



2016/2017

**Kawartha Lakes
Paramedic Service
Honour Guard
Strategic Plan**

In Agreement with the Kawartha Lakes Paramedic Service Honour Guard, the Kawartha Lakes Paramedic Service Management Team, with the Support of OPSEU Local 371, and the Simcoe County Paramedic Association

The KLPS Paramedic Honour Guard *Code of Conduct Manual*

Created: Sept 2016

With great thanks to the County of Simcoe Paramedic Honour Guard for their assistance in creating this document.

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Honour Guard Statements:

Motto

"Semper memoria - Always remembered."

Core Values

Core Values are the guiding principles and morals that reflect our inner character, whether in uniform or not. The Core Values of the Kawartha Lakes Paramedic Service Honour Guard are:

"Honour, Duty, Integrity, Discipline, Commitment"

Mission Statement

It is the mission of the KLPS Honour Guard to create a strong, positive public awareness of paramedicine, instill pride, professionalism and honour to the Paramedics of Kawartha Lakes, and increase the professionalism of the service. We will also demonstrate our respect for fallen comrades of the Paramedic, Police, Fire and Military communities, through ceremonial and parade functions, within the province of Ontario, the country of Canada and services around the world.

Vision Statement

It is the vision of the KLPS Honour Guard to elevate the status of the Kawartha Lakes Paramedic Services, and the Paramedic community at large, by the provision of a strong public image in ceremonial events. This will be accomplished by presenting a professional, recognizable uniform presence accompanied by proficient, unified drill performances with an approachable demeanor following the event.

Purpose of the Code of Conduct

The general purpose of this agreement is:

- To establish and maintain an understanding and adherences of the policies contained within to the HG, KLPS Management and Operations in order to

streamline coordinating efforts to represent paramedicine and the Paramedics of Kawartha Lakes.

- To give the members and potential recruits of the Honour Guard a reference as to what is expected during the course of their duties as an Officer of the Guard.

**All team, and executive members will understand and adhere to the policies in this manual.

Definitions/Abbreviations:

KLPS: Kawartha Lakes Paramedic Service

HG: Honour Guard

CAO: Chief Admin Officer

CO: Commanding Officer

XO: Executive Officer

LO: Liaison Officer

PO: Parade Officer

LODD: Line of Duty Death - the sudden (trauma) or gradual (illness or condition contracted) death of an emergency service worker while on duty or performing his/her duties.

Chief

DC: Deputy Chief

COO: Commander of Operations

Recruitment

Recruitment will be conducted to increase and or replace the membership numbers. This initiative will be the responsibility of the CO with assistance from the team.

Requirements for Joining the KLPS Honour Guard

During the development of the KLPS Paramedic Honour Guard a standard has been established and adopted by its Officers. These standards are essential in maintaining

the cohesion of the Unit, and the professionalism of its performance and expectations. Therefore a process has been developed for the addition of new members to the Unit.

All applicants to the Honour Guard must meet the following as minimum requirements:

1. Member in good standing with the Kawartha Lakes Paramedic Service (includes: full, and part time employees that are not on employment probation, supervisors, and administrative staff.) **Although welcome in the Honour Guard, Upper management should represent the KLPS as management at ceremonial events. It is understood that any member of the management team, acting as an officer of the Honour Guard, is considered an equal to every other member of the Honour Guard, and must go through the same processes of recruitment.
2. Understanding and agreement to a minimum of 6 months probationary period to demonstrate dedication, commitment, and proficiency at ceremonial drill.
3. Demonstration of commitment to the service and the Emergency Service community at large
4. Demonstration of quality teamwork ethic
5. Demonstration of commitment to the principle of volunteerism.
6. A minimum commitment of three (3) years to the Unité
7. Reviewed, understood, and agreed to abide by the Code of Conduct for the Unit

Recruitment Process

Upon announcement of a recruitment drive, interested individuals will apply in writing to the Commanding Officer of the Guard, including their reason(s) for committing to the Unit. Applicants will be requested to voluntarily accept the conditions and performance expectations adopted by the Honour Guard, including the discipline associated with the Unit. Shift assignment within KLPS may enter as a factor in determining acceptance, as requirements for maintaining a balance among the platoons is necessary to ensure adequate members are available for Details. The existing members of the Unit will be consulted as to the acceptability of the applicant in order to maintain Unit cohesion.

The final decision on the applicant's success rests with the Commander of the Guard taking into account the member's dedication and commitment to the team, through evaluation of attendance, proficiency of ceremonial drill, and timely response to correspondence requiring prompt reply.

New recruits into the Honour Guard will begin the initial training process with the understanding that they will not receive a Class-A uniform, nor be assigned to details until such time as they have demonstrated adequate dedication to the Unit through attendance at drill practices, meetings, and when appropriate, supporting Uniformed officers at events as HG recruits.

Members that retire in good standing from KLPS and the KLPS Paramedic Honour Guard may remain available for events. Their attendance requirement may be reduced or eliminated.

Initial Training Program and Orientation of New Recruits

Each new guard recruit will receive a copy of the KLPS Honour Guard *Code of Conduct Manual*. This manual is to be retained for ease of reference by the member for the duration of their association with the Unit.

The initial orientation process will include a review of the *Code of Conduct Manual*. Each guard recruit will be requested to voluntarily accept the conditions and performance expectations adopted by the Honour Guard, including the discipline associated with the Unit. This is accomplished by the signing of a statement of understanding and commitment.

The guard recruit will also receive a golf shirt with KLPS Paramedic Honour Guard crest.

