Appendix 3 - Maintenance Officer;
- d. Appendix 4 - Signals Officer;
- e. Appendix 5 - Medical Officer (MO);
- f. Appendix 6 - Chaplain;
- g. Appendix 7 - Regimental Quartermaster-Sergeant (RQMS);
- h. Appendix 8 - Company Quartermaster-Sergeant (CQMS);
- j. Appendix 9 - Chief Clerk;
- k. Appendix 10 - Finance Officer/Paymaster;
- m. Appendix 11 - Senior Cook;
- n. Appendix 12 - Postal Clerk; and
- p. Appendix 13 - Military Police (MP).

APPENDIX 1, ANNEX E

ANNEX E

APPENDIX 1

TRANSPORT OFFICER

TRANSPORT OFFICER

1. The unit Transport Officer is responsible for the efficient and economical operation of unit transport resources. His functions include:

a. **Field Transport Operations;**

- (1) planning road movement and preparation of road movement orders,
- (2) route reconnaissance,
- (3) daily resupply within the unit,
- (4) accounting for and use of POL issued in bulk,
- (5) selection, layout and protection of unit delivery points,
- (6) siting, operation and protection of unit helicopter landing zones, and
- (7) establishing traffic circuits.

b. **Control of Unit Transport;**

- (1) security precautions for safeguarding vehicles and stores,
- (2) establishing and maintaining vehicle despatch procedures,
- (3) driver training and testing,
- (4) licencing of drivers as authorized by the appropriate transportation staffs,
- (5) publishing transport standing orders,
- (6) correct marking of vehicles, and
- (7) maintaining a vehicle disposition board.

c. **Employment of Unit Transport;**

- (1) advising on the use of transport for administrative purpose,
- (2) ensuring that vehicles are employed only on tasks for which they are suited,

- (3) ensuring that vehicle load capacities are not exceeded and that vehicles are correctly loaded,
- (4) ensuring that orders governing the carriage of passengers are observed,
- (5) observing orders governing the transport of ammunition, explosives, and other hazardous cargo, and
- (6) maintaining load tables, movement graphs, and route reconnaissance reports.

d. **Administration of Unit Transport;**

- (1) ensuring a high standard of operator maintenance,
- (2) conducting a unit vehicle safety programme,
- (3) Maintaining vehicle records,
- (4) submitting transport reports and returns accurately and on time, and
- (5) effecting liaison with unit supply and maintenance personnel, and with formation transportation staffs when required.

APPENDIX 2, ANNEX E

ANNEX E

APPENDIX 2

QUARTERMASTER (QM)

QUARTERMASTER (QM)

1. The unit Quartermaster is responsible for:
 - a. implementing unit accounting procedures in accordance with supply manuals and instructions from formation headquarters;
 - b. forecasting unit requirements for and demanding clothing, personal equipment, arms, ammunition, stationery, technical, and accommodation stores and repair parts;
 - c. demanding, accounting, receipt, storage, security and issue of combat supplies and general stores;
 - d. arranging for the repair of unserviceable nontechnical stores using either unit or second line facilities;
 - e. arranging contracts for laundry and dry clearing services;
 - f. arranging for the movement of all stores, equipment and supplies;
 - g. taking on charge and returning all controlled accommodation allotted to the unit;
 - h. supervising the hand-over of buildings;
 - j. conducting unit supply account stocktakings at prescribed times and bringing any discrepancies to the attention of the CO;
 - k. requisitioning miscellaneous contract services such as: the payment of water and electricity accounts; the removal of refuse, ashes and soot; the disposal of kitchen swill and human wastes; and the fumigation of buildings;
 - m. initiating unit Unsatisfactory Condition Reports (UCR) for unit materiel, less vehicles;
 - n. ensuring that salvage is collected and returned to second line supply facilities;
 - p. investigating and reporting unit materiel losses;
 - q. ensuring technical efficiency by training unit supply personnel and combat storemen in the companies;
 - r. providing technical supply assistance to unit personnel;
 - s. controlling and submitting changes to unit materiel holdings.

