



STANDING ORDERS

References:

- a. QR&O 32
- b. A-PD-202-001/FP-000 Canadian Forces Military Bands and Marches Vol 1, Band Instructions
- c. Ordinary Heroes: 21st Battalion CEF in the Great War” by Stephen J. Nichol

HISTORY

1. The Pipes and Drums (referred to as the Band) are part of the history of the Princess of Wales Own Regiment (PWOR), specifically in relation to the 21st Battalion and its service during The First World War. The original Band was formed in 1914 with 24 original members. During its existence a total of 40 men served in the unit. Band members were such an asset in terms of morale that they were considered indispensable; as such they served primarily as first aid men and stretcher-bearers. The record indicates that they did pipe men into battle at Vimy Ridge and at Hill 70. The record shows that 15 Band members were wounded and three killed. (Notes from “Ordinary Heroes: 21st Battalion CEF in the Great War” by Stephen J. Nichol)

RATIONALE

2. When the Band is on parade, the Regimental Badge is highly visible; as such the expectation is that the Band must maintain a high standard of performance, dress and deportment. Thus the Band requires an efficient organisation, a supportive infrastructure and a continuous flow of committed volunteers and leaders. This intent of this Standing Order (SO) document is to describe the structure of the Band, how it is managed and how it should operate effectively and efficiently. It is a guidance document for Band members and for those within the Regiment who deal with the Band. The document can be a useful source of information for interested and involved stakeholders.

MISSION

3. The mission of the Pipes and Drums is to support the PWOR with dignity and honour by providing quality music for the Regimental events, and for appropriate organisations within the military and civilian communities in the Kingston region.

GOALS

4. The goals of the Pipes and Drums are as follows:
- a. Establish and maintain a respected quality of musical presence in the community by:
 - (1) Performing at Regimental parades and functions;
 - (2) Performing at appropriate events within Kingston and surrounding communities; and



- (3) Performing in support of the Kingston military community.
- b. Create and maintain a supportive infrastructure to ensure quality performance by:
 - (1) Working with the Regimental command structure;
 - (2) Working within the Regimental family structure, including the Foundation and Cadets;
 - (3) Developing feeder systems for new musicians;
 - (4) Providing an attractive organization for new experienced musicians;
 - (5) Attracting and supporting good leadership for the Pipes and Drums; and
 - (6) Maintaining a high standard of uniforms, instruments and equipment.

STATUS

5. The PWOR does not have an official establishment for a Band. This Band has been created and is supported through the generous support of community volunteers and from private funding administered through the Regimental Foundation.

BAND ORGANISATION

6. Regimental Affiliation. The Band is a volunteer component of the PWOR Foundation. Members wear the approved uniform, and complement the traditions, events and activities typical to a Reserve Regiment. The Band is a de facto representative of the Regiment, especially when on parade at community events such as Remembrance Day – it is a public engagement organization.

7. Organization. The Band hierarchy is similar to most pipe bands, with a Pipe Major responsible for all aspects of music, deportment, training and performance. The Pipe Major may be assisted by a Pipe Sergeant, a Drum Sergeant, and a Drum Major, depending on the requirement and availability. A Band rank of Pipe Corporal or Drum Corporal may be assigned. Volunteer members may be appointed to fulfil specific functions described below and/or as assistants to the Pipe Major. A Band Officer and/or a Band Committee may be appointed to represent the Band's interest within the Regimental family, to provide advice to the Pipe Major, and to assist with appropriate administrative functions. The Band Committee will be confirmed at the first annual general meeting of all band members, normally held at the beginning of the operational year.

THE PIPE MAJOR

8. The Pipe Major is the senior Band leader and is responsible for the overall operation of the Band, its musical quality, administrative functions, training and development. The Pipe Major gives due considerations for all band members and their concerns, however, he/she holds final authority on Band decisions. The Pipe Major is normally appointed by the CO of the PWOR, with due input from Band members and major stakeholders. The term of this position is 1-3 years with the first year being probationary. The Pipe Major's responsibilities are outlined below:

- a. Band Performances;



- b. Music Selection;
- c. Practice sessions and training events;
- d. Integrating the Drum Section with the Drum Sergeant;
- e. Oversight of dress and drill;
- f. Dealing with the PWOR chain of command;
- g. Keeping proper records and paperwork;
- h. Maintaining communications within the Band and with external contacts; and,
- i. Appointment of Band section leaders.

