

15th Field Artillery Regiment
Royal Regiment of Canadian
Artillery



WARRANT OFFICERS' &
SERGEANTS' AIDE
MEMOIRE

17 February 2005

AIDE MEMOIRE FOR WARRANT OFFICERS AND SENIOR NON-COMMISSIONED OFFICERS:

- References: A. CFP 131 {1}, para 405
B. Second Regiment, Royal Canadian Horse Artillery, Royal Regiment of Canadian Artillery, Standing Orders - September 1992
C. Royal Regiment of Canadian Artillery Standing Orders
D. Canadian Forces Administrative Orders
E. Queen's Regulations and Orders
F. Land Combat Leadership Notes, 1992
G. 15th Field Artillery Regiment, Royal Regiment of Canadian Artillery, Regimental Standing Orders, 01 September 2004
H. Canadian Forces Manual of Drill and Ceremonial, 2004

1. The following is a collection of information that all Non-Commissioned Officers within the Regiment shall review and become familiar with. All members will be expected to know all subject matter pertaining to this document and will be issued a copy upon being promoted to the Warrant Officers' and Sergeants' Mess.

2. This Aide Memoire was developed from various sources including consultation with the Commanding Officer of 15th Field Artillery Regiment, Royal Regiment of Canadian Artillery (15th Field Artillery Regiment), past RSM's of 15th Field Artillery Regiment and with the Royal Regiment of Canadian Artillery. A similar handbook has been developed and issued for Officers.

3. This information should be passed on to Junior Non-Commissioned Officers in the Regiment to enhance their potential development into Senior Non-Commissioned Officers. It is hoped that this will instill a greater sense of accomplishment and pride within our Regiment.

4. Further items and amendments will be issued by the Regimental Sergeant-Major to keep all personnel informed of current information regarding any changes in Dress, etc.

5. Any suggestions for future inclusions should be directed to the Regimental Sergeant-Major.

6. I recommend, in the strongest of possible terms, that you read, assimilate, and follow the guidance provided herein.

R.G. Wishnicki
Master Warrant Officer
Acting/Regimental Sergeant-Major

- Attachments: 1. Annex A - 15th FIELD ARTILLERY REGIMENT, ROYAL REGIMENT OF CANADIAN ARTILLERY ORGANIZATION
2. Annex B - THE LEGEND OF SAINT BARBARA
3. Annex C - EXAMPLE MEMORANDUM
4. Annex D - EXAMPLE MILITARY LETTER

Distribution List:
CO
2I/C
Adjutant
Regimental Sergeant-Major
All Warrant Officers and Senior Non-Commissioned Officers

1. THE PRINCIPLES OF LEADERSHIP:

- a. achieve professional competence;
- b. appreciate your own strengths and limitations and pursue self-improvement;
- c. seek and accept responsibility;
- d. lead by example;
- e. make sure that your followers know your meaning and intent, then lead them to the accomplishment of the mission;
- f. know your soldiers and promote their welfare;
- g. develop the leadership potential of your followers;
- h. make sound and timely decisions;
- i. train your soldiers as a team and employ them up to their capabilities. and
- j. keep your followers informed of the mission, changing situation and the overall picture.

NON-COMMISSIONED OFFICERS ROLES AND RESPONSIBILITIES:

2. Non-Commissioned Officers are the backbone of a Regiment. They play a vital role in implementing direct, and indirect supervision and development of Junior Non-Commissioned Officers and Non-Commissioned Members.

7. At times, events occur that are outside of the Senior Non-Commissioned Officer's or Warrant Officer's control and purview. It is not our role to deal with these issues, but to deal with training and morale issues within our Regiment or sub-unit, and to improve the morale of our soldiers.

8. A Senior Non-Commissioned Officer or Warrant Officer has as much influence on the soldiers, if not more, as the Officers within the Regiment. A Senior Non-Commissioned Officer or Warrant Officer is the leader that supervises the training and development of the mission as outlined by the Officers. Their direction and conduct set the standard for their soldiers to follow.

9. It is essential for leadership at all levels within the Regiment to understand their responsibilities. You have been trained to fulfill a role, and the Canadian Forces should profit from your knowledge and your ability to lead. Officers and Non-Commissioned Officers tend to assume some of the roles of their counterparts. Warrant Officers, and Senior Non-Commissioned Officers in this Regimental will fulfill their proper responsibilities. This is essential to maintain the important role of the Senior Non-Commissioned Officer and Warrant Officer. Senior Non-Commissioned Officers and Warrant Officers have an important contribution to make; this satisfying and challenging contribution can only be made when Senior Non-Commissioned Officers and Warrant Officers fulfill their appropriate role.

10. At the Troop level a good rapport must exist between the Junior Officer and his experienced Non-Commissioned Officer; but here there is a delicate balance that must be respected. The Junior Officer is there to command, instruct, and know his or her troops whether in the field or in garrison; the Sergeant or Warrant Officer, on the other hand, must ensure that discipline is adhered to. They must know their own potential and weaknesses, and at the same time, must advise their Troop Commander on all matters regarding personnel, discipline, morale and welfare and sometimes in other areas when they think they can be of assistance to their leader. This is not an easy task, but it is essential.

11. A Senior Non-Commissioned Officer or Warrant Officer has four distinct roles within the Regiment:

- a. SET THE STANDARD:
 - (1) dress;
 - (2) drill;
 - (3) discipline; and
 - (4) training.
- b. ASSIST THE OFFICERS: Specifically, the Junior Officers. This is not an authority to question every command, but rather to address concerns discreetly and explain alternatives and options which the Officer may or may not consider to be more effective to achieve the mission. Ultimately, the Officers' decision is final and you are the expertise to advise and assist when required. Senior Non-Commissioned Officers and Warrant Officers implement the Officer's decisions and ensure the success and achievement of the mission or task;
- c. ENSURE THE SOLDIERS ARE KEPT INFORMED: Both of the expectations of them and of upcoming events and the changing situation; and
- d. PROVIDE FEEDBACK TO THE REGIMENTAL SERGEANT-MAJOR:
 - (1) what, if anything, is going wrong;
 - (2) what can be improved and suggestions on how it can be done; and
 - (3) the soldiers attitude towards the Regiment, their development and important concerns, if any.

DEPORTMENT:

12. The following is a list of standards that are expected of all Warrant Officers and Sergeants within the Warrant Officers' and Sergeants' Mess. Many of these will also have bearing outside the Mess during training:

- a. Senior Non-Commissioned Officers and Warrant Officers shall ensure they set high standards of deportment at all times. Participation in horseplay or arguments shall not be entertained;

- b. Senior Non-Commissioned Officers and Warrant Officers shall use the proper forms of address at all times when speaking to members of the Canadian Forces both senior and junior to his or her own rank. When addressing a senior person, the recognition of this rank shows respect for the appointment and or rank that the superior has obtained; when speaking to subordinates it ensures that the person realizes their achievements are recognized; and
- c. critiques of either Junior Non-Commissioned Officers, Warrant Officers, Sergeants or Officers shall not be tolerated in front of lower ranks. A lack of mutual respect for the rank and/or appointment of others is detrimental to effective leadership.

MESS DINNER CONDUCT:

13. In the Artillery, it is customary during Mess functions for each Non-Commissioned Officer, upon arrival, or at some time before sitting for dinner, to greet the Regimental Sergeant-Major; this is considered proper etiquette in the Mess. It is also expected that each member shall greet all guests invited to the Mess; these individuals are guests of the whole Mess and should be treated as such. In addition:

- a. it is not proper to leave the dinner table until the Regimental Sergeant-Major and Head Table have left at the conclusion of the dinner. If a Senior Non-Commissioned Officer or Warrant Officer is unable to wait until that time, he may request to leave after the "Loyal Toast", with the PMC's permission. Female Members or guests may leave the dinner at any time without asking permission. The PMC addresses any concerns the Regimental Sergeant-Major may have in regards to the conduct of the dinner and stands when the introductions of the Head Table are completed. The Vice PMC for the dinner remains at his or her seat until all guests have left their respective seats following the Head Table's departure;
- b. Port Decanters at Mess Dinners always begin at the PMC and Vice PMC and are passed to their left. The PMC and Vice do not fill their glasses until the decanters once again reach them. Some Regiments have a tradition which state the decanter may not touch the table; within the Royal Regiment of Artillery this is not the case. Note that the stopper shall not be re-placed on the decanter. To do so indicates that no further Port shall be served; and
- c. notwithstanding the prohibition regarding speeches at Artillery dinners, it is considered inappropriate, rude and disrespectful to continue conversation or to make remarks at a Mess Dinner when someone has risen to speak until such time as the person has finished and returned to their seat. Such conduct is unacceptable for a soldier, especially one who has achieved the professional level of a Senior Non-Commissioned Officer or Warrant Officer.