Initial drill training typically involves four half days broken into a schedule as deemed appropriate by the Executive Officers of the Guard (typically two days at a time). All new recruits are required to attend the entirety of this initial training regardless of prior military drill experience. During this time the basis for marching and drill performance is established and imprinted to the point of retaining the movements of command as muscle memory. Repetition and correction of form are used extensively to master the drill movements first as an individual, and then applied so all members perform the drill

in unison. This initial training process can be considered laborious however it is implemented so as to provide a positive experience for the new recruit. At no time will new recruits be subjected to unusual or impractical discipline or commands. The result of this unique training schedule is an experience that builds the new recruits as a team and readies them for implementation of drill with the rest of the Unit; the experience will not likely be forgotten.

New recruits are then invited to begin regular scheduled drill practice with the rest of the Unit.

Once the new member has established that he/she possess a suitable level of commitment and their performance is deemed suitable for the expectations of the Unit, they will receive a 'Class A' dress uniform and be invited to participate in Unit Details as an Officer of the KLPS Paramedic Honour Guard.

Drill

Standards of Drill:

The HG will follow the most current Canadian Armed Forces Standards of Drill (CF 201) for the core of training. Modifications will only be made by CO, XO or PO as required for specific needs of events.

Reason for Drill:

Drill is defined for our purposes as: Marching and performing in unison under the direction of a single or multiple Unit Commanders to achieve a desired goal. Historically drill was first conceived and utilized in a military capacity by the Sparta warriors for the purpose of moving troops in a battlefield setting. There are those that contend the origin but this is the most commonly held principle.

The rationale for training troops in the execution of drill was to move the troops onto the battlefield in an orderly fashion, and to move them around efficiently while the battle was ongoing. This methodology allowed for a streamlined command structure, thereby allowing better communications of objectives to the combatants. Commands were designed to be short and specific to avoid confusion from the troops and their respective commanders, and common enough that should the commander fall during battle

another member could assume the commanders role. This led to the system of platoons and ranking that still exists in modern day militaries.

It is also said that the most important aspect of drill in the battlefield environment was more of psychological warfare. It was shown that by presenting a well-organized force to the opposition it signified that this was a professional military, one that trained extensively together and had the commitment of significant backing and support. This would weigh heavily on the minds of the opponent and was often enough to encourage them to leave the battlefield. Virtually all military forces in one form or another adopted the drill process to aid them on the battlefield.

The advent of gunpowder would ultimately change most battlefield tactics however drill remains a constant in most present day military forces, although now it is largely ceremonial in its application. It is also used as a training tool to encourage and motivate individuals to function as a team.

The KLPS Honour Guard uses Standard Commonwealth Drill as its mainstay for ceremonial presentations. It has been adopted by the Canadian Military and conforms to most, if not all, of their requirements. By adopting this drill methodology, it gives a readily available resource in the performance of our Details. The teaching system used is based on the same doctrine and the only significant difference will be the omission of the "Rifle drill" components.

The KLPS Honour Guard Officers will receive a *Manual of Drill and Ceremonial* condensed from the *Canadian Forces Manual of Drill and Ceremonial* to include items of particular significance. The use of this drill is common to most Ceremonial Units and therefore allows the Honour Guard to interact quickly and efficiently with these associated members.

The drill system is used by the KLPS Honour Guard to show the professionalism of the service that we represent. When well executed it casts an excellent light on those whom we represent. It is our obligation to them to ensure we perform to the absolute best of our abilities at all events.

Drill Practices

Drill is a complex series of movements performed in unison and in order to be proficient in its execution the Unit must be diligent in preparation. This ensures the professional presentation of the Guard in both Details that have advanced preparation and those that do not.

This is done through the use of frequent drill practices.

Scheduling:

- Practices are held on one day per month (excluding July and August). This results in ten (10) scheduled drill practices per year. More practices may be scheduled to bring recruits up to the standard of the rest of the team.
- Mandatory practice / meeting days may be scheduled in the event that regular monthly practice attendance is low.
- The practice schedule will rotate days of the month so that members of each working platoon can attend on days off
- Event schedules are provided to each Officer at the beginning of every year outlining the dates of all practice sessions, annual Details, and meetings.
- Additional practice sessions will be arranged in preparation for major events in order to ensure specific drill requirements are met.

Content:

Regular scheduled drill practice sessions follow this general format:

1. Arrival time 15 minutes prior to announced meeting time
2. Attendance taken
3. Meeting to discuss any HG Business
4. Core practice material and instruction

5. Briefing session
6. Dismissal

Detail practice sessions will involve:

1. Dress set by the Executive Officer
2. Location set by the Executive Officer
3. Times set by the Executive Officer
4. Guards as selected for the Detail
5. Material specific to the Detail

**It is incumbent on the Executive Officer leading the practice to advise the members prior to the session of uniform requirements and items to be practiced. The Executive Officer must ensure adequate breaks and that the rules of decorum are followed and enforced. The Executive Officer must also ensure feedback and corrective measures are given immediately during the session. It is also incumbent on the Executive Officer to ensure all facets of the practice objectives are met and to adjust the schedules to ensure that all members are capable of completing the assignments. It is incumbent on the Officers of the Guard to arrive on time and in appropriate uniform that is properly presentable and to participate in the practice as requested. While on the parade square the Officers of the Guard must follow appropriate decorum.

Attendance Policy

The KLPS Honour Guard adopts the following policy regarding attendance at drill practices and Details.

1. All members are expected to attend scheduled practices when not on-duty. If a member fails to attend a minimum of two (2) drill practices out of four (4), without prior notification, or 70% over the year, the member shall be considered to be displaying an inadequate level of commitment. The member shall be counseled up to and including dismissal from the KLPS Honour Guard.

2. All members are expected to attend the Details they sign up for. If a member agrees to attend a Detail and then is absent without notice, the member shall be considered to be displaying an inadequate level of commitment. The member shall be counseled up to and including dismissal from the KLPS Honour Guard.
3. Missing scheduled practices and Details without prior notice is considered a dishonour to the Unit and fellow members that are being represented.

**The above is to be considered the minimum level of activity and consideration to remain “active” as an Officer of the KLPS Honour Guard.