9. The Pipe Major should be an experienced and above average piper, and have a sound knowledge of the theory and practice of the Great Highland Bagpipe and the traditions of Canadian Army Pipe Bands. He/she needs to be an effective leader, with the ability to give direction, guidance and assistance to members, all of whom are volunteers. He/she should maintain currency with Pipe Band developments, music, performances and if possible play a role in the various local pipers' networks.

DRUM SERGEANT

10. The Drum Sergeant is the lead drummer and is responsible for the drum section, its manning, training and performance. He/she works closely with the Pipe major concerning all aspects of the Band. Responsibilities include:

- a. Training of individual drummers and development of the Drum section;
- b. Selection of drum music scores and matching drum settings with pipe music; and,
- c. Assisting and advising the Pipe Major in all matters concerning the Band's operation.

11. The Drum Sergeant works with the Pipe Major to develop and execute an appropriate style and interpretation of the chosen music and arrangements.

THE DRUM MAJOR

12. The Drum Major (if available) is responsible for leading parades, and in coordination with the Pipe Major, may be assigned specific responsibilities for drill, dress and marching. The Drum Major is responsible for Mace drill, including flourishing, tossing and catching.

THE PIPE SERGEANT

13. The Pipe Sergeant is appointed by the P/M and is the P/M's right-hand person. Normally the Pipe Sergeant is responsible for tuning, instrument maintenance standards, teaching, and other assigned jobs. The Pipe Sergeant fills in when the P/M is not available, and should be capable of conducting chanter and Band practices. To maintain consistency, the Band may have two Pipe Sergeants. In this case, the Pipe Major may designate his appointees with varying roles based on the needs of the Band. One Pipe Sergeant would be in charge of Dress & Deportment (uniform, ranking, logistics) while the other would be in charge of Musicianship (Tuning, selecting tunes and leading the Band on parade).



PIPERS AND DRUMMERS

14. Individual musicians are expected to attend practices regularly and parades as they are scheduled, maintain their kit (instruments, uniform and kit), and take measures to improve their standards of musical performance and to learn new tunes.

SUPPORT ORGANISATION

15. A critical enabler to the Band's musical functioning is administration. Administrative tasks will be the remit of volunteer Band members and where suitable, non-musician volunteers. Those responsible for support functions will typically sit on the Band Committee. Major administrative functions are:

- a. Quartermaster. Band uniforms, equipment and some instruments (i.e. drums) belong to the PWOR Foundation non-public property account. To ensure appropriate management and accountability of these items, a Band member or a volunteer is required to act as Quartermaster. Typically a standard issue/receipt process will be in place, typically a double-entry item accounting system covering issues to individuals and also reflecting total holdings and total unit issues. A stock check will be conducted annually. The Quartermaster may be assisted by one or more members or support volunteers. The only persons allowed access in Band Stores are the QM, Pipe Major and Drum Sergeant;
- b. Financial. The Band depends on financial support derived from benefactors, from donations and from payments for some parades. Band funds are held within the Foundation band accounts and are released through a funds requisition sign-off process involving the Pipe Major and one other, typically one of the sections heads i.e. the Drum Sergeant. Requests for funds are staffed through a contact appointed by the Regiment;
- c. Secretary. As appropriate a Band Secretary will be appointed to assist with internal communications and related administration, such as maintaining nominal roll details, dealing with correspondence, maintaining a web site, organizing the Band office etc. The Band Secretary will update and maintain the Band's "window" on the PWOR website. The Band Secretary will coordinate recruiting efforts and produce appropriate media to attract new members;
- d. Band Officer. If appropriate, a Band Officer may be appointed by the CO. A Band Officer is not necessarily a playing member, but a volunteer with an understanding of Pipes and Drums and one who represents the Band on committees;
- e. Volunteers. Non-playing volunteer members are always welcome; and,
- f. Recruiter. One member of the band or the Band Committee may be designated as recruiter and maintain the focus on that important task. All members are to be encouraged to be on the look-out for new talent.