APPENDIX 3, ANNEX E

ANNEX E

APPENDIX 3

MAINTENANCE OFFICER

MAINTENANCE OFFICER

1. The unit Maintenance Officer is responsible for:
 - a. carrying out periodic inspections and examination of equipment in accordance with the CO's policies and current regulations;
 - b. coordinating and effecting unit modification programs, repair, and recovery;
 - c. recommending the condemnation of unit equipment;
 - d. investigating and reporting all vehicle and equipment defects affecting the unit;
 - e. reviewing and revising the unit scales of repair parts and stores;
 - f. coordinating unit maintenance inspections with the unit training schedule;
 - g. developing an effective unit backloading procedure for equipment casualties;
 - h. maintaining liaison with the supporting service battalion on unit maintenance concerns;
 - j. publishing unit maintenance instructions commensurate with existing NDHQ, Command and formation electrical mechanical engineering policies;
 - k. supervising the technical efficiency of the unit;
 - m. co-ordinating and supervising the training and development of unit EME technicians;
 - n. preparing unit maintenance reports and returns;
 - p. performing command post duties in the A or B echelon; and
 - q. conducting authorized trials and repair techniques within the unit and submitting associated reports to the G4 staff.

APPENDIX 4, ANNEX E

ANNEX E

APPENDIX 4

SIGNALS OFFICER

SIGNALS OFFICER

1. The unit Signals Officer is responsible for:
 - a. providing advice on all communications matters;
 - b. supporting the unit command and control system by ensuring the operational efficiency of signals equipment;
 - c. siting all unit means of communications;
 - d. siting the unit headquarters;
 - e. performing all unit COMSEC duties;
 - f. commanding the unit signal troop and all signals personnel attached to the unit;
 - g. controlling the distribution and operation of all communications-electronics equipment within the unit;
 - h. performing periodic inspections and examinations of all communications-electronics equipment in accordance with the CO's policies and existing regulations;
 - j. publishing and issuing signals instructions in support of the CO's tactical plan;
 - k. coordinating the first line maintenance requirements for all unit communications and electronics equipment with the maintenance platoon;
 - m. coordinating all unit signals requirements with formation signals staff;
 - n. preparing unit signals reports and returns;
 - p. performing command post duties in the unit CP; and
 - q. conducting communications training for all non-signals communicators in the unit.

APPENDIX 5, ANNEX E

ANNEX E

APPENDIX 5

MEDICAL OFFICER (MO)

MEDICAL OFFICER (MO)

1. The unit MO commands the medical section in major units. His responsibilities include:
 - a. exercising operational control of the medical element;
 - b. providing medical treatment within the capabilities and resources available;
 - c. supervising the collection, treatment, sorting and evacuation of patients;
 - d. advising the unit CO on medical matters, the medical situation, and capabilities of the medical element;
 - e. recommending measures to conserve manpower from losses due to disease and/or injury;
 - f. conducting annual or other physical examinations to ensure that unit personnel are assigned the correct medical profile;
 - g. ensuring the full immunization of unit personnel;
 - h. preparing the medical plan to support unit operations;
 - j. maintaining medical records;
 - k. controlling medical supplies and equipment;
 - m. conducting medical training; and
 - n. supervising unit first aid training.

APPENDIX 6, ANNEX E

ANNEX E
APPENDIX 6
CHAPLAIN

CHAPLAIN

1. The unit Chaplain is responsible for:
 - a. providing comfort to unit personnel who are injured or dying;
 - b. providing pastoral care to all unit members;
 - c. advising the CO on the moral and spiritual welfare of the unit;
 - d. upholding moral and spiritual values;
 - e. making himself available to all unit members by visiting companies regularly;
 - f. collecting and disseminating information and statistics concerning Chaplain services; and
 - g. performing other denominationally related duties as required.

APPENDIX 7, ANNEX E

ANNEX E

APPENDIX 7

REGIMENTAL QUARTERMASTER-SERGEANT (RQMS)

REGIMENTAL QUARTERMASTER-SERGEANT (RQMS)

1. The RQMS is responsible for:
 - a. submitting accurate and timely demands for all unit stores, equipment, combat supplies, stationery and repair parts;
 - b. maintaining unit accounts;
 - c. verifying the receipt of all unit materiel;
 - d. distributing all materiel allotted to the companies;
 - e. storing, maintaining and securing all materiel held in the unit quartermaster stores;
 - f. assisting the QM in unit stocktaking activities;
 - g. returning surplus unit materiel to second line supply facilities;
 - h. backloading the materiel beyond unit repair capability to second line maintenance facilities;
 - j. maintaining the currency of unit Controlled Equipment Directives (CED); and
 - k. training unit supply personnel in accordance with current supply regulations and standards.

