



## TERMS OF REFERENCE

References: Nil

### RECORD OF AMENDMENTS

SERIAL	AMENDMENT	DATE
1.	<i>EDITORIAL AMENDMENT</i>	1 SEPT 05
2.	CHANGE FROM ADVISORY COUNCIL TO REGIMENTAL SENATE	1 OCT 09
3.	FORMATTED WITH REGIMENTAL SOP REMOVED PARA 11 (FOUNDATION COVERS) AND 27 (ONLY A COMMENT)	1 DEC 13
4.	UPDATED PARA 1, MEMBERSHIP, AND OTHER HOUSEKEEPING UPDATES	4 AUG 16
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6.		
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9.		
10.		

## **THE COMPOSITION OF THE REGIMENTAL SENATE**

1. The Regimental Senate of the Princess of Wales' Own Regiment is made up of all past-Honoraries and all past-Commanding Officers. In addition, up to three former RSMs may be invited to join. Also, beginning in 2014, three civilian members of the community may be asked to join to serve a three year term. One appointment was made in each of the three years 2014-2016. The current Honorary Colonel, or the Honorary Lieutenant-Colonel in his absence, shall chair the Regimental Senate.
2. The Commanding Officer may be invited to attend meetings, particularly to brief the Regimental Senate on the state of the Regiment. He is not a member of the Regimental Senate and does not have voting rights; but will normally be welcome and his input sought.
3. Others may be invited in "Observer" or "Briefer" status, at the discretion of the Chairman (normally once per year). They will normally be dismissed at the break, after item 10 in the agenda or when sensitive issues are discussed. Those of observer/briefer status include, but are not limited to:
  - a. Regimental Sergeant Major,
  - b. Commanding Officer of the PWOR Cadet Corps,
  - c. President of the PWOR Association,
  - d. The Pipe Major,
  - e. Curator of the Regimental Museum, and
  - f. Treasurer of the Foundation.

## **PURPOSE OF THE REGIMENTAL SENATE**

4. The Regimental Senate has one purpose – to promote the interests of the Regiment, in the near and long-term.

## **PURPOSE OF THESE TERMS OF REFERENCE**

5. The purpose of these terms of reference for the Regimental Senate is to codify, standardize and spell out the responsibilities, obligations and expectations of the members of the Regimental Senate.

## **ADVISORY PHILOSOPHY**

6. The Regimental Senate and its individual members act as advisors to the Regiment, and only in that capacity. If a Commanding Officer does not care to act on the advice given he is free to do so. The Regimental Senate cannot be seen to interfere with the legal chain of command or with anything operational.

**SPECIFIC RESPONSIBILITIES OF MEMBERS OF THE REGIMENTAL SENATE**

7. Members of the Regimental Senate are the guardians of the Regimental traditions and history, promoting the unit's identity and ethos and providing advice / support to the CO on all matters regimental matter but not on operational matters..
8. The Regimental Senate must take an active interest in all things Regimental, specifically: Regimental orders of dress (less combat dress); operation and control of the Museum; Regimental Association; all Regimental messes, in an advisory capacity; in conjunction with the Commanding Officer, the annual Regimental Birthday Dinner; in conjunction with the Commanding Officer, the Cadet Corps; the Regimental Band; and the relationship of the Regiment to the community of Kingston and the broader military community.
9. The work of the Regimental Senate is done largely behind the scenes providing direct support that might otherwise not be available to the Commanding Officer and the Regiment.
10. The specific functions and roles of members of the Regimental Senate are as follows:
- a. Promote harmony and camaraderie within the PWOR family and broader PWOR community;
  - b. Assist the Commanding Officer in whatever fashion members may be called upon to act;
  - c. Promote the Regiment's interests in the public and military forum;
  - d. Act as advisors to the Commanding Officer (through the Hon Col and Hon LCol) on all matters pertaining to regimental dress and traditions;
  - e. Provide advice (through the Hon Col and Hon LCol) on messes, associations, memorials, Colours, Regimental band and the unit museum;
  - f. Take an active part in and encourage support to the PWOR Cadet Corps;
  - g. Be involved, as far as it is possible in the selection of Commanding Officers, keeping in mind that this is the prerogative of the official chain of command;
  - h. Be involved, as far as it is possible in the selection of Honoraries, keeping in mind that this is the prerogative of the Commanding Officer;
  - i. Liaise with the key community leaders and decision-makers in the Kingston region, e.g., MPs, MPPs, Mayor, City Council, service clubs, and colleges and universities, etc;
  - j. Assist in maintaining liaison and a close relationship with our affiliated Regiment, The Duke of Lancaster's Regiment [this succeeded the QLR in 2008], and other affiliated/twinned regiments and units;
  - k. Support and promote such projects that would benefit the Regiment as a whole, e.g., Regimental History and Regimental Standing Orders; and,
  - l. Keep the Hon Col, Hon LCol, and Commanding Officer fully informed of information or activities which may impact on the Regiment, either positive or negative.