INAPPROPRIATE DRESS:

14. The following attire is not permitted in the Warrant Officers' and Sergeants' Mess:
- a. sweat pants and shirts;

- b. tank tops and T-Shirts;
- c. cut-off shorts or other torn clothing;
- d. open toed footwear without socks;
- e. headdress of any sort; and
- f. outerwear [Outdoor Coats] i.e. Combat Jackets, Parkas and civilian coats, etc.

15. All members are responsible for the observance of the Mess dress policy by other members and their own guests. In the event that a guest does not conform to the noted standard, the member will be requested to ask their guest to leave the Mess. CF Dress of the day or a collared shirt/ blouse and clean pants/skirt and shoes are considered acceptable relaxed dress in the Mess.

16. All guests will be signed into the Mess by a member. The conduct of the guest is expected to conform to the rules of the Mess. Any member whose guest acts inappropriately or damages anything in the Mess will be held accountable for their guest. A member cannot leave the Mess after inviting a guest in unless another member is willing to take responsibility for the guest and their conduct. The Warrant Officers' and Sergeant's Mess is out of bounds to all Junior Ranks unless they are invited in by the Regimental Sergeant-Major or his designate. Conversely, the Junior Ranks is out of bounds to all Warrant Officers and Sergeants unless authorized by the Regimental Sergeant-Major or Commanding Officer and only for a specified amount of time as detailed by the Regimental Sergeant Major or Commanding Officer.

DRILL AND DISCIPLINE:

17. The following is a list of disciplinary standards that shall be enforced by all Warrant Officers and Sergeants within 15th Field Artillery Regiment. It has come to my attention that Non-Commissioned Officers and soldiers are sometimes unaware of certain traditions and regulations regarding their deportment and the conduct expected of them while in the Armoury. It is the responsibility of all Warrant Officers and Sergeants to ensure these standards are maintained and their soldiers are informed of these regulations.

18. The parade square inside the white painted lines is off limits to all personnel except when involved in foot drill, gun drill or training and sports parade. It shall not be used under any circumstances as a transit pathway for crossing from one office to another:

- a. the attention area for the Saluting Gun [25 Pounder] at the SW entrance defined by the yellow painted lines will be treated with the same respect as the parade square. The colours will be saluted upon entering the Armoury for training and/or administration and shall again be saluted when exiting for the night. The Duty Officer and Orderly Non-Commissioned Officer are to ensure this area is kept clear at all times and any discussion should be entertained outside of the marked areas; and
- b. due to the fact the attention area is directly in front of the Orderly Room, personnel waiting to gain access to the OR shall stand properly at ease outside of the OR door and in an organized file.

19. When a superior enters a classroom or the alcove, the senior person present will call the room or group to attention and will pay compliments as appropriate.
20. Soldiers will come to attention when addressing a Non-Commissioned Officer.
21. All personnel are responsible for reading Regimental Standing Orders, Routine Orders and Fire Orders and for being well versed in their policies and procedures. Being on leave or away is no excuse for not reading them upon one's return.
22. Headdress will be worn at all times except when permitted to remove it in an office or when given permission to do so in a classroom or training session by the senior member present.
23. Regimental Duty personnel are acting on behalf of the Commanding Officer of the Regiment. Any personnel not following the direction of the Duty Officer or Orderly Non-Commissioned Officer will be dealt with by the Regimental Sergeant-Major or Adjutant as appropriate.

DUTIES AND RESPONSIBILITIES OF A WARRANT OFFICER:

24. The following is an extract from Queen's Regulations, 1961. Although it is from 1961, the key points are timeless. Read it thoroughly and think how each point is applied in the Canadian Forces today. Consider any other responsibilities and duties which should be added which are applicable to the modern military.
25. Discipline and welfare of soldiers in Regiments and establishments are dependent to a great extent on the manner in which Warrant Officers and Senior Non-Commissioned Officers carry out their duties and maintain their positions. Owing to the influence that they exercise on the discipline, efficiency, and morale of the Canadian Forces as a whole, it is essential that the importance of their status be recognized by all Officers and soldiers.
26. As the Senior Non-Commissioned Officer or Warrant Officer is the link connecting the soldiers with their Officers, the most exemplary conduct at all times and in every situation is demanded of them. They must be active, diligent and attentive to their dress and appearance, careful of the honour of their Regiment, and perfectly acquainted with their duties.
27. The maintenance of discipline is essential to the fighting efficiency of the Regiment, and the foundation of every system must be Non-Commissioned Officers. They will, therefore, be selected from the ranks not only on account of their leadership abilities, good conduct and military appearance, but also in the expectation that they will be capable of maintaining discipline by their ability, character, and vigilance.
28. Non-Commissioned Officers are at all times to show a proper sense of their rank and station in their Regiment. They must remember that their authority will be increased or lessened in proportion to the respect that they create in the men by the conscientious manner in which they perform all duties, their respectful bearing towards their superiors, and the consideration they show to those over whom they exercise authority.
29. The prevention of crime should be the aim of everyone in authority, while the shielding of it and the overlooking of irregularities is one of the greatest offences Non-Commissioned

Officers can commit. They must avoid undue familiarity with their subordinates and, as far as possible associate with those of their own rank level.

30. Non-Commissioned Officers will, on no account, use improper language towards the soldiers; they should always be firm and prompt, though considerate, in manner.

31. When giving an order, Warrant Officers and Sergeants will do so briefly and distinctly in the most positive terms, and not in the form of a request. They will permit no reply other than prompt and strict compliance with their orders, but at the same time use their authority with discretion and never allow themselves to be influenced by prejudice towards any individual.

32. All Non-Commissioned Officers are, or should be, potential instructors. They must be in possession of up-to-date training manuals and must endeavour constantly to increase their military knowledge.

33. It is the duty of Warrant Officers and Senior Non-Commissioned Officers to preserve order amongst the soldiers wherever they are. This responsibility rests upon them whether they are on duty or not.

34. A Warrant Officer or Non-Commissioned Officer returning from detached duty, hospital, or leave, will acquaint themselves with all orders issued during their absence from the Regiment, and report to the Regimental Sergeant-Major.

35. In summary, all Officers look to Warrant Officers and Senior Non-Commissioned Officers for loyal support in maintaining the efficiency and traditions of the Forces, and Junior Non-Commissioned Officers look to them for direction, development and assistance. They should:

- a. set an example of loyalty and discipline;
- b. accept the responsibilities of their position;
- c. work at all times for the well being and efficiency of the Forces as a whole;
- d. exercise tact; and
- e. obey the orders of their superiors with the same cheerfulness and drive with which they expect to be obeyed by their subordinates.

ROLES AND RESPONSIBILITIES OF THE TROOP SERGEANT-MAJOR:

36. The Troop Sergeant-Major has the same administrative responsibilities for their Troop as the Battery Sergeant-Major has for the Battery. They are both a confidant and special advisor to their Troop Commander in matters concerning their soldiers. They are experienced and must be fully capable of leading their Troop during the absence of the Troop Commander.

37. The Troop Sergeant-Major is responsible for:

- a. knowing the tasks and plans involving their Troop;

- b. providing and supervising Troop level drill and discipline, administration, and training;
- c. in the absence of the Battery Sergeant-Major, and upon being so appointed, act in the capacity thereof;
- d. training and supervising their Detachment Commanders effectively;
- e. assisting and advising the Troop Commanders on the most effective means to accomplish tasks assigned, to achieve the mission or task; and
- f. performing all other duties assigned by their Troop Commander.

ROLES AND RESPONSIBILITIES OF THE DETACHMENT COMMANDER:

38. The Detachment Commander is responsible to the Troop Commander through the Troop Sergeant-Major for the training, administration, discipline, and efficiency of their Detachment.

39. At all times the Detachment Commander shall strive to set the highest example for their troops. A good Detachment Commander will have an eye for detail and will never allow a fault to pass without making comment or taking corrective action. The standard set within the Detachment should be nothing less than expected of a well-trained Non-Commissioned Officer.

40. The duties of the Detachment Commander shall include:

- a. training, supervision, correction and assistance of their soldiers in matters of Regimental Dress and Department;
- b. maintaining a strong personal interest in the training and welfare of their personnel, and being prepared to advise the Troop Commander or Troop Sergeant-Major in regards to any individual in their Detachment;
- c. ensuring that all clothing stores and weapons issued to, or used by, their Detachment are maintained in a clean and serviceable manner. Should any damages or deficiencies be noted it is the responsibility of the Detachment Commander to ensure that corrective action is taken and that the Troop Sergeant-Major is made aware;
- d. during the course of the training day occasions will arise when a training period ends early. It is the responsibility of the Detachment Commander to provide back-up training for their Detachment to fill these periods;
- e. prior to any training activity or exercise a Detachment Commander shall ensure that they physically contact each soldier in their Detachment to determine attendance. A written record will be made based on the results of these contacts and will be submitted to the Troop Sergeant-Major; and
- f. the Detachment Commander will become intimately familiar with the duties and responsibilities of the Troop Sergeant-Major and must be prepared to assume the role of acting Troop Sergeant Major in their absence.