**Selection for Detail participation is based on an Officers activity and attendance in both practices and prior Details.

Leaves of Absence

Personal

Any member of the HG may request a Leave of Absence at any time. Short leaves need only a verbal request to the CO or XO. Any Leave longer than six months require a written request via email to the CO and XO.

Pregnancy

Once a member of the HG states officially that they are pregnant, that person will be restricted from any drill movements and they will be afforded modified or any light duty position that is medically authorized by their physician and that the member is comfortable performing.

Officership

Once a member has joined the KLPS Honour Guard, they are given an honorary Officers rank that will apply only to the Unit itself, and when acting in functions associated with the Unit. This is to promote the expectation of conduct that is normally associated with holding an Officers position.

The Officers of the Guard must understand that they are entrusted with representing all members of the Kawartha Lakes Paramedic Service, and at all times conduct, themselves in a manner worthy of respect and their trust. This obligation is not to be taken lightly and is given freely without expectation of compensation.

The Officers of the Guard are responsible for the following:

- Knowledge and understanding of Drill
- Knowledge and understanding of Protocol
- Conduct becoming of an Officer
- Uniform preparation and care
- Acceptance of orders given by Parade Officers
- Honouring the other Officers of the Unit
- Unity and harmony of the Guard

The rewards of being an Officer of the Guard are in the work itself. The pride of being instrumental in elevating the stature of KLPS and the will be its own reward within the Emergency Services Community. All members will share equally in the accolades received by the Unit and the honours bestowed upon it.

Members of the Unit will have the opportunity to participate in planning and/or lead special projects related to the both the development of the Honour Guard and the formal presentation of KLPS. Examples of these projects include Annual Fall Gala planning, KLPS Paramedic Honour Guard special event planning, and fundraising events. It is important to note that some of these are considered as Formal Details

An awards program will be developed within the Unit to recognize achievements, both individual and as a Unit.

Command

Although there is no formal rank structure while on parade, and all members of the KLPS Honour Guard are considered to be equal, there is a need for positions of responsibility and decision making within the Honour Guard.

The leadership roles within the Honour Guard are designated as “Commander” roles. These roles are designated to those members that demonstrate themselves to have the qualities that are desirable in a Commander, as well as the respect of the other members of the Unit. The successes of the Unit are directly influenced by the confidence and trust the members place with their Commanders.

The principal leadership methodology that has been adopted by the Unit is one of “Leadership by example”. The phrasing “Never ask anyone to perform that which you would not readily complete yourself” summarizes this. With this principle in mind it is necessary for the Unit Commanders to demonstrate their willingness to follow this by participating in regular practice activities whenever possible. Therefore; it can be stated that the requirement of the Unit Commanders is twice the work of any of its members.

The next foundation of leadership within the Unit is that of putting the Unit before themselves. This involves the ability to share the achievements and successes of the Unit with all of the members, without accepting the credit personally. Remember; the Unit only succeeds when all of its members are working together as a team. This also involves accepting all of the negative occurrences personally, as the Unit fails only when the Commander has failed to ensure the Unit can perform as a team. The negatives then need to be processed into a form that can be taken back to the Unit and correction given to the entire Unit in a constructive manner. Avoiding “singling” out a member will help to develop the team, which is not to discount that special attention may be required to help an individual perform at the Unit expectation.

There are certain qualities and cornerstones of good leadership. These are the inherent traits of the member and can be fostered and cultured within the membership. The future Commanders of the Unit will come from within the Unit and it is in the best interest of the Unit to ensure its future success by promoting these traits in its members.

These traits include:

- Honesty
- Integrity
- Loyalty
- Discipline
- Morality
- Humility
- Positive Energy
- Positive Attitude
- Pride
- Strong Character
- Self-Motivation
- Self-Reliance
- Sound Judgement
- Sense of Humour

**The commitment of the Unit to build strong leaders of its members can only enhance its overall success. Fostering this in the members will only improve each of them and will carry over into their work with the KLPS, or whatever the members strive to achieve, ensuring their personal and professional success. This presents a classic “win-win” position and can only be beneficial to all parties.

Terms of Reference/Areas of Responsibility

Chief (Honourary position)

Commander of Operations (COO)

Liaison Officer (LO)

Commanding Officer (CO)

Executive Officers (XO)

Secretary

Parade Officer (PO)

Senior Officers of the Guard

Pipe Officers of the Guard

Officers of the Guard

Honour Guard Recruits

Decision Process Summary

The HG follows recognized parade conduct while on parade, but votes with regards to major decision making. Positions on the Executive and any matter that will significantly impact the HG are made by voting. Financial decisions will be made by the CO with consultation and approval of the treasurer and LO. Voting is limited to team members by show of hands, proxy or when requested, secret ballot.

Positions on the Executive will last for two years unless there is a request by three or more members for an election.

Internal discipline will be the responsibility of the Executive with the final decision of the CO. The HG will meet at designated times throughout the year for training and meetings as set out in the previous year-end meeting.

Occasionally, short notice meetings and/or practices may be called specific to an event or need.

Executive Team

Includes: Commanding Officer, Executive officers, Secretary, and Parade Officer

Collectively responsible for:

- Maintaining a cohesive team
- Communication
- Recruiting
- Training goals and implementation
- Public Relations
- Detail planning and coordination
- Financial and logistical planning
- Project development

Commanding Officer

- Allowed direct contact with the Commander of Operations (COO) with matters that directly fall within his/her realm of responsibility
- Responsible for cohesion of all members of the KLPS HG
- Assists as general liaison with OPSEU and KLPS Management
- Final decisions in matters of discipline
- Oversees all aspects of operations by delegating duties as required

- Provides leadership and advancement of knowledge for all members in the areas of drill, protocol, and etiquette pertinent to the duties of the Unit
- Maintains the council of the Executive Officers