RECRUITMENT

16. The survival of the Band depends on a steady influx of new members. New members will



be actively sought through an annual recruiting program. Sources of new recruits include the Cadet movement, serving CF members within the Kingston Garrison, experienced musicians from the community who are interested maintained skills and civilians who would like the opportunity to learn the bagpipes or drums. Recruitment media should include posters, letters, internet sites and word of mouth. Band members are a good source of recruitment by word of mouth and as such should have appropriate advertisement resources such as calling cards and brochures. A Band web site is desirable.

17. When an individual expresses an interest in joining the band, all resources of the band will be utilized to make the person feel welcome and encouraged to join. The person would meet with the P/M (pipers) or D/S (drummers) as an introduction, learning experience and expectations. Beginners could be issued piper chanter or sticks at that time; experienced players would likely have their own. During these informal discussions, expectations regarding attendance and participation would be explained and that kit will be issued following a probationary period, during which time the individual will be evaluated and a decision made on when that person is ready for parade. The probationary period is flexible and is meant to foster a culture of 'earning' the uniform as well as ensuring that the band has committed individual.

TRAINING

18. Band training and the training of individual musicians are critical functions. An annual training program will be developed by the Pipe Major for execution throughout the operational year (Sep to July). Emphasis will be on playing sets well, prior to moving on to learning new sets. Training guidance, ideas and resources will be derived from the Canadian Forces School of Music, from the expertise of senior Band members and from appropriate external sources as required.

19. The Pipe Major is responsible for all training, and will personally conduct collective training or assign specific training tasks to band members. Normally the Drum Sergeant will conduct drummer training and as appropriate individual Band members may conduct individual pipe lessons; however, a band member or someone outside of the band may be asked to organize and conduct beginner training with a focus on young teen/adult (cadet, high school) students as well as on adult beginners. If necessary external experts may be invited to provide advice and assistance in support of music improvement efforts.

20. Training sessions will be scheduled weekly and detailed including time allocation, class breakdown, places, instructors etc. Focused sessions may be inserted such as finger technique, instrument maintenance and traditions/music features to create interest and motivation.

MUSIC

21. Official Tunes (Salute, Regimental Marches, and Laments) will where possible conform to the Canadian Forces standard. The Band will strive to play a number of sets to provide performances for parades, community events etc. The annual tune list will be determined by the Band Committee and published early in the operational year.



22. To cater to a broad spectrum of musical ability, some entertainment sets will be practiced for performance by one or more individual musicians.

DRESS DRILL DEPARTMENT

23. Orders of Dress and guidelines are described at Annex A. Members are expected to maintain uniforms and equipment to the highest standard.

24. Drill and parade functions will follow those of the PWOR. Members are expected to conform to drill practices to the best extent possible.

25. The PWOR P&D is a volunteer band of the Canadian Forces, made up of civilian, military and ex military members, all working together within the above described organisation and leadership structure. In general members of the Band are comfortable within this structure; however, from time to time a member's relationship with the Band may not be productive for whatever reason. In such cases, the member will be given a cautionary warning that his/her performance is wanting. After a second notice, the member will be asked to resign and turn in all Band uniform items and equipment.

PUBLIC PERFORMANCES

26. Along with providing primary support to PWOR events, the Band supports community events such as parades, ceremonies and charitable events. On occasion when the Band receives a financial contribution for such performance, such funds will be deposited into the Band Foundation Account

27. Individual members may perform at appropriate public or community events, whilst wearing the Band uniform, where such a performance will bring credit to the Canadian Forces and/or the PWOR. Individual members who wish to perform solo at functions in uniform will first inform the P/M who must approve such performances, as they must adhere to the principles of the band. The member would at all times recognize that they are representing the PWOR and carry themselves accordingly. These foster and facilitate better relationships with the community. The P/M or committee members would decide if the function is appropriate to wear the uniform. For example, it would be proper to wear the uniform at a curling bonspiel, but not at a social function such as a 'pub crawl'.

ANNUAL REPORTING

28. As an important component of the PWOR Regimental family and a recipient of resources from a variety of sources, an annual report on Band operations will be submitted by the Pipe Major to the Regimental Commanding Officer, by the end of June, during each calendar year. The report will summarize Band activities for the reporting year including: support to Regimental and community events, manning status, equipment status, areas of concern and future plans. Also, the report will contain a record of revenue sources and expenditures.



ANNEXES

- A: Uniform Guidelines
- B: Regimental Music and Tune List
- C: Annual Events, Performances and Procedures.



The Princess of Wales' Own Regiment