DRILL:

41. The aim of Drill and Ceremonial is to contribute to the operational effectiveness of the Canadian Forces by ensuring that the Forces efficiently march and manoeuvre together, as one, in duty and routine, and by promoting discipline, alertness, precision, pride, steadiness, adherence to the words of command, and the cohesion necessary for success. Drill is the basis of all teamwork.

THE ORIGINS OF DRILL:

42. At one time, drill and tactics were the same, much of the former being movements needed on the battlefield. Battle drills have existed since ancient times. The Romans are reputed to have used cadence marching for tactical formations. Although infantry supremacy and precise drills were eclipsed after the fall of the Roman Empire, and, during the feudal era, mounted knights ruled combat, infantry drills were resurrected in the 14th Century and slowly developed and improved thereafter. Separate drill procedures for cavalry, artillery, infantry, and others (except for equipment drill) was replaced by all-arms drill early in the 20th Century, as the changing conditions of war gradually divorced tactics from barracks routine.

43. The foot and arms drill of the Royal Canadian Navy, Canadian Army and Royal Canadian Air Force were generally similar, being derived from the same tactical practices. When the three services were amalgamated in 1968, the evolution continued by blending the drill detail back into one.

44. Drill is still used routinely to move troops in an orderly and efficient manner. It also forms the basis of the precise manoeuvres used in military displays and ceremonies.

MESS DINNER/GUEST NIGHT:

45. Guest Nights are held by Artillery formations and units to foster esprit-de-corps and to honour guests on appropriate occasions. All must be conversant with the customs which help make a Guest Night a success. Most of these customs apply to all dinners, regardless of the regiment, corps or service involved; however, there are some customs which are distinct to the Artillery and have become Gunner traditions.

46. There are two types of Guest Nights in Messes of The Royal Regiment of Canadian Artillery; the first is known as an Ordinary Guest Night and the second as a Special Guest Night. They are described as follow:

- a. Ordinary Guest Night: This type of Guest Night is held at regular intervals and is less formal in character than the Special Guest Night. Ordinary Guest Nights may vary from what is sometimes called a "Dining-in," perhaps at weekly intervals for living-in Warrant Officers and Sergeants only, to the more formal Regimental Guest Nights when Mess Dress is required. The procedure for an Ordinary Guest Night may be scaled down from that given in this chapter; and
- b. Special Guest Night: Special Guest Nights are formal functions that are held on particular occasions when guests of honour are invited. Warrant Officers and

Senior Non-Commissioned Officers should wear Mess Dress while civilian guests should wear evening dress (black tie) with decorations.

47. The Regimental Sergeant Major, or in the Regimental Sergeant Majors' absence, the appointed Senior Warrant Officer of the Mess, is the presiding Officer at the dinner.
48. A President and a Vice-President should be appointed for a Guest Night and are known respectively as the President and Vice-President-of-the-Day. The Vice-President-of-the-Day is traditionally the youngest Senior Non-Commissioned Officer in the Regiment.
49. The relationship of the Regimental Sergeant-Major with respect to precedence in the Mess and to guests is similar to that of the Commanding Officer in the Officers' Mess.

CONDUCT OF GUEST NIGHTS:

50. The success of a guest night is largely dependent on the planning and arrangements made prior to the occasion.
51. If possible, one long table should be used with the Regimental Sergeant-Major sitting at the centre of the table. The senior guest will sit opposite of the Regimental Sergeant-Major. The Regimental Sergeant-Major will normally sit on the far side of the table so that he is facing the main entrance. The President of the Day will sit at the end of the table to the Regimental Sergeant-Majors' right. If possible, the table should be arranged so that the Vice-President-of-the-Day sits nearest the service entrance to the dining room. The remaining Warrant Officers and Sergeants will take their places at the table in no particular order of seniority or precedence.
52. If the attendance at the dinner is large, or if there are guests present, a seating plan showing where all guests and Warrant Officers and Sergeants are to sit, should be prepared by the Regimental Sergeant-Major or his designate and placed in the ante-room prior to dinner. This will assist Regimental Warrant Officers and Sergeants and guests to find their respective places and avoid confusion on entering the dining room. Place cards should be used with silver holders of Artillery grenade pattern when available.
53. If a "U" shaped table is to be used, Regimental Warrant Officers and Sergeants and guests will take their places as though the legs of the "U" were straightened out, thus making one long table. Note, however, that no one will sit opposite of the Regimental Sergeant-Major and that the President-of-the-Day will sit at the right hand end of the Regimental Sergeant-Majors' table, not at the end of the "U".
54. If there are official guests in attendance, they will be seated at the table in order of precedence as follows:
 - a. the Guest of Honour should be seated on the Regimental Sergeant-Major's right. However, should the representative of the head of state (i.e., the Ambassador or High Commissioner) of the Guest of Honour be present, the representative of the head of state will be seated on the right of the Regimental Sergeant-Major and the Guest of Honour will be seated on the left of the Regimental Sergeant-Major;
 - b. the next guest will sit on the Senior Guest's right;
 - c. the next guest will sit on the Regimental Sergeant-Major's left;

- d. the next guest will sit on the Senior Guests left;
 - e. if there are more than four official guests, Warrant Officers and Sergeants will be placed between guests; and
 - f. private guests should sit beside the Regimental Warrant Officers and Sergeants who invited them. No Warrant Officer and Sergeant should invite guests until they have obtained permission from the Regimental Sergeant-Major.
55. For the dinner to proceed satisfactorily, it is necessary to have quiet, quick, efficient service. Staff requirements are as follows:
- a. waiters should be on a scale of one to every six or eight Warrant Officers and Sergeants being served;
 - b. at least two wine stewards should be present. More may be necessary depending upon the number of Warrant Officers and Sergeants dining;
 - c. a Mess Steward must be in control of the staff; and
 - d. if facilities allow, all waiters should start serving at the same time. When all Warrant Officers and Sergeants have finished a course, the waiters will start removing the plates on a signal from the Mess steward.

CUSTOMS AND PROCEDURES:

56. Arrival: Regimental Senior Non-Commissioned Officers and Warrant Officers will arrive in the ante-room one-half hour before the time fixed for dinner. A trumpeter or trumpeters should sound the quarter-hour and Warrant Officers' and Sergeants' Mess calls at the appropriate time. A piper may also be used to lead Senior Non-Commissioned Officers, Warrant Officers, and guests into the dining room.

57. It is customary for each Warrant Officer and Sergeant on arrival, or at some time during the evening before going to dinner, to go up to the Regimental Sergeant-Major and to the Guest (usually the Commanding Officer) of Honour to say "Good Evening".

58. Entry: The Mess Steward will inform the Vice-President-of-the-Day when dinner is ready to be served. The Vice-President will then inform the President; the President in turn informs the Regimental Sergeant-Major. The Regimental Sergeant-Major will then escort the Guest of Honour to the table followed by the other guests and their hosts. The other Senior Non-Commissioned Officers and Warrant Officers will not proceed into the dining room until the guests and their hosts have entered. Seniority or precedence has no further bearing on the order of entering the dining room. For mixed functions, Senior Non-Commissioned Officers and Warrant Officers will escort the person who is to sit on their right to their place at the table. On arrival in the dining room, Senior Non-Commissioned Officers, Warrant Officers, and guests stand behind their chairs until every Senior Non-Commissioned Officer and Warrant Officer is present. The Regimental Grace is said by the chaplain or, if none is present, by the President-of-the-day or a Senior Non-Commissioned Officer or Warrant Officer designated by the President. The Regimental Grace is: "For what we are about to receive, thank God". Everyone then seats themselves at the table.

59. If a Senior Non-Commissioned Officer or Warrant Officer must leave the table before the President of the Mess leaves at the conclusion of dinner, he will first obtain permission from the President of the Day and will report back to the President on his return. As stated earlier, this rule does not apply to female Members.

60. Gun Salutes-Miniature Cannon: In many Regiments, it has been a long-standing tradition to fire a salute from miniature brass 32 Pounders before dinner. This custom was founded in the earliest days of The Royal Regiment when Canadians assumed responsibility for fortress armaments on departure of The Royal Artillery garrisons. As part of the nightly retreat, the guns of the fortress were fired. This tradition served two practical purposes. It warned the garrison and civilian population that the fortress gates were to be closed. It also confirmed that the powder was dry and that the fortress was in an appropriate state of defence.