Executive Officers

- Assumes responsibilities of the CO in his/her absence
- Work with the CO to develop team performance objectives and routines
- Assist in parade state and special event planning.
- Provides operational and logistical coordination for all members
- Ensures effective and timely coordination and communication
- Assists with external and internal communication
- General coordination of Detail assignments or delegation as required

Parade Officer

- Any Member in charge of a detail
- When coordinating a detail in Honour Guard uniform, the red sash will be worn to identify that they are in charge of the detail. When not personally coordinating a detail, the member shall dress as all other members.
- Detail coordination as delegated
- Coordinate Officers for detail assignments
- Shares drill practice coordination and instruction with other Executive Officers
- Responsible for the ready status of Officers

Secretary / Treasurer

- Provides additional operational and logistical coordination for all members
- Communication support
- Assists with external and internal communication
- Provides clerical support incl. attendance taking, note taking, preparation of minutes
- Information gathering and record keeping
- Custodian of P-Card, and Petty Cash

Senior & Pipe Officers

- General members of the Honour Guard
- Founding members of the Unit and those chosen for distinction by the Commander are assigned the title of Senior Officer of the Guard
- All are responsible for maintaining personal Honour Guard kit in order at all times
- Providing input at general meetings or in a timely manner following receipt of the summary notes from meetings
- Follows direction of Executive Officers during drill training and Detail assignments
- Assist with project development

Officer of the Guard

- Uniformed member of the KLPS Honour Guard who has demonstrated an acceptable level of proficiency in ceremonial drill, as well as dedication and commitment to the unit
- Responsible for maintaining personal Honour Guard kit in order at all times

- Providing input at general meetings or in a timely manner following receipt of the summary notes from meetings
- Follows direction of Executive Officers during drill training and Detail assignments
- Assist with project development

Honour Guard Recruit

- A member of the Honour Guard who has yet to achieve the acceptable level of ceremonial drill, and is in the process of demonstrating his/her dedication and commitment to the team through attendance to Drill Meetings and events.
- Considered to be on probation for a minimum of 6 months. They have yet to receive their Class “A” uniform
- Can still represent the KLPS Honour Guard at events
- Will wear regular duty uniforms kept to a high standard (incl. Duty pants, long sleeved shirt, black tie, and polished boots)

Committees

The HG will form committees when there is a requirement for research and decision recommendations. Committees shall be a minimum of two HG members and an Executive as a third.

Liaison Officer

One member of PS management team will act as a liaison between management and the CO and/or the Executive.

Management Officers

During ceremonial/Parade events, management officers will march with the HG in formation shown in the tables that follow.

Parade Structure

PO

1. Colour Party
2. Honour Guard
3. Officers (Management)
4. Service Members

Chief

Expectations

Commitment

The commitment of the Honour Guard is paramount to the success of the Unit. This requires a commitment by both the member to the Unit and the Unit to the member. The strength of the Guard is formed with both entities being equally accountable to each other. With a Unit of this nature the demands placed on its members can be high, but the rewards can be even higher.

Each member's contribution will lead to the success of the Unit and greatly enhance the image of the service and the Emergency Service community. The following is the commitment made by the Guard and its members:

The Officers will be committed to the Honour Guard by:

- Accepting the doctrine of the Unit
- Attending practices
- Responding to emails in a timely fashion
- Accepting the responsibilities of the details presented
- Honouring the Unit, its Code of Conduct, and its members
- Resolving differences within the Unit itself
- Keeping business within the Unit itself
- Promoting professional conduct through all facets of daily activities
- Promoting the Code of the Unit
- Ensuring the proper image and integrity of the Unit is maintained
- Ensuring the proper image of its members is maintained at all times

The Honour Guard will be committed to its Officers by:

- Making available the tools and training to help them succeed
- Being available to the members for guidance or other needs
- Positive reinforcement of Unit/ individual achievements
- Leadership by example
- Facilitating conflict resolution
- Promotion of the Unit and its members within the Emergency Service community
- Facilitation of education and improvement of Unit Officers
- Ensuring the Guard maintains its integrity
- Ensuring the Unit is put before any one individual or member

The Kawartha Lakes Paramedic Service will be committed to the KLPS Honour Guard by:

- Helping to provide the tools and training to ensure the HG will succeed
- Permission to expand the use of county email addresses and business cards to assist with the HG's needs and function-ability.
- Permission to create and use an Honour Guard version of; the KLPS and the Corporation of the City of Kawartha Lakes corporate logos for HG documents, correspondence, letterheads and fundraising.
This logo may also be used for an embroidered head dress badge, ceremonial flag, PR information, and media releases
- Allowing Commanding Officer and Executive Officers direct contact with the Command of Logistics for items under the realm of his or her responsibility
- Allowing the HG to raise and carry the KLPS HG designed flag during ceremonial functions

- Providing Transportation to and from approved details and events
- Providing Accommodations to the Unit when overnight travel is required
- Providing the Unit with Meals while attending approved details and events
- Providing storage space for HG to keep HG related items

The KLPS Honour Guard will be committed to the Kawartha Lakes Paramedic Service by:

- Attending events as agreed upon by Guard and management
- Committing to our mission statement

Discipline

The object of discipline is to ensure the prompt and willing adherence to an order given by a superior. It is designed to produce order and establish cohesion in individuals so they can achieve success as a single unit, in a single purpose. When properly administered discipline results in an intelligent desire to carry out the direction given by the superior authority.

Respectful obedience to a given order is the basis for sound discipline. It must be given freely to a superior who has earned the respect and trust of those being led. It is therefore the responsibility of the superior authority to ensure that they never promote or ask of others anything that would violate that respect and trust.

Discipline is the cornerstone of the performance of an effective Unit. Without it the Unit would fail to meet its objective. It is the responsibility of all members of the Unit to value discipline and maintain it during the course of executing the objective.

Discipline should never come from a fear or dread of punishment. It is from within an individual that is committed to the success of the Unit. It is necessary to place the needs of the Unit above the needs of oneself.