APPENDIX 8, ANNEX E

ANNEX E

APPENDIX 8

COMPANY QUARTERMASTER-SERGEANT (CQMS)

COMPANY QUARTERMASTER-SERGEANT (CQMS)

1. The CQMS is responsible for:
 - a. advising the OC of all supply matters affecting the company;
 - b. maintaining the records and holding the items forming part of the company Distribution Account;
 - c. maintaining a repair ledger showing damage and repairs to company accommodation and furniture;
 - d. accounting for and drawing from the Unit Quartermaster all ammunition required by his company;
 - e. providing the safe custody for all company stores, kit and property (except cash and valuables) belonging to personnel who are, battle casualties, absentees, or incarcerated for disciplinary reasons;
 - f. coordinating the inspection of fire fighting equipment located in company lines and arranging for their maintenance as necessary;
 - g. attending the issue of rations at the kitchens, and supervising meal distribution to company personnel;
 - h. supervising the operation of the kitchens in conjunction with the Senior Cook;
 - j. performing the duties of the CSM when required; and
 - k. training the company storesmen.

APPEDIX 9, ANNEX E

ANNEX E
APPENDIX 9
CHIEF CLERK

CHIEF CLERK

1. The unit Chief Clerk is responsible for:
 - a. establishing and maintaining an effective unit file and correspondence system;
 - b. recommending improvements to unit administrative procedures;
 - c. monitoring unit returns, amendments, correspondence and orders dealing with personnel administration;
 - d. submitting unit administrative reports and returns to the formation GI staff;
 - e. initiating procedures for unit personnel security clearances;
 - f. monitoring the activities of company clerks to ensure that appropriate clerical duties are being performed;
 - g. ensuring that unit clerks are provided with the proper employment, rotation, training and professional development;
 - h. controlling and monitoring the timely submission Of unit Personnel Evaluation Reports (PER); and
 - j. maintaining unit nominal rolls for operational allowances and ration accounting.

APPENDIX 10, ANNEX E

ANNEX E

APPENDIX 10

FINANCE OFFICER/PAYMASTER

FINANCE OFFICER/PAYMASTER

1. The unit Finance Officer is responsible for:
 - a. coordinating and providing advice on all matters related to pay including;
 - (1) maintaining unit pay records by making adjustments for, changes in personnel status, changes in pay allotments, special allowances, and deposits to pay accounts,
 - (2) issuing pay and allowance to unit personnel,
 - (3) effecting liaison with higher financial authorities, and
 - (4) responding to queries raised on matters concerning pay, and financial support to dependents,
 - b. providing public funds accounting services including;
 - (1) accounting for advances issued to unit personnel,
 - (2) coordinating the replenishment of unit Local Purchase Orders (LPO) and petty cash advances,
 - (3) receiving, preparing and transmitting unit claims for payment, and
 - (4) providing limited currency and travellers cheques exchange services to unit personnel,
 - c. providing non-public fund accounting services for unit facilities and Messes;
 - d. conducting limited audit for public and non-public fund activities in the unit; and
 - e. providing additional financial services directed by the CO.

APPENDIX 11, ANNEX E

ANNEX E
APPENDIX 11
SENIOR COOK

SENIOR COOK

1. The unit Senior Cook is responsible for:
 - a. demanding the unit's allocation of fresh rations and ice;
 - b. accounting for unit fresh ration and ice deliveries, at unit delivery points;
 - c. breaking the unit allotment of bulk fresh rations and ice into company lots and delivering them forward to company kitchens;
 - d. overseeing all aspects of unit meal preparation and services to ensure that high standards are maintained;
 - e. ensuring that high standards of sanitation and fire safety are maintained in all unit kitchens;
 - f. providing technical advice on all food services matters including: feeding methods, manpower and equipment utilization, and kitchen layouts;
 - g. assisting with the personnel administration of all unit cooks; and
 - h. training unit cooks.

APPENDIX 12, ANNEX E

ANNEX E
APPENDIX 12
POSTAL CLERK

POSTAL CLERK

1. The Postal Clerk is responsible for:
 - a. operating the unit mail room;
 - b. receiving and distributing the unit's incoming mail;
 - c. consolidating and despatching the unit's outgoing mail;
 - d. implementing the postal procedures and policies issued by higher formation headquarters; and
 - e. providing limited financial postal services.

APPENDIX 13, ANNEX E

ANNEX E

APPENDIX 13

MILITARY POLICE (MP)

MILITARY POLICE (MP)

1. The unit Military Police are responsible for:
 - a. providing traffic control for the unit in accordance with existing unit standard operating procedures;
 - b. maintaining unit discipline;
 - c. coordinating the activities of all Regimental Police (RP) on unit strength;
 - d. effecting liaison with higher formation and civilian police authorities when directed;
 - e. supervising the custody of unit Prisoners of War (PW) until removed to a formation collecting point;
 - f. assisting in formation refugee and straggler control tasks when directed; and
 - g. performing other military police or security tasks directed by the co.