61. The firing of a salute by miniature guns therefore reminds us of our Garrison Artillery Heritage and the role that Gunners have played in the defence of Canada since the installation of the first Artillery pieces in the fortifications of Quebec in 1608. The salute is fired by gun detachments at an appropriate time after the arrival of guests. It is normal for the Regimental Sergeant Major to invite the Senior Guest to inspect and thank the gun detachments after the salute.

62. Details of safety and ammunition regulations governing the firing of salutes with miniature cannon may be obtained from the Director of Artillery or The Regimental Major. The gun drill appropriate for these salutes is found in Annex B to reference C.

63. Table Runners: It is a Gunner custom to use table runners, although they are not normally used in a Warrant Officers' and Sergeants' Mess. They will be removed after dessert has been eaten and the stewards have cleared the table of all china and cutlery, leaving only the port glasses, which are moved to the centre of the table by the waiters. Under the direction of the Mess Steward, the Mess waiters will then station themselves at the table ends. On a signal from the Mess Steward, they will proceed to twist the runners, the number of turns depending on the length of cloth. After completion and again on a signal, the Mess waiters at the foot of the tables will pull the runners clear of the length of the table with one swift motion.

64. Loyal Toast: When the table has been cleared, a decanter of port will be placed in front of both the President and the Vice-President-of-the-Day. After removing the stoppers, the President and Vice-President both pass the decanter to the left. A decanter port will never under any circumstances be passed to the right. Decanters are passed along the table; they may be in special bases or carriages for this purpose. The belief that the decanter must never touch the table is incorrect for the Royal Regiment.

65. Sometimes, madeira will be passed as well as port. If this is done, the port will be passed first followed by madeira.

66. The custom, which requires every dinner guest to drink the Sovereign's health in port, is no longer enforced; as long as a Senior Non-Commissioned Officer's or Warrant Officer's glass is filled to enable them to join in the toast, it is immaterial whether it contains port, madeira or water.

67. When the President-of-the-Day and the Vice-President have filled their glasses, the President taps the gavel three times on the table for silence. The President stands and, addressing

the Vice-President in either English or French, says “**Mr (Madam) Vice, The Queen, our Captain-General/ Monsieur (Madame) le Vice-President, La Reine, notre Capitaine-General**” The Vice-President then stands and says, in the other language, “Messieurs, La Reine/Gentlemen, The Queen”.

68. At this point everyone will stand with his or her glass in the right hand. If a band is present, “God Save The Queen” will be played after everyone stands and the Vice-President has said “**The Queen**” or “**La Reine**” before the toast is drunk. During the playing of “God Save The Queen”, glasses will be held in the right hand, forearms at right angles to the body. The Loyal Toast is then drunk. Each Senior Non-Commissioned Officer and Warrant Officer present will say “**The Queen**” or “**La Reine**” before drinking the toast. It is incorrect for anyone to add “God Bless Her”.

69. If female Non-Commissioned Officers or guests are present, the Vice-President will say “Ladies and Gentlemen/ Mesdames et Messieurs” before announcing the toast.

70. Toasts to heads of foreign countries should be made after the Loyal Toast, if an official representative of the head of the country is present at the dinner. Senior Non-Commissioned Officers and Warrant Officers representing their units in response to formal invitations and Senior Non-Commissioned Officers and Warrant Officers attending international conferences are normally regarded as official representatives. In other circumstances, toasts to heads of foreign countries need not be made merely because Senior Non-Commissioned Officers or Warrant Officers of foreign countries are present.

71. Smoking is no longer permitted in Canadian Forces buildings, including Messes.

72. Conclusion: The Bandmaster and chef may be invited to have port or another beverage with the Regimental Sergeant-Major.

73. It is not normal to have speeches at artillery dinners except on special occasions. If there is to be a guest speaker after dinner, he or she will be introduced by the Regimental Sergeant-Major.

74. Dinner is concluded when the Regimental Sergeant-Major rises from the table and leaves, followed by the official guests and Senior Non-Commissioned Officers and Warrant Officers of the head table. Non-Commissioned Officers and other guests rise and remain standing until the Regimental Sergeant-Major and head table leave (guests and ladies shall remain seated). Guests, if present, may then leave with their respective hosts. The remainder of the Senior Non-Commissioned Officers and Warrant Officers may remain at the table.

75. The President-of-the-Day leaves with the Head of the Table. The Vice-President-of-the-Day, however, remains until all the Non-Commissioned Officers have left the table.

76. Post Dinner Protocol: Senior Non-Commissioned Officers and Warrant Officers must not leave the Mess until the Regimental Sergeant-Major has departed or has given special permission for that Senior Non-Commissioned Officer or Warrant Officer to leave. It is normal to wait until the Guest of Honour has departed before seeking permission to leave.

DEPARTMENT:

77. A Guest Night is a formal affair, which contributes much to the Regiment and the social life of the Senior Non-Commissioned Officers and Warrant Officers of the Regiment. Nothing must mar the dignity with which a formal dinner is conducted. "Fun and games" must always be reserved for after dinner or if a band is present, after it has concluded its performance. After dinner, activities must not be allowed to detract from the enjoyment of the evening by the Mess as a whole.

MUSIC:

78. Music constitutes an integral part of a Guest Night. It adds to the overall atmosphere of good manners, pleasant company, camaraderie and Regimental tradition. The musical programme should, therefore, be selected with the same care as the wines and the menu.

BESSBOROUGH ARMOURY, VANCOUVER, BC:

79. Bessborough Armoury was officially opened on 27 March 1934 by the Earl of Bessborough, the Governor-General of Canada. Located at 2025 West 11 Avenue, Vancouver, it is currently the Headquarters of the 15th Field Artillery Regiment of the Royal Canadian Artillery, and home to one of its sub-units, 31 Battery, Royal Canadian Artillery.

80. Construction of the building began in September 1932 and was completed the following spring. R.T. Perry, the architect of the Armoury, also happened to be the Commanding Officer of the 15th Brigade. As a member of the *Overseas Artillery Association*, Perry played an instrumental role in not only the formation of the Brigade, but also the building of its home.

81. But more intriguing about the Armoury is the fact that it was built in the midst of the Great Depression, during a time when fiscal stringency was the order of the day.

82. Nevertheless, Perry and his colleagues from the Association were able to pull it off by forming a private organization, the *Vancouver Armoury Association Limited*, which would provide financial support through the acquisition, sale and investment of land and other potential assets. In order to hide the cost of Armoury construction, it was also decided that the Association would oversee the construction of the building, which would then be leased and later sold to the Government.

83. Upon approval from Ottawa in 1931, the project went ahead swiftly. The Bessborough Armoury was completed in under a year, and was already providing accommodations for the 15th Brigade and the British Columbia Hussars a year before it was even officially opened. Apart from the actual building itself, the Armoury also has adjacent to it an outdoor storage area for the Regiment's vehicles.

84. The Bessborough Armoury has also been noted for its architecture; artistically, it has been described as an excellent period piece, as its *Art Deco* style is an appropriate example of aesthetic sensibilities during the inter-war period, which tended to emphasize bold staccato rhythms over traditional art forms. The Armoury is predominated by ziggurat forms, vertical piers, as well as relief panels above the two entrances to the building, which have military themes to them.

85. The Bessborough Armoury, with the exception of some minor alterations in the interior, has remained essentially unchanged over the years, and has been a home to the 15th Brigade and its subsequent reincarnations since 1933. It also currently houses two cadet corps - the 15th Field Artillery Cadets and the 111th (Pegasus) Air Cadet Squadron. It is listed on the Vancouver

Inventory of heritage buildings as a "B" Category and is classed as a "Registered" building by the Federal Heritage Buildings Review Office.

86. Bessborough Armoury also features two antique cannons mounted in front of the two main entrances. In 1977 Major Ian Newby of the Regiment was visiting Woolwich, England when a number of old cannon barrels were uncovered during an excavation. The London County Council offered the barrels to the Royal Artillery at Woolwich, and Major Newby was able to secure two of the barrels as a donation to the Regiment. He managed to persuade the Royal Corps of Transport to move the barrels to the Royal Navy fleet Auxiliary Ship, Sir Galahad, which was sailing to Vancouver. After arrival, one barrel was mounted at each entrance of the Armoury.

87. The barrels were later identified by an expert from England. The West door barrel is a Bloomfield Iron 12 Pounder of 2400 pounds with a length of six feet for Land Service and cast about 1810 (General Sir Thomas Bloomfield was Inspector of Ordnance from 1779 to 1822 and the main designer of guns during that period). It was one of many bored out to the 24 Pounder, calibre of 5.823 Inches in about 1840 for use as flanking guns on Martello Towers. The cipher is that of King George the Third. The East door barrel is a 6 Pounder of seven feet, six inches and weighs about 1900 pounds. The cipher is that of the Rose and Crown. The date period is 1703-1707 and was probably cast by Maximillian Western in Sussex.