Advice and correction should first be given to the entire Unit collectively without singling out any one individual. Allow the Unit to correct itself through its own initiatives. It is

detrimental to the morale of the Unit if they are not allowed to correct themselves prior to outside influences.

If an individual is having a consistent problem and is not responding to the Unit initiatives it may become necessary to counsel and provide further individual instruction. Once the problem has been rectified the member will then be returned to the Unit.

It is important to note that advice and correction should not be construed as a personal insult, but that of constructive criticism designed to enhance the performance of the Unit. An individual member's success is directly involved in the success of the Unit. It is therefore in the best interest of the Unit that all of its members operate at maximum effectiveness.

In the event a breach of discipline occurs it will be dealt with following the *Chain of Command* that exists within the Honour Guard. Individuals will be corrected first by the Parade Officer. If this fails to resolve the breach, it shall then be passed on to the Executive Officers and Commanding Officer. At this level the 1 I/C or 2 I/C will be responsible for furthering actions that will facilitate the correction of the breach, or applying the discipline that is required for said breach. It is ultimately the responsibility of the Commander of the Guard to ensure that all discipline actions are appropriate to the breach and that each member has the appropriate time and venue to air their concerns concerning the breach and its validity.

Conduct

The Vision of the Honour Guard is "**Honour, Duty, Integrity, Discipline, Commitment**" and this must be consciously upheld by all members at all times. There is an expectation that all Officers will conduct themselves with the highest of personal regard, therefore never dishonouring the Unit and their fellow Officers, or KLPS and its members. The essence of the Guard is leadership within our service, the Emergency Service community, and the community at large.

We are here to represent all members of KLPS and with that we must conduct ourselves in the very highest of deportment at all times. The members of KLPS have entrusted us with this responsibility and to perform at a lesser standard dishonours that trust.

Conduct is broken down into various aspects and layered on top of each other to form the basis of the highest conduct for which the members will be responsible.

General Conduct

This is how a member conducts him/herself on a daily basis and is the foundation of exemplary conduct. It includes but is not limited to:

- Respect – of others values, opinions, beliefs, religions, and cultures
- Honesty
- Integrity
- Ethics
- Discipline
- Attitude

Conduct On-Duty

This is how a member conducts him/herself while functioning in the daily performance of their duties within KLPS. This behavior helps a member gain the respect of their co-workers. It includes but is not limited to all of the above, and:

- Pride in the KLPS duty uniform and Honour Guard Dress Uniform
- Leadership within the service and the community
- Professionalism in all aspects of practice
- Promotion of education and improvement of Guard Officers and all Paramedic members

Conduct at Guard Practice

This is the cornerstone of establishing the discipline required to perform well as a unit. It is what will build and maintain the teamwork necessary to performing the required drill with competency. It includes but is not limited to all of the above, and:

- Attendance at all practices, unless working or with prior notification of absence to the CO or XO
- Practice uniform will be properly prepared and complete
- Punctual arrival
- Accept discipline enforced to promote performance conduct and enhance presentation
- Obey the words of Command and the PO
- Assist new members with dress and drill
- Encourage the building of the Unit through a variety of activities

Conduct at Official Functions

This is how a member conducts him/herself while attending a function that may or may not involve the wearing of the Honour Guard uniform but in which he/she is still representing KLPS and its membership. It includes but is not limited to all of the above and:

- Conducting themselves as gentlemen/ladies
- Addressing others with respect
- Positive representation of the service and its members
- Deportment that presents a very positive image
- Use of appropriate manners and etiquette

- Promotion of the profession as well as the service
- Avoidance of negative internal political issues
- Avoidance of excessive alcohol consumption

Conduct at Details in Honour Guard Uniform

This is how an Officer conducts him/herself while performing at or attending a designated function/detail, and is in full 'Class A' dress uniform. This is the period when the Honour Guard is at its highest profile and therefore under the most scrutiny. The actions of its Officers must be beyond reproach and must exhibit exemplary conduct. At this level the Officers are representing KLPS, its members, and the Emergency Service Community in general. They are no longer representing themselves. It includes but is not limited to all of the above and:

- Conduct appropriate to the uniform
- Highest manners
- Highest discipline
- Obeys Commander implicitly
- Follow orders to the letter
- Clearance of all activities through the Officer coordinating the detail
- Absolute continuity of the Unit during drill performance
- Uniform in order to perfection
- Parade boots at high shine
- Absolutely no use of profanity
- Absolutely no smoking in public view
- Minimal alcohol consumption using appropriate vessels

Grooming

As a member of the KLPS Honour Guard, there are expectations for each member's personal appearance. Adherence to these standards is mandatory and ensures a professional, cohesive Unit presentation. The standard has been established by utilizing past military practice and has been upheld as a reasonable expectation by the members of the Unit.

These standards are specific only to those events that require the presentation of the 'Class A' dress uniform or events when formed in rank.

The requirements are as follows:

1. Hair to be clean and neat, and:
 - As a male Officer the length will not exceed the collar and be over the ears.
 - As a female Officer be of appropriate length to be off the collar, in a bun, or be worn up under the uniform cap. Keep in mind that caps are on/off frequently during Details.
2. Face to be clean shaven, and:
 - As a male Officer Facial hair is allowed but must be neatly maintained.
 - As a female Officer minimal makeup in natural tones is to be applied in such a fashion to compliment the uniform.
3. Uniforms must be prepared in the highest order and worn appropriately so as to augment the presentation of uniformity, therefore:
 - All facial jewelry is to be removed when in guard uniform. This is to be interpreted as no jewelry visible above the collar, including but not limited to the ears, lips/mouth, tongue, nose, eyebrows, etc.
 - All bracelets and other wristbands shall be removed when in guard uniform.

- External tunic pockets shall be kept free of bulky items (i.e. wallets, cell phone, keys, smoking materials, etc.)