2. The maintenance of unit discipline is not a responsibility entirely vested with the military police. Every officer, warrant officer, NCO, and man has the responsibility to maintain unit discipline by reporting offences and misdemeanours through the appropriate unit chain of command. Unit Military Police are additional resources available to the CO for this task. However, their vast responsibilities, usually with limited resources, normally preclude concentration on this disciplinary role.

ANNEX F

ANNEX F

SAMPLE CHECKLIST OF HANDOVER TOPICS

SAMPLE CHECKLIST OF HANDOVER TOPICS;

1. Policy:

- a. discipline;
- b. dress and deportment;
- c. leave and time off;
- d. messes and institutes;
- e. secondary duties/appointments;
- f. correspondence (internal and external);
- g. accommodation and unit recreational areas;
- h. meetings/conferences; and
- j. unit/regimental matters.

2. Operations:

- a. Canadian Forces Organization Orders (CFOOs);
- b. formation/garrison/unit operational roles/taskings;
- c. formation/garrison/unit operation orders/plans;
- d. list and location of registered/classified documents;
- e. standard/suitability of secure areas for materiel, equipment and documents;
- f. security education program;
- g. status of security clearances;
- h. operational unit appointments; and
- j. reports and returns.

3. Training:

- a. formation/garrison/unit training plan;

- b. state of training including, training records, documents and standards;
- c. allocation/entitlement for training ammunition and other stores; and
- d. physical fitness program.

4. **Personnel:**

- a. establishments (peace and war);
- b. posted strength;
- c. attachments and detachments;
- d. shortages;
- e. personnel on course;
- f. qualifications;
- g. parade state;
- h. special cases (awaiting trial, medically unfit, debt, recorded warning, counselling and probation, welfare, etc); and
- j. standard of physical fitness.

5. **Materiel:**

- a. critical shortages of operational equipment;
- b. critical repair problems;
- c. storage and repair facilities;
- d. holdings of rations, ammunition and POL;
- e. repair parts situation;
- f. equipment tables; and
- g. operational state of readiness for vehicles, weapons and other equipment.

6. **Finances:**

- a. list of Messes and institutes including, approved constitutions and rules and, the financial state of each one;
- b. formation/garrison/unit non-public fund systems;
- c. audit boards;
- d. financial statements;
- e. public fund budgets; and
- f. outstanding unit loans from the Central Fund or other sources.

ANNEX G

ANNEX G

SPECIMEN PLATOON COMMANDER'S NOTEBOOK

SPECIMEN PLATOON COMMANDER'S NOTEBOOK

NAME: _____

1. a. SIN: RANK: _____

GIVEN NAME(S): _____

b. ADDRESS: _____ TEL.: _____

c. NOK ADDRESS TEL LANG RELATIONSHIP

1. _____

2. _____

d. Dependents:

 NAME M/F DOB

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

e. Religion: _____

f. I card No: _____

g. Med Cat: _____

h. Sec CI: _____

j. Weight: _____

k. Hair: _____

m. Height: _____

- n. Complexion: _____
- p. Eyes: _____
- q. Blood Gp: _____
- 2. a. MOC: _____
- b. Enrolment date: _____
- c. CRA date: _____
- d. Promotion date: _____
- e. COS: _____
- f. Previous MOC: _____
- g. Remuster date: _____
- h. Date last PER: _____
- j. PER due date: _____
- 3. a. TQ: _____
- b. Eff date: _____
- c. Next TQ due: _____
- d. Next Incentive due: _____
- e. Qualification(s): _____
 - 1. _____
 - 2. _____
 - 3. _____
 - 4. _____
 - 5. _____
 - 6. _____

f. Education - Grade/Province:

g. Lang: Eng. Fr. Other

Spoken _____

Written _____

h. Present Employment: _____

j. Immediate Past Employment: _____

k. Preferences: Posting(s) 1. _____ 2. _____ 3. _____

Course(s) 1. _____ 2. _____ 3. _____

m. Driver Qual: _____

1. DND 404 Expiry Date _____

2. DDC Expiry Date _____

3. Vehicle Types _____

n. Range Qual: Type Class Date

Pers Wpns: 1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

Others Wpns: 1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

Pers. Wpn No: _____

4. Sports/Hobbies/interests: _____

5. Remarks: _____