Annex A

To Aide Memoire for Warrant Officers and Senior Non-Commissioned Officers
15th Field Artillery Regiment, Royal Regiment of Canadian Artillery
dated 17 February 2005

15th FIELD ARTILLERY REGIMENT, ROYAL REGIMENT OF CANADIAN ARTILLERY
ORGANIZATION

1. 15th Brigade CFA: 2 February 1920 – 1 July 1925. The brigade was authorized on 2 February 1920 and organized as follows:
 - a. Headquarters – Vancouver; organized on 15 July 1920;
 - b. 31st Battery CFA – North Vancouver; organized on 15 July 1920 and relocated at Vancouver on 1 March 1922;
 - c. 85th Battery CFA – New Westminster; organized on 15 July 1920 and relocated at Vancouver on 1 March 1922;
 - d. ammunition Column – Vancouver; organized on 15 January 1921;
 - e. attached: 5th Siege Battery CA – Vancouver; organized on 15 July 1920; and
 - f. detached: 58th Battery CFA – Victoria; attached to 5th (British Columbia Regiment) CGA and organized on 22 September 1920.
2. 15th Field Brigade CA: 1 July 1925 – 3 June 1935. The brigade was redesignated as shown and reorganized as follows on 1 July 1925:
 - a. Headquarters – Vancouver;
 - b. 31st Field Battery CA – Vancouver;
 - c. 68th Field Battery CA – Vancouver;
 - d. 15th Field Ammunition Column CA – Vancouver; disbanded on 31 March 1935;
 - e. attached: 5th Medium Battery CA – Vancouver; and
 - f. 58th Field Battery CA – Victoria.
3. 15th Field Brigade RCA: 3 June 1935 – 7 April 1938. “RCA” was substituted for “CA” in the designations of the Brigade and Batteries on 3 June 1935. On 15 December 1936, 58th Field Battery RCA was converted and redesignated 58th Heavy Battery RCA and became an integral sub-unit of 5th (British Columbia) Coast Brigade RCA; a new 58th Field Battery was organized, allocated to the Brigade as an integral sub-unit, and localized at Vancouver.
4. 15th (Vancouver) Coast Brigade RCA: 7 April 1938 – April 1946. The Brigade was converted to Coast Artillery and redesignated 15th Coast Brigade on 7 April 1938, with the sub-designation “Vancouver” being added on 15 July 1938; the Brigade was reorganized as follows:

- a. Headquarters – Vancouver;
 - b. 31st Heavy Battery RCA – Vancouver;
 - c. 58th Heavy Battery RCA – Vancouver;
 - d. 68th Heavy Battery RCA – Vancouver;
 - e. 85th Heavy Battery RCA – Vancouver; and
 - f. attached: 5th Medium Battery RCA – Vancouver.
5. On 15 May 1939, 68th Heavy Battery RCA and 5th Medium Battery RCA were converted to Anti-Aircraft Artillery as 9th and 11th Anti-Aircraft Batteries RCA respectively, and reallocated to 1st Anti-Aircraft Regiment RCA (see 43rd Medium Anti-Aircraft RCA) below. “Reserve” was added to the designations of the Brigade and Batteries on 7 November 1940. On 1 April 1942, the Brigade was reduced to nil strength and its personnel transferred to 39th (Reserve) Field Artillery Regiment RCA.
6. 15th Coast Regiment RCA: 1 April 1946 – 5 February 1948. The brigade was reactivated, redesignated as shown, and reorganized as follows on 1 April 1946:
- a. Headquarters – Vancouver;
 - b. 31st Coast Battery RCA – Vancouver;
 - c. 158th Coast Battery RCA – Vancouver; previously 58th (Reserve) Heavy Battery RCA and designated 159th Coast Battery RCA during the period 1 April – 1 October 1946; and
 - d. 120th Coast Battery RCA – Vancouver; previously 102nd Reserve (North British Columbia) Heavy Battery RCA.
7. 15th Field Artillery Regiment RCA: 5 February 1948 – 12 April 1960. On 5 February 1948, 120th Coast Battery RCA was converted to heavy Anti-Aircraft Artillery as 120th Heavy Anti-Aircraft Battery RCA and became an independent battery; the Regiment was converted to Field Artillery, redesignated as shown, and reorganized as follows:
- a. Headquarters – Vancouver;
 - b. 31st Field Battery RCA – Vancouver; and
 - c. 158th Field Battery RCA – Vancouver.
8. On 15 October 1959, the Regiment absorbed 43rd Medium Anti-Aircraft Regiment RCA and was reorganized as follows:
- a. Headquarters – Vancouver;
 - b. 31st Field Battery RCA – Vancouver;
 - c. 85th Field Battery RCA – Vancouver;

- d. 158th Field Battery RCA – Vancouver;
- e. 209th Field Battery RCA – Vancouver; reallocated from 43rd Medium Anti-Aircraft Regiment RCA;
- f. 210th Field Battery RCA – Vancouver; reallocated from 43rd Medium Anti-Aircraft Regiment RCA.

9. 15th Field Artillery Regiment RCA: 12 April 1960 – Present. “Artillery” was added to the designation of the Regiment on 12 April 1960. 85th Field Battery was reallocated at Ladner in May 1961. 210th Field Battery RCA was reallocated at Ladner in May 1961. 210th Field Battery RCA was transferred to the Supplementary Order of Battle on 31 January 1965. 85th and 158th Field Batteries were transferred to the Supplementary Order of Battle on 1 April 1970. 209th Field Battery RCA was redesignated 68th Field Battery RCA on 1 September 1970. 5th (British Columbia) Field Battery RCA was a sub-unit of the Regiment from 31 January 1965 to 1 September 1967. The Regiment is now organized as follows:

- a. Headquarters – Vancouver;
- b. 31st Field Battery RCA – Vancouver; and
- c. 68th Field Battery RCA – Vancouver.

ACTIVE SERVICE

10. First World War 1914-1919: The Regiment and its Batteries perpetuate the following units of the Canadian Expeditionary Force:

11. 15th Brigade CFA CEF: Headquarters of this Brigade was mobilized at Vancouver on 15 April 1916. The Brigade arrived in the United Kingdom on 22 September 1916. It served in France and Flanders from 15 July 1916 until 20 June 1917 and as a sub-unit of 8th Brigade CFA CEF, 3rd Divisional Artillery until the Armistice. It was demobilized on 28 March 1919;

12. 31st Battery CFA CEF: This Battery was mobilized on 2 June 1915 at Hamilton, Ontario. It arrived in the United Kingdom on 14 February 1916. The Battery served as a sub-unit of 8th Brigade CFA CEF, 3rd Canadian Divisional Artillery, and subsequently as a sub-unit of 9th Brigade CFA CEF, 3rd Divisional Artillery until the Armistice. It was demobilized at Hamilton on 28 March 1919;

13. 58th (Howitzer) Battery CFA CEF: Detailed history held with 5th (British Columbia) Field Artillery Regiment RCA;

14. 68th Battery CFA CEF: The Battery was organized at Witley Camp, England on 3 August 1918 from personnel of the Canadian Reserve Artillery. The Battery served as a sub-unit of 16th Brigade CFA CEF, North Russian Expeditionary Force in the relatively unknown Archangel-Murmansk theatre against the Bolsheviks 3 October 1918 to 11 June 1919. It returned to the United Kingdom on 18 June 1919, and sailed for Canada on 4 July 1919;

15. 68th Overseas Depot Battery CEF: The Battery was mobilized at Vancouver on 22 March 1916, and served as an Artillery reinforcement unit for Military District Number 11. It was absorbed on 27 September 1918 by Number 11 Artillery Depot, which was disbanded on 21 September 1920; and

16. 85th Battery CFA CSEF: Authorized on 12 July 1918. It was recruited from 63rd, 64th, 70th, 73rd, 74th, 75th, and 79th Overseas Depot Batteries CEF at Camp Petawawa, Ontario on 15 August 1918. The Battery included four 18-pounder guns and an ammunition column. It trained at Camp Petawawa until 2 October 1918 and then moved to New Westminster. It arrived at Vladivostok on 14 December 1918 and 2 January 1919.

17. The Battery served in Vladivostok as a unit of the Canadian Siberian Expeditionary Force until 22 April 1919 and was demobilized at Vancouver on 11 May 1919.

18. Second World War 1939-1945: Details of 15th (Vancouver) Coast Brigade RCA, including Brigade Headquarters and 31st, 58th and 85th Heavy Batteries RCA were placed on active service on 1 September 1939 to man coastal defences in and about Vancouver and Yorke Island. These details were expanded to full war establishment effective 1 April 1942, and 85th Heavy Battery RCA was redesignated a coast battery on the same date. 31st and 58th Heavy Batteries RCA were redesignated coast batteries on 1 June 1942.