Dress

Dress Uniforms

Standard:

As provided by the Honour Guard. Currently, this uniform is purchased through Carleton Uniforms. The Kawartha Lakes Paramedic Service crest has been altered to have a silver outline and lettering. The “Honour Guard” crest has been sewn below the modified service crest and is in matching shade of silver.

Articles Unique to the KLPS HG:

Same as above with the additions of:

Any Medals awarded, any Pins awarded or authorized by the CO.

**It is understood that only KLPS HG members are allowed to wear the Articles Unique to the HG.

As a member of the KLPS Honour Guard you will be required to attend a variety of different events. These events have different uniform or dress requirements associated with them. To assist in the selection of appropriate attire the following list has been developed so that common parameters are used in defining those requirements. Each requirement level has been assigned a “class” for further definition. Noteworthy is that each class also includes preparation requirements that are associated with each.

1. ‘Class A’ (Full Honour Guard Dress Tunic - Unique to the KLPS Honour Guard)

This is the ceremonial presentation uniform created and adopted to represent the Officers of the KLPS Honour Guard. This uniform is to be worn at functions as deemed appropriate by the Guard Commander. This uniform consists of:

1. Dr. Marten 8 eye boots with a model number of 1460 in monotone colour or Dr. Marten 3 eye shoes with a model number of 1461, also in monotone colour
2. One paramedic style cap in navy with the silver trim piece
3. White parade gloves with snap
4. Ceremonial Belt in blue with plain silver buckle
5. Honour Guard Tunic with mandarin style colour and blue pin striping
6. Honour Guard Pants with matching blue pin striping

****Please note that all components of this uniform are mandatory without exception.**

Specific requirements:

- Ensure uniform is complete, cleaned, and prepared to the highest order
- Head Dress with member at all times
- Parade boots polished to high shine
- All insignia polished. Insignia includes belt buckle, medals
- Additions may be made at the discretion of the Guard Commander depending on the nature of the detail (i.e. Memorial ribbons or Remembrance Day Poppies at the appropriate calendar time)
- Decorations (insignia of medals, etc.) will be court-mounted and worn in accordance with the directives of the Chancellery of Honours

2. 'Class B' (Mess Dress) *Under Development*

This uniform is specific to those formal functions related to evening activities (i.e. dinners, balls, galas, receptions, etc.) not specified by the Commander as 'Class A' events.

Specific requirements:

- Ensure uniform is complete, cleaned, and prepared to the highest order
- Uniform cap is not a component of this uniform
- Decorations required in miniature will be court-mounted and worn in accordance with the directives of the Chancellery of Honours

3. 'Class C' (Departmental EMS Branch Dress Uniform)

This is the departmental uniform adopted by the KLPS for its general membership. This uniform is worn at events that do not require the pageantry of the Honour Guard.

Specific requirements:

- Ensure uniform is complete, cleaned, and prepared to the highest order
- Shoes polished to high shine
- All silver insignia polished
- Others per department policy
- Guard members who are classified as management will wear the uniform required by the KLPS Management policy when attending events in this uniform class. If representing the KLPS Honour Guard, they will wear the approved Honour Guard class "A" uniform

4. Guard Drill Practice Attire

This uniform is worn at practice sessions of the Unit. It consists of standard issue duty uniform pants, the issued golf-shirt or a KLPS issued "T" shirt, and parade boots or cleaned/blackened duty boots. Duty boots are acceptable for new recruits. The appropriate dress for the training session will be assigned with ample time for compliance. If no specification is made prior to the session the practice uniform will default to the full items listed above

Specific requirements:

- Ensure uniform is complete, cleaned, and prepared
- Boots are polished
- Specific uniform items may be added to practices preparing for specific details (i.e. gloves, cap etc.) at the discretion of the Executive Officer in charge of that detail

5. Appropriate Attire

This consists of the clothing worn by members of the Honour Guard when not actively performing but still in attendance at a function where they are representing KLPS. This is to be appropriate to the event attended and at the discretion of the attending Executive Officer. It will be assigned prior to the event with sufficient time for suitable preparations and to ensure that members incur no undue hardship. An example of attire in this class includes a black golf shirt with KLPS embroidered crest and black pants.

Compliments

Saluting

Salute: Derived from Latin, Salus – health, and Salvus – safe.

1A) To address with expressions of kind wishes, courtesy, or honour.

1B) To give a sign of respect, courtesy, or goodwill to greet.

2A) To honour (as person, nation, or event) by conventional military or naval ceremony.

2B) To show recognition to a superior by assuming a prescribed position.

2C) To express commendation of.

**Source: Webster's Dictionary, 10th Edition.

There are many different historical references to the origin of the salute. It is most commonly held that the salute was brought about from a greeting that could be given

from a fair distance away that was given to an opponent or friend. The greeting was given with the right hand held in visual sight showing that it contained no weapon therefore showing the opponent or friend that it was safe to approach. It also allowed the shield to be maintained in a defensive position so they were not vulnerable to attack.

Historical reference holds that the modern salute has its origins in medieval times. In the day of the Chivalric Code of Honour, as Knights would approach, as either friend or foe, at a safe distance they would raise the face shields of their helmets. This was done with the right (weapon bearing) hand thus showing that there was no offensive weapon at the ready and a voluntary vulnerability by opening their armour. Again, this allowed the shield to be maintained in a defensive position thus reducing vulnerability from an attack. If friendly, the Knights would approach each other maintaining this posture. If enemy, once the salute was exchanged the Knights would make their decision to battle or part.

It was customary for all Knights to pay homage to their Liege Lords by performing this salute. It was to show that they would allow themselves to be vulnerable to their leader. It is held that as structure developed within the Armies and Navies, it was to follow that all subordinates were asked to show the same respect to their superiors. This same philosophy still exists in all facets of all the worlds' militaries.