### **FREQUENCY OF MEETINGS**

11. The Regimental Senate will meet on the frequency of three times a year, the first being on or as close to the day selected to hold the annual Regimental Birthday dinner. The second will normally be in May (just prior to the commencement of summer training). The third will be in September (when the Regiment gets back to training in the Armouries after summer training).
12. Any two members can ask for a “special meeting” of the Regimental Senate in the event that they feel it is necessary for “extraordinary” reasons, by making such a request to the Honorary Colonel or in his absence the Hon LCol.

### **QUORUM**

13. For a Regimental Senate meeting to be valid, a quorum of members is required. A quorum will be defined as the Honorary Colonel or Honorary Lieutenant-Colonel and a total of at least 51 per cent of eligible members, including written “proxy” notification of those unable to attend.

### **REGIMENTAL SENATE LIAISON**

14. Individual members of the Regimental Senate may be requested to assume a liaison responsibility with a specific function, and normally they will keep in contact with the leaders and members of that function. They would be responsible to maintain continuous and healthy communications and exchange of information with the designated group/function. Amongst the Regimental Senate there will normally be a Liaison Officer designated for each of the following (not exclusive) functions:

- a. PWOR Association
- b. PWOR Cadet Corps
- c. PWOR Museum
- d. PWOR Band
- e. Officers' Mess
- f. City of Kingston
- g. Service Clubs

### **SECRETARIAL ISSUES**

15. A Secretary will be appointed (preferably a volunteer) from the group and it is his task to maintain minutes of meetings.
16. The minutes of Regimental Senate meetings will be completed within 10 working days and circulation prior to the next meeting and will be signed by the Hon Col, the Hon LCol, and the Secretary. Copies of all previous minutes will be held by the Secretary and the Regimental Adjutant.

**STANDARD AGENDA FOR THE REGIMENTAL SENATE MEETINGS**

17. The agenda for Regimental Senate meetings will be set by the Chairman, having sought advice from members by distributing a proposed agenda in advance. A standard agenda for Regimental Senate meetings will be as follows:

**Princess of Wales' Own Regiment  
Regimental Senate Meeting  
Standard Agenda**

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**1. Opening Remarks (Hon Col)****2. Hon Col's Report****3. State of the Regiment (Commanding Officer – invited)**

- Operations
- Calendar of Events
- Establishment
- Major Activities
- Honours and Awards
- Recruiting

**4. Hon LCol Report and Discussion (Hon LCol)****5. PWOR Association (President or Liaison Officer)****6. Museum (Curator or Liaison Officer)****7. PWOR Cadets (Cadet Corps Commanding Officer, Chair Support Committee, or Liaison Officer)****8. Regimental and Trust Funds****9. Messes and Institutes****10. Regimental Band****BREAK – All briefers are excused****11. Succession Planning**