19. 31st Coast Battery RCA manned coastal guns at Stanley Park, Narrows North and Point Atkinson; 58th Coast Battery RCA was at Point Grey and Stevenson; and, 85th Coast Battery RCA was on Yorke Island. 3rd Searchlight Battery (Coast Defence) RCA was allocated to the Regiment on 1 July 1941; its personnel and equipment were allocated to the three coast batteries upon disbandment on 20 July 1942. Regimental Headquarters and 31st Coast Battery RCA were disbanded on 1 March 1944, 58th Coast Battery RCA on 1 September 1944, and 85th Coast Battery RCA on 31 October 1945.

20. 5th Medium Battery RCA was mobilized on 25 February 1942 by 15th (Vancouver) Coast Brigade RCA, 5th (British Columbia) Coast Brigade RCA and 102nd (North British Columbia) Heavy Battery RCA. The Battery arrived in the United Kingdom on 24 June 1942. It landed in Normandy on 9 July 1944 as a sub-unit of 3rd Medium Regiment RCA, 2nd Army Group Royal Artillery, and served in France, Belgium, the Netherlands and Germany until VE Day. The Battery was disbanded on 14 November 1945.

Annex B

To Aide Memoire for Warrant Officers and Senior Non-Commissioned Officers
15th Field Artillery Regiment, Royal Regiment of Canadian Artillery
dated 17 February 2005

THE LEGEND OF SAINT BARBARA

1. According to legend, Saint Barbara was the extremely beautiful daughter of a wealthy heathen named Dioscorus, who lived near Nicomedia in Asia Minor. Because of her singular beauty and fearful that she be demanded in marriage and taken away from him, he jealously shut her up in a tower to protect her from the outside world.
2. Shortly before embarking on a journey, he commissioned a sumptuous bathhouse to be built for her, approving the design before he departed. Barbara had heard of the teachings of Christ, and while her father was gone spent much time in contemplation. From the windows of her tower she looked out upon the surrounding countryside and marveled at the growing things; the trees, the animals and the people. She decided that all these must be part of a master plan, and that the idols of wood and stone worshipped by her parents must be condemned as false. Gradually she came to accept the Christian faith.
3. As her belief became firm, she directed that the builders redesign the bathhouse her father had planned, adding another window so that the three windows might symbolize the Holy Trinity.
4. When her father returned, he was enraged at the changes and infuriated when Barbara acknowledged that she was a Christian. He dragged her before the prefect of the province, who decreed that she be tortured and put to death by beheading. Dioscorus himself carried out the death sentence. On his way home he was struck by lightning and his body consumed.
5. Saint Barbara lived and died about the year 300 A.D. She was venerated as early as the seventh century. The legend of the lightning bolt which struck down her persecutor caused her to be regarded as the patron saint in time of danger from thunderstorms, fires and sudden death.
6. When gunpowder made its appearance in the Western world, Saint Barbara was invoked for aid against accidents resulting from explosions since some of the earlier artillery pieces often blew up instead of firing their projectile, Saint Barbara became the patroness of the artillerymen.
7. Saint Barbara is usually represented standing by a tower with three windows, carrying the palm of a martyr in her hand. Often, too, she holds a chalice and a sacramental wafer and sometimes cannon are displayed near her. The feast of Saint Barbara falls on December 4th and is traditionally recognized by a formal Dining-In or military dinner.

Annex C

To Aide Memoire for Warrant Officers and Senior Non-Commissioned Officers
15th Field Artillery Regiment, Royal Regiment of Canadian Artillery
dated 17 February 2005

Memorandum

File #

Date

To

EXAMPLE MEMORANDUM

- Reference: A. CFP 121(3) Manual of Military Writing
B. A-AD-121-F01/JX-000 Canadian Forces Manual of Abbreviations
C. Military Writing Outside RMS MOC, Power Point Presentation

1. Memorandum writing follows the same rules as those for military letters with some exceptions which are included herein. The margins are: 1 inch top and bottom, 1.5 inches from the left margin and 1 inch from the right margin. The beginning of each paragraph is indented one "Tab" (i.e. four spaces), each subsequent line commences under the paragraph number. In general, memorandums, like other military writing should start in paragraph one by telling the reader what you are saying, i.e. I am requesting use of room xyz for Recruiting. Paragraph two should provide justification, or reasons why this is required, or wanted. Paragraph three should re-emphasize the request.

2. Memorandums generally have three paragraphs but if more or fewer are required that is fine. If only one paragraph is used then it is not numbered. Where possible, paragraphs should not be split between two pages, however if this is impossible, the break between one section (first page) of the paragraph and the second section should happen at the end of a sentence rather than in the middle of a sentence. (Note: if the paragraph must be split between two pages then the commencement of the paragraph on the subsequent page occurs at the left margin rather than being indented). If, within the body of any paragraph lists are required they are included as sub-paragraphs as follows:

- a. note that sub, and sub-sub paragraphs commence with lower case letters unless a specific title is the first word, i.e. Commanding Officer;
- b. sub-paragraphs are "numbered" by using lower case letters, sub-sub-paragraphs by numbers in brackets (1), sub-sub-sub-paragraphs by letters in brackets (a) and sub-sub-sub-sub-paragraphs by roman numerals i, ii, iii, iv etc;
- c. any derivative of sub-paragraphs end in semi-colons, the second last one by a semi-colon followed by the word *and* or the word *or* (Note: italics solely to differentiate between example and actual text) depending on context and the last one ends with a period; and
- d. any derivative of sub-paragraphs are indented one "Tab" for the "numbering" and one "Tab" again for the start of the text. Unlike paragraphs, each subsequent line commences under the start of the previous one.

3. Memorandum's are always identified as such by writing the word Memorandum at the top as is as indicated above in this example memorandum. The file number is inserted as a number (determined from the file index maintained by the Orderly Room) and followed by the abbreviated title of the drafter (who may not necessarily be the individual signing the memorandum) in brackets as follows 1000-1 (Adj), note that the word "File #" indicated at the start of this example memorandum does not actually appear on the memorandum. The date appears in the format of two numbers signifying the day (i.e. 01), the three letter abbreviation of the month and the two numbers indicating the year, note that the word "date" indicated at the start of this example memorandum does not actually appear on the memorandum. The individual to whom the memorandum is directed, is identified generally by their abbreviated title or the words Distr List, if the memorandum is directed to more than one person, note that the word "To" indicated at the start of this example memorandum does not actually appear on the memorandum. The subject of the memorandum is always capitalized and underlined. If there are two or more lines comprising the subject then only the last line is underlined, however the underlining must progress from left to right until any words that comprise the subject are actually underlined as appears below, in addition, no single line of the subject should progress further than half-way across the top of the memorandum.

THIS IS WRITTEN HERE SOLELY TO
PROVIDE AN EXAMPLE

4. Any references are listed, if there is only one reference it is indicated by the word ref: followed by a colon, and then the reference itself. If there are two or more references they are listed as appears at the top of this example. References generally follow the format indicated below if referring to a memorandum or letter from someone: That is, the originating organization, the file number, the signatory and the date of the reference. If the reference is a Publication it is formatted as indicated in the references at the top of this example memorandum. If a copy of the reference is included with the memorandum the word attached, in brackets (attached) follows the date in the formatting of the reference. References should be listed in the order they will be referred to in the memorandum itself as opposed to chronologically. When references are referred to in the body of the memorandum it is some version of, *in accordance with ref A.....* (Note italics solely to differentiate between example and actual text).

Refs: A. 39 CBG 1000-1 (Bde Comd), 11 Apr 03 (attached)

5. With the exception of references and signature blocks, vertical line spacing is one space between each subsequent separate item, as shown herein. References and signature blocks do not have vertical line spacing. In all cases, two horizontal spaces follow the end on any sentence or in the indication of references as shown above.

6. If there is only one page there is no page numbering, if there are two or more pages they must be numbered. Page numbers are formatted as shown on this example. To enter page numbers go to "view" on the toolbar, go down to Header and Footer, go to Switch between header and footer, left click on the # button which will automatically insert each individual page number, then type a slash, then left click on the + + button which automatically inserts the total number of pages, then left click on the close button. (Note: there is a 'glitch' with this version of Microsoft Word and the page numbering is not automatically generated from the first page to subsequent pages...however it is automatic from the second page to the subsequent pages, so you must follow the direction indicted in this paragraph for both page one and page two).