It is interesting to note that Lord Baden Powell, father of the scouting movement, chose to have the members salute with their left hand. The philosophy was to show even more trust in those being encountered by using ones shield (protecting) hand, thus rendering the person defenseless.

This is the ultimate sign of trust.

Occasions for Compliments

Compliments are paid to the following persons or on the following occasions as set out by the Canadian Armed Forces Doctrine:

- Her Majesty the Queen and all members of the Royal Family with standing
- The Governor General of Canada and Lieutenant Governors of the Provinces
- Foreign Sovereigns and members of Reigning Foreign Families with standing

- The Prime Minister of Canada
- Presidents and Chiefs of State of Commonwealth and Foreign Countries
- Officers, including those of Commonwealth and Foreign Countries
- During “God Save the Queen”, “O Canada”, and National Anthems of Foreign Countries are being played
- When the National Flag is being raised or lowered
- Uncased Standards, Guidons, or Colours, except when draped in black and carried at a funeral
- During the sounding of “The Last Post” and “Reveille”
- When passing the National War Memorial and Cenotaphs
- Passengers in vehicles bearing distinguishing flags or plates

Saluting

The salute will be given only when in complete uniform (with hat on). It is a quick motion to the edge of the hat using the right hand and a flat palm. Once acknowledged, the hand is returned quickly to the side. In cases where the salute is not acknowledged (i.e. flags, cenotaphs, etc.) a standard pause of “two-three” is observed, and then the return is done. If performed during a sounding (i.e. National Anthem, Last Post, etc.) the salute is returned immediately at the conclusion of its sounding.

Specific Compliments

When formed in Ranks, the following Compliments will occur:

1. At the Halt, the Commander will bring the Unit to Attention before saluting, then salute on behalf of the Unit.

2. On the March, the command “Eyes right/left” will be given followed by the commander offering a salute to the honoured person/flag/item on behalf of the Unit.

National Anthem

1. All shall stand, and if civilian clothes hats will be removed.
2. Formed Unit will be called to attention and the Commander will salute.
3. Any member participating as a spectator in uniform will salute for the duration of the sounding.

General Salute

There are rare occasions that call for all persons formed in Ranks to perform a salute. This is usually associated with a funeral. When this occurs the Commander will call the Unit to attention and the command “General salute – salute” will be given. The salute will be held until the command to return to attention is given.

Etiquette

As a member of the KLPS Honour Guard you will be called upon to attend a variety of events and will be expected to be able to show the appropriate demeanor while acting in your role as the elite representative of the Emergency Medical Service. Each of these events has specific requirements and expectations and it is your responsibility to be prepared for these situations. To aid in this the following is a list of some of the environments that you may find yourself involved in, included are some items that may guide your actions in those situations.

Conversation

- Avoid dominating the conversation
- Respect others beliefs, political views, and opinions.
- Allow others to finish their statements

- Avoid personal agendas
- All persons of higher rank are to be addressed as “Sir” or “Ma’am”
- All persons not familiar to the member will be addressed as “Sir” or “Ma’am” until otherwise instructed
- All familiar persons will be initially addressed as “Sir” or “Ma’am” until they are engaged in conversation
- If you must leave the conversation, wait until the person has concluded speaking and politely excuse yourself with the appropriate apologies
- Keep conversation volume appropriate to the setting/surrounding
- Attempt to include others present in the conversation
- Avoid boisterous arguments/conversations, these can be returned to at a more appropriate time
- Speak clearly
- Avoid the use of profanity
- Include only humour appropriate to the person with which you are speaking
- Avoid service specific political topics

Formal Dining

Dinner Table Etiquette:

- Use good posture
- Avoid placing elbows on the table
- Gentlemen will assist ladies with their chairs on seating
- Gentlemen will rise as ladies rise from your table

- Always pour wine for the guests seated at your table
- Filling glasses a third to half full is usually a good guideline
- Engage in lively/light conversation at your table
- Use appropriate humour to entertain your guests
- Ensure all persons at your table have been introduced to each other
- Do not begin eating until all the guests at your table have been served
- Avoid talking with food in your mouth
- Avoid accenting your conversation with your utensils
- Once you lift your cutlery, it should not touch the table again
- Do not cut rolls with a knife; break rolls with the fingers and, if desired, butter each piece prior to eating it
- Ensure proper napkin placement and usage throughout the meal. Once you are seated place the napkin, unfolded, on your lap and leave it there until you are finished. Once you are finished place the napkin folded loosely to the left of your plate. If you need to leave the table during the meal, place the napkin on the chair and slide the chair under the table.
- Use the napkin prior to taking a drink from your glass
- If you must leave the table, excuse yourself when an appropriate opportunity arises
- Always ensure persons seated at your table are attended to prior to yourself
- Guard members should be the last served
- Avoid smoking at the table

- Avoid “over loading” your plate in buffet format dinners, it is much more appropriate to make a second trip
- Never try to help your waiter, or attempt to hand him/ her a plate that you have finished with, merely lean to one side
- Attempt to ensure the needs of your guests are fulfilled
- When finished your meal do not push your plate away from you
- To inform the server that you are finished with a course of the meal, lay your fork and knife together across your plate. This will also prevent the utensils from slipping from the plate as it is removed.

Receiving Guests:

- Receive persons at the entrance to the function facility.
- Welcome the persons appropriately to the function with the proper address.
- If applicable offer to assist with their coats.
- Conduct the persons to their seating, if applicable offering your arm to the lady.
- Ensure they are aware of the location of the various areas involved in the function.
- Ask if you may assist them with any other requirements.
- If applicable ensure introductions are made to the other persons they are joining.
- On completion politely excuse yourself when the appropriate opportunity arises.