- Commanding Officer
- Hon Col/LCol
- Colonel-in-Chief

**12. Points from the Council and New Business**

- Community Relations
- Strengthening the Regiment
- Other

**13. Concluding Remarks (Hon Col)**

## **THE IMPORTANCE OF SOLIDARITY AND CONSENSUS**

18. Unit cohesion and esprit de corps can only be fostered by a united and single-purpose Regimental Senate. Together we must focus our energies on uniting the Regimental family and furthering the interests of the Regiment. It is therefore essential that any controversial issues discussed in the Regimental Senate meetings remain with the council members. The vote of the majority should be considered to be a vote of consensus, and not subsequently be re-debated except within the council at duly constituted meetings. We aim to have strong unit cohesion and the full support of a wide network throughout the military and civilian community – so internal harmony and consensus is vital.

## **HONORARY COLONEL AND HONORARY LIEUTENANT-COLONEL**

19. Early in the 20<sup>th</sup> century the Prime Minister of Canada, Sir Robert Borden described the practice of appointing Honoraries as: *“of greatest advantage to the Militia to be able to enlist the interest and sympathy of gentlemen of position and wealth by connecting them to Regiments.”* The practice of appointing Honoraries continues to this day with the express purpose of affording assistance to and supporting the Regiment.

20. Honorary Colonels and Honorary Lieutenant-Colonels are appointed by the Minister of National Defence, on the recommendation of the Chief of Defence Staff. They have direct access to the Minister, the Chief of Defence Staff and the Commander Canadian Army. This privilege of access is rarely exercised, and if done must be done with great thought and caution, and only in extreme circumstances. Less formally, they may correspond with the Division, Brigade and Base Commander, again only in exceptional circumstances and typically “behind the scene.” They should not become engaged in operational issues, but may offer “sage,” but unofficial advice to the chain of command if the Commanding Officer is facing a particularly onerous situation and needs additional support.

21. The Regimental Senate may, and should, advise the Commanding Officer on a succession plan for Honoraries, however it the prerogative of the Commanding Officer to recommend future Honoraries through the chain of command. He would be well advised to seek counsel of the Regimental Senate and particularly the advice of incumbent Honoraries.

22. When selecting Honoraries, ideally, one of the two should have served in the Regiment, be a resident in the greater Kingston area, assuring the traditional and historical continuity of the Regiment. They should be individuals who can further the interests of the Regiment through political, financial, military, community or regimental influence.

## **STAFF OFFICER TO THE HONORARIES**

23. The Commanding Officer should appoint a Staff Officer to the Hon Col and Hon LCol, as a secondary duty. His duty would be primarily one of liaison and facilitation, keeping the Honoraries

informed on Regimental activities and keeping the Regiment informed on the Honorary. This Staff Officer may be the Adjutant, or a subaltern appointed by the CO. The latter is preferred because of the workload of the Adjutant and more importantly the professional development experience that would be afforded a Junior Officer. Tasks might include keeping the Honoraries informed, making travel arrangements, organizing Regimental Senate meetings, etc.

### **REGIMENTAL STANDING ORDERS**

24. The Regimental Standing Orders are essential for a proud and glorious Regiment such as ours. They help remind us of who we are and what we stand for – and the responsibilities we all carry for those who have gone before us. In the modern Canadian Forces we are losing those fundamental values and traditions that help foster unit cohesion. Love of and pride in the Regiment and its history will help develop officers and soldiers who can withstand the shock of war and maintain civility and dignity under duress. There is a constant erosion of traditional and historic aspects of Regiments, and we must prevent this in the PWOR. Matters such as Regimental dress, decorum at Mess Dinners, respect for seniors and superiors, loyalty to subordinates, and many more are all under fire. We can and must maintain the high standards we believe in, and these must be enshrined in our Regimental Standing Orders. To that end, it is the responsibility of the Regimental Senate to find a way to have Regimental Standing Orders written and promulgated, and have the Regimental ethos and mores reflected in day-to-day Regimental activities amongst all our Officers, Warrant Officers, Non-Commissioned Officer and soldiers.