7. Depending on the security classification of the information contained in the memorandum, or as attachments to the memorandum, it may be necessary to indicate that security classification. In general, if a soldier's name and Service Number are contained in the body of the memorandum, the memorandum has a security classification of Protected A. If negative, or highly positive, information is contained in the body of the memorandum, the memorandum has a security classification of Protected B. If material of a highly sensitive nature with National Security implications if disclosed, is contained in the body of the memorandum, the memorandum has a security classification of Protected C. If a security classification is required it must appear at the top, and bottom, of each page. To insert a security classification go to "view" on the toolbar, go down to Header and Footer, type in the appropriate security classification, using capital memorandums, as shown at sub-paragraph 7a below, go to Switch between header and footer and type it in again (ensure that the security classification is two spaces below the page numbering) then left click on the close button. If the material that requires the document to be classified is contained solely in the attachments, or the material contained in the attachments is of a higher classification than the memorandum itself requires, the header and footer information are as shown at sub-paragraph 7b below:

- a. PROTECTED A; or
- b. PROTECTED A (PROTECTED B WITH ATTACHMENTS).

8. In military writing, if numbers are used in the text, they are formatted as shown in sub-paragraphs 8a and 8b below. If reference needs to be made, in the body of the memorandum, to a sub-paragraph of the memorandum, or in reference to a sub-paragraph of a reference, it is formatted as shown in sub-paragraph 8c below. If reference needs to be made, in the body of the memorandum, to a sub-sub-paragraph of the memorandum, or in reference to a sub-sub-paragraph of a reference, it is formatted as shown in sub-paragraph 8d below. If reference needs to be made, in the body of the memorandum, to a sub-sub-sub-paragraph of the memorandum, or in reference to a sub-sub-sub-paragraph of a reference, it is formatted as shown in sub-paragraph 8e below. If reference needs to be made, in the body of the memorandum, to a sub-sub-sub-paragraph of the memorandum, or in reference to a sub-sub-sub-sub-paragraph of a reference, it is formatted as shown in sub-paragraph 8f below.

- a. numbers between one and nine inclusive are written in full, i.e. one, two, three etc.;
- b. numbers beyond nine are written as Arabic numbers, i.e. 10, 11, 32, 103 etc.;
- c. when making reference to sub-paragraphs in the body of the memorandum they are formatted as follows: 8a (or b or c as appropriate);
- d. when making reference to sub-sub-paragraphs in the body of the memorandum they are formatted as follows: 8a(1) [or (2) or (3) as appropriate];
- e. when making reference to sub-sub-paragraphs in the body of the memorandum they are formatted as follows: 8a(1)(a) [or (b) or (c) as appropriate]; and
- f. when making reference to sub-sub-sub-paragraphs in the body of the memorandum they are formatted as follows: 8a(1)(a)i [or (ii) or (iii) as appropriate].

9. Signature blocks commence on the sixth vertical space below the last line of the last paragraph. They indicate the name, abbreviated rank, abbreviated title and telephone number of the signatory (who may not be the drafter of the memorandum) as follows below: (Note: if the text is such that the signature block, or anything thereafter is all that will appear on a page, then the last paragraph must be moved down to appear on the last page also. If moving the entire paragraph would leave an unacceptably large space on the page, refer to "paragraph splitting" in paragraph 2 above).

I. M. N. Idiot
2Lt
A/A/Adjt
604-666-1111

10. If there are any attachments they must be listed commencing two vertical spaces below the signature block. All attachments must be listed regardless of whether they are indicated as attached under references as follows:

Attachments: 1. 39 CBG 1000-1 Bde Comd, 11 Apr 03
2. 41 CBG 1271-2 G3 Ops, 13 May 03

11. If the memorandum is directed to more than one individual the "To" indication at the top states (as indicated in paragraph three above) Distr List. Two vertical spaces below the signature block, or the final attachment if so listed, the words Distr List are typed. Distribution Lists are divided into Internal, External and Action and Information. They start with the highest level receiving it depending on whether they are to action it or simply know about it, and continue to the lowest as follows: (Note: for external recipients, the organization is identified, followed by a slash, the first individual based on being the highest level of the organization to receive it and if there are other individuals from the same organization who are to receive it divide them by two slashes as indicated below.) If the distribution list must be on a subsequent page due to space limitations, the words Distr List are typed one vertical space below the signature block or Attachments whichever is last, and then the words Distr List are typed again at the top of the subsequent page. If any portion of the distribution list, such as 'Action addressees' must be split and continued on a subsequent page due to space limitations, the words Action (*or Information as appropriate*) are typed one vertical space below the last entry of which ever portion comes prior. Or: the words 'Action' as appropriate, and then as with a continued Distribution List, the word Action is typed again at the top of the subsequent page.

Distr List

Internal

Action

BSM 31
BSM 68
TSM Guns, 31

C4/5

MT NCO

Info

CO
2I/C
RSM

External

Action

5 (BC) Fd Regt/BSM 55//BSM 56//MT

Info

39 CBG//Comd//COS//G3
5 (BC) Fd Regt//CO//2I/C//RSM

12. Memorandums generally make use of abbreviations as much as possible. If abbreviations are used the following rules apply:

- a. if the word, phrase or title is only used once then it is generally not abbreviated;
- b. if the word, phrase or title is used more than once it is written in full the first time followed by the abbreviation in brackets i.e. abbreviation (abvn);
- c. there is an approved list of abbreviations as indicated at reference B, do not create your own; and
- d. when deciding on the use of abbreviations the drafter must always ensure that clarity of communications and the ability of the readers to understand the message contained in the memorandum is kept as the priority, rather than maximizing the number of abbreviations out of some misguided belief that such use is "more military". Communication without clarity or understanding is not communication.

13. All military writing utilizes the "Times New Roman" style and 12 Font. 11 Font may be used if attempting to reduce the number of pages but a font smaller than 11 should never be used.

N.R.R. Dykes
Capt
Adjt
604-666-4142

C5/5

Annex D

To Aide Memoire for Warrant Officers and Senior Non-Commissioned Officers
15th Field Artillery Regiment, Royal Regiment of Canadian Artillery
dated 17 February 2005

File #

Date

To

EXAMPLE MILITARY LETTER

- References: A. CFP 121(3) Manual of Military Writing
B. A-AD-121-F01/JX-000 Canadian Forces Manual of Abbreviations
C. Military Writing Outside RMS MOC, Power Point Presentation

1. Military letter writing follows the same rules as those for memorandums with some exceptions which are included herein. The margins are: 1 inch top and bottom, 1.5 inches from the left margin and 1 inch from the right margin. The beginning of each paragraph is indented one "Tab" (i.e. four spaces), each subsequent line commences under the paragraph number (Note that military letters to civilians, or civilian agencies do not utilize paragraph indents). In general, letters, like other military writing should start in paragraph one by telling the reader what you are saying, i.e. I am requesting use of room xyz for Recruiting. Paragraph two should provide justification, or reasons why this is required, or wanted. Paragraph three should re-emphasize the request. Letters are usually used when written communication outside the Regiment, or in certain cases, outside 39 Brigade is necessary. Letters are also used when, as a newly posted-in / transferred Officer or Senior Non-Commissioned Officer you wish to write a demi-official letter to your "gaining" Commanding Officer introducing yourself.

2. Letters generally have three paragraphs but if more or fewer are required that is fine. If only one paragraph is used then it is not numbered (Note that military letters to civilians, or civilian agencies do not utilize paragraph numbering). Where possible, paragraphs should not be split between two pages, however if this is impossible, the break between one section (first page) of the paragraph and the second section should happen at the end of a sentence rather than in the middle of a sentence (As occurs in paragraph six below). (Note: if the paragraph must be split between two pages then the recommencement of the paragraph on the subsequent page occurs at the left margin rather than being indented). In cases where the 'splitting' of a paragraph between pages would leave four or less lines of the paragraph on the previous page the entire paragraph may be moved to the subsequent page leaving a slightly larger bottom margin of space on the previous page. If, within the body of any paragraph lists are required they are included as sub-paragraphs as follows:

- a. note that sub, and sub-sub paragraphs commence with lower case letters unless a specific title is the first word, i.e. Commanding Officer;
- b. sub-paragraphs are "numbered" by using lower case letters, sub-sub-paragraphs by numbers in brackets (1), sub-sub-sub-paragraphs by letters in brackets (a) and sub-sub-sub-sub-paragraphs by roman numerals i, ii, iii, iv etc;

- c. any derivative of sub-paragraphs end in semi-colons, the second last one by a semi-colon followed by the word *and* or the word *or* (Note: italics solely to differentiate between example and actual text) depending on context and the last one ends with a period; and
- d. any derivative of sub-paragraphs are indented one "Tab", once for the "numbering" and one "Tab" again for the start of the text. Unlike paragraphs, each subsequent line commences under the start of the previous one.

3. DND Letterhead paper is utilized for all letters, and the organizations return address (in both official languages is also used as shown herein). (Note that the address used herein is that of this Regiment and is the approved one for use by members of the Regiment). The file number is inserted as a number (determined from the file index maintained by the Orderly Room) and followed by the abbreviated title of the drafter (who may not necessarily be the individual signing the letter) in brackets as follows 1000-1 (Adj), note that the word "File #" indicated at the start of this Letter explanation does not actually appear on the letter. The date appears in the format of two numbers signifying the day i.e. 01, the month written in full and the four numbers indicating the year, note that the word "date" indicated at the start of this Letter explanation does not actually appear on the letter. The individual to whom the letter is directed, is identified including their address all written in full, or the words Distribution List, if the letter is directed to more than one person, note that the word "To" indicated at the start of this Letter explanation does not actually appear on the letter. The subject of the letter is always capitalized and underlined. If there are two or more lines comprising the subject then only the last line is underlined, however the underlining must progress from left to right until any words that comprise the subject are actually underlined as appears below, in addition, no single line of the subject should progress further than half-way across the top of the letter.

THIS IS WRITTEN HERE SOLELY TO
PROVIDE AN EXAMPLE

4. Any references are listed, if there is only one reference it is indicated by the word Reference: followed by a colon, and then the reference itself. If there are two or more references they are listed as appears at the top of this example letter. References generally follow the format indicated below if referring to a memorandum or letter from someone: That is, the originating organization, the file number, the signatory and the date of the reference. If the reference is a Publication it is formatted as indicated in the references at the top of this example letter. If a copy of the reference is included with the letter, the word attached, in brackets (attached) follows the date in the formatting of the reference. References should be listed in the order they will be referred to in the body of the letter itself as opposed to chronologically. When references are referred to in the body of the letter it is some version of, *in accordance with reference A.....* (Note italics solely to differentiate between example and actual text).

References: A. 39 Canadian Brigade Group, 1000-1 (Bde Comd), 11 April 2003 (attached)

5. With the exception of references and signature blocks, vertical line spacing is one space between each subsequent separate item, as shown herein. References and signature blocks do not have vertical line spacing. In all cases, two horizontal spaces follow the end on any sentence or in the indication of references as shown above.

6. If there is only one page there is no page numbering, if there are two or more pages they must be numbered. Page numbers are formatted as shown on this example. To enter page numbers go to "view" on the toolbar, go down to Header and Footer, go to Switch between header and footer, left click on the # button which will automatically insert each individual page number, then type a slash, then left click on the + + button which automatically inserts the total number of pages, then left click on the close button. (Note: there is a 'glitch' with this version of Microsoft Word and the page numbering is not automatically generated from the first page to subsequent pages...however it is automatic from the second page to the subsequent pages, so you must follow the direction indicted in this paragraph for both page one and page two).

7. Depending on the security classification of the information contained in the letter, or as attachments to the letter, it may be necessary to indicate that security classification. In general, if a soldiers name and Service Number are contained in the body of the letter, the letter has a security classification of Protected A. If negative, or highly positive, information is contained in the body of the letter, the letter has a security classification of Protected B. If material of a highly sensitive nature with National Security implications if disclosed, is contained in the body of the letter, the letter has a security classification of Protected C. If a security classification is required it must appear at the top, and bottom, of each page. To insert a security classification go to "view" on the toolbar, go down to Header and Footer, type in the appropriate security classification, using capital letters, as shown at sub-paragraph 7a below, go to Switch between header and footer and type it in again (ensure that the security classification is two spaces below the page numbering) then left click on the close button. If the material that requires the document to be classified is contained solely in the attachments, or the material contained in the attachments is of a higher classification than the letter itself requires, the header and footer information are as shown at sub-paragraph 7b below:

- a. PROTECTED A; or
- b. PROTECTED A (PROTECTED B WITH ATTACHMENTS).

8. In military writing, if numbers are used in the text, they are formatted as shown in sub-paragraphs 8a and 8b below. If reference needs to be made, in the body of the letter, to a sub-paragraph of the letter, or in reference to a sub-paragraph of a reference, it is formatted as shown in sub-paragraph 8c below. If reference needs to be made, in the body of the letter, to a sub-sub-paragraph of the letter, or in reference to a sub-sub-paragraph of a reference, it is formatted as shown in sub-paragraph 8d below. If reference needs to be made, in the body of the letter, to a sub-sub-sub-paragraph of the letter, or in reference to a sub-sub-sub-paragraph of a reference, it is formatted as shown in sub-paragraph 8e below. If reference needs to be made, in the body of the letter, to a sub-sub-sub-paragraph of the letter, or in reference to a sub-sub-sub-sub-paragraph of a reference, it is formatted as shown in sub-paragraph 8f below.

- a. numbers between one and nine inclusive are written in full, i.e. one, two, three etc.;
- b. numbers beyond nine are written as Arabic numbers, i.e. 10, 11, 32, 103 etc.;
- c. when making reference to sub-paragraphs in the body of the letter they are formatted as follows: 8a (or b or c as appropriate);

- d. when making reference to sub-sub-paragraphs in the body of the letter they are formatted as follows: 8a(1) [or (2) or (3) as appropriate];
- e. when making reference to sub-sub-paragraphs in the body of the letter they are formatted as follows: 8a(1)(a) [or (b) or (c) as appropriate]; and
- f. when making reference to sub-sub-sub-paragraphs in the body of the letter they are formatted as follows: 8a(1)(a)i [or (ii) or (iii) as appropriate].

9. Signature blocks commence on the sixth vertical space below the last line of the last paragraph. They indicate the name, rank and title of the signatory (who may not be the drafter of the letter) as follows below: (Note: if the text is such that the signature block, or anything thereafter is all that will appear on a page, then the last paragraph must be moved down to appear on the last page also, as shown in this example letter. If moving the entire paragraph would leave an unacceptably large space on the page, refer to "paragraph splitting" in paragraph 2 above).

I. M. N. Idiot
Second Lieutenant
Acting/Acting/Adjutant

10. If there are any attachments they must be listed commencing two vertical spaces below the signature block. All attachments must be listed regardless of whether they are indicated as attached under references as follows:

- Attachments:
- 1. 39 Canadian Brigade Group 1000-1 Brigade Commander, 11 April 2003
 - 2. 41 Canadian Brigade Group 1271-2 G3 Operations, 13 November 2003

11. If the letter is directed to more than one individual the "To" indication at the top states (as indicated in paragraph three above) Distribution List. Two vertical spaces below the signature block, or the final attachment if so listed the words Distribution List are typed. Distribution Lists are divided into Internal, External and Action and Information. They start with the highest level receiving it depending on whether they are to action it or simply know about it, and continue to the lowest as follows: (Note: for external recipients, the organization is identified, followed by a slash, the first individual based on being the highest level of the organization to receive it and if there are other individuals from the same organization who are to receive it divide them by two slashes as indicated below.) If the distribution list must be on a subsequent page due to space limitations, the words Distribution List (next page) are typed one vertical space below the signature block or Attachments whichever is last, and then the words Distribution List are typed again at the top of the subsequent page (as shown below). If any portion of the distribution list, such as 'Action addressees' must be split and continued on a subsequent page due to space limitations, the words Action (*or Information as appropriate*) (next page) are typed one vertical space below the last entry of which ever portion comes prior. Or: the words 'Action (continued on next page)' as appropriate, and then, as with a continued Distribution List, the word Action (or as shown: Distribution List (continued from previous page)) is typed again at the top of the subsequent page.

Distribution List (next page)

Distribution List

Internal

Action

BSM 31

Action

BSM 68
TSM Guns, 31
MT NCO

Information

CO
2I/C
RSM

External

Action

5 (BC) Fd Regt/BSM 55//BSM 56//MT

Information

39 CBG//Comd//COS//G3
5 (BC) Fd Regt/CO//2I/C//RSM

12. Letters may make use of abbreviations, however, although permitted, the use of abbreviations in military letters is becoming considered to be a hindrance to effective communications. (Note that military letters to civilians, or civilian agencies do not ever utilize abbreviations). If abbreviations are used the following rules apply:

- a. if the word, phrase or title is only used once then it is not abbreviated;
- b. if the word, phrase or title is used more than once it is written in full the first time followed by the abbreviation in brackets i.e. abbreviation (abvn);
- c. there is an approved list of abbreviations as indicated in reference B, do not create your own; and
- d. when deciding on the use of abbreviations the drafter must always ensure that clarity of communications and the ability of the readers to understand the message contained in the letter is kept as the priority, rather than maximizing the number of abbreviations out of some misguided belief that such use is "more military". Communication without clarity or understanding is not communication.

13. All military writing utilizes the "Times New Roman" style and 12 Font. 11 Font may be used if attempting to reduce the number of pages but a font smaller than 11 should never be used.

N.R.R. Dykes
Capt
Adj
604-666-4142