### **HONORARY COLONELS' COMMENDATION**

25. The purpose of the PWOR Honorary Colonels' Commendation is to publicly recognize outstanding contribution to the well-being of the Regiment. Recognition will be to members of and supporters of the Regimental family, and may be serving members of the unit and other contributors, military or civilian. A maximum of four commendations per year may be presented (a special case must be made for additional). Determination of recipients will be the prerogative of the Honorary Colonel and Honorary Lieutenant-Colonel, however, they will first consult the Commanding Officer, who will be requested to consult the DCO and RSM.

26. Awarding of the Honorary Colonels' Commendation will take place at a significant Regimental event, typically the Annual Regimental Birthday, Christmas dinner or a major parade. The names of recipients will be displayed in a prominent public place in the Armouries.

27. Citations will be read out, to include the following: *“This commendation has been awarded to: \_\_\_\_\_, for your exemplary service to the Princess of Wales’ Own Regiment. Please accept our sincere thanks for your selfless dedication, loyalty and determination in helping to further the morale, efficiency, stature and well-being of the Regiment and its soldiers.”*

28. The purpose, concept, and award details of this Honorary Colonels' Commendation cannot be changed without the approval of two-thirds of all previous Honoraries.





32. Copy 1 of the Vimy Ridge Statuette will remain on display in the Armouries with the name of the recipient and year of presentation affixed to the base. Typically, the Vimy Ridge Statuette award will be presented at the Annual Regimental Birthday Dinner or some other significant Regimental event. Recipients will receive a numbered personal statuette or a plaque, yet to be determined.

33. In addition to the above, statuettes may be purchased by members of the Regiment and the broader Regimental family for personal use. The intent is to have the statuette exclusive to the PWOR and not to be for sale to the general public or other units. So far, thus will be the case for the first year.

34. It may be presented as a departure gift to key Regimental personnel.

35. The purpose, concept and award details of this PWOR Vimy Statuette, "On Vimy Ridge," cannot be changed without the approval of two-thirds of the Regimental Senate.

### **LEADERSHIP AND MENTORSHIP**

36. The Regimental Senate, individually and collectively, as the "Old Guard," has a daunting responsibility to set a positive example for the current and future generations serving in the Regiment and those associated with the Regimental family. To this end, all Regimental Senate members are:

- a. Strongly encouraged to show active participation in unit activities, such as parades, ceremonies, social events, fundraisers, professional development seminars, etc;
- b. Encouraged to support the Officers' Mess;
- c. Encouraged to contribute financially to the Foundation;
- d. Encouraged to discuss and debate social, professional, historical and Regimental matters with the officers, NCOs and soldiers of the Regiment;
- e. Encouraged to drop in and have a presence at Cadet parades and ceremonies;
- f. Encouraged to sponsor awards and donate trophies for the Regiment and the Cadet Corps; and,
- g. Encouraged to individually bring concerns to the attention of the Hon Col or Hon LCol.

### **AMMENDMENTS TO THE REGIMENTAL SENATE TERMS OF REFERENCE**

37. Recommendations for amendments to these Terms of Reference are to be passed to the Chairman. Amendments will be made at a duly constituted Regimental Senate meeting, and subsequently promulgated.

**PERSONAL OBLIGATIONS OF MEMBERS OF THE REGIMENTAL SENATE**

38. All members of the Regimental Senate have a personal obligation to support the Regiment. Any question or concern regarding the Regiment from any member of the Regimental Senate should be brought to the attention of the Chairman (the Hon Col), or in his absence the Hon LCol, or may have their concerns brought up at a duly constituted meeting. With membership in the Regimental Senate, comes the honour and obligation to serve in the best interests of the Regiment.

**Ich Dien  
Nunquam Cede**



The Princess of Wales' Own Regiment