Teas:

- Use only polite conversation
- Move from conversation to conversation

- Choose appropriate menu items
- Use appropriate form when holding cup
- Ensure conversation volume is appropriate
- Eat lightly

Toasts:

- Seize the opportunity to present the first toast
- Toast to the host of the function when appropriate
- Toast the persons at your table, special attention paid to the ladies that are present
- Toasts are made with Wine, Port, Cognac, and other specialty beverages
- Ensure the toasts are made at the appropriate time
- If toasting to the Queen, it is made from a standing position. It is a solitary toast made simply as "The Queen", DO NOT touch glasses following, raise glass up and then to the mouth
- If toasting to the Unit, it is a solitary toast made simply as "The Guard", DO NOT touch glasses following, raise the glass up and then to the mouth
- The preceding toasts are performed with your arm straight held away from your body, slightly raised, whereas "friendship", and congratulatory toasts are made with your elbow bent and the glass held about twelve inches in front of your face.
- Receive graciously any toast made in your or the Units honour
- Avoid repeated toasts; try to encompass all of your guests together when possible, unless stature precludes this. It keeps all of your guests of equal importance.

Alcohol Consumption:

- Drink beverages from a glass
- Choose beverages that are appropriate to the event
- DO NOT drink to excess while in uniform or representing the Guard or the paramedic service
- Avoid refusing those beverages given to you as a gesture of thanks

Smoking:

- While in uniform members will remove themselves to an inconspicuous location to partake
- Exemption can be given to the consumption of cigars only when in the appropriate setting
- Avoid smoking in the view of any public
- Smoking materials will be carried out of sight

Awards Program (Being Revised)

A number of means will be developed in order to recognize dedication and accomplishments that bring honour to the Unit and its members. It is the objective of the Honour Guard to cultivate an environment of camaraderie and tradition among its members.

Logistical Agreement

Scheduling Considerations

It is imperative that the HG has minimum staffing levels for each type of event response (practice or actual Guard related event). Our attendance must be a co-operative effort between the team and the KLPS management.

Changing of Shifts:

Kawartha Lakes Paramedic Service agrees to allow Officers of the Guard to exchange shifts as to ensure that they are able to attend preplanned events. A schedule of preplanned events will be given to management staff at the start of each calendar year, in order to facilitate this exchange.

HG Officers will submit alternative dates that they are able to work in order to allow management / scheduler to fill the required day off with part-time staff and give the HG Officer a shift on their available date instead. These exchanges will occur as a priority over filling shifts with a regular part-time staff paramedic. The request may not be approved if it compromises operations of the service.

Compensation:

KLPS has agreed to give up to 240 hours (to be paid or banked) for Guard Members attending events related to the Guard. These hours are to be used for Guard Related activities and are being distributed at the discretion of the CO. These hours are in exchange for the Honour Guard offering public events or CPR / AED training 3 times per year.

Use of the “Paid Hours”

Beginning in 2017, members of the guard will be paid for the “must attend” days. As agreed with CKL Management, there will be 3 “must attend” days during which the guard will provide the public a free CPR / AED training. These days may also include a Guard practice and any fundraisers discussed amongst the Guard. Any remaining hours will be distributed to the Guard at the discretion of the CO and may be used for

attendance at other Guard related events, administrative duties relating to Guard events, or other activities that the CO deems appropriate for use of the “paid hour” allotment.

Transportation:

Any time Service vehicles cannot be used, best pricing will be sought after for rentals. At all times, safety devices will be used. All advanced planned activities requiring county vehicles will be requested at least one week in advance to the Commander of Operations (COO).

Short notice use of county vehicle needs will be directed to the Duty Officer for real time verbal communication of needs, if none are available, private vehicle or rental will be sought out w/ mileage being paid (in accordance to KLPS Policy) by the Honour Guard. Mileage and / or rental costs will be covered by the Honour Guard expense account.

If an event is out of province and too far to drive to, the HG will seek out 3 costs of flights and book the lowest cost. The cost of flights will be covered from the Honour Guard Funds account.

Accommodations:

If there is a need for accommodations, Standard clean rooms will be sought after and paid by the Officer and receipt submitted to Kawartha Lakes for reimbursement. Any additional room charges except meals will be the financial responsibility of the person in that room.

Meals:

Meals are to be provided to the HG during event periods. P-Card or Petty cash will be used. The standard County meal policy will be adhered to with receipts and meal claim form being submitted with reimbursement made to the Honour Guard account. Alcohol will not be purchased as an expense to the Guard or City of Kawartha Lakes.

Storage:

Kawartha Lakes Paramedic Service will provide the Honour Guard with a means of storage at either KLPS Headquarters or at the St. David Street Ambulance Station. Storage will consist of a locker to store flags, flag poles, etc. and a locking filing cabinet to store paperwork, attendance records, expense reports, etc. A small safe will also be stored in the locked filing cabinet, housing petty cash and short-term holding of funds raised through fundraising initiatives.

Detail Functions:

The Honour Guard will be requested to perform at a wide variety of functions. These functions are known as “Details”. The requests are made from parties organizing the event and are made by communication through the LO and CO. It is the responsibility of the designated CO to assign the appropriate number of personnel to the Detail. Pre-booked details will be planned in the prior year and communicated to Honour Guard Members and the KLPS Management team.

Finances:

Accountability:

The HG will internally self-regulate our high standards of professionalism and discipline. The HG will maintain financial accountability to the City of Kawartha Lakes. It will prove this by remaining transparent with its accounting practices.

Trust Fund:

A goal of the HO is to establish a Trust Fund with the City of Kawartha Lakes and to build on this fund through fund raising initiatives.

Fundraising:

3 fundraising days per year will include community CPR/ PAD training. The training will be offered for free by the Guard and/ or its helpers, and any monies earned through fundraising initiatives for the day will be added to the Honour Guard Bank Account or in

to petty cash and added to the ledgers. The HG will establish a committee to coordinate these 3 days as well as other fundraising efforts as the Guard sees fit. In exchange for these three PAD Training days, Kawartha Lakes will give 240 hours of paid time to be used as mentioned in the Compensation section of this document.

Donations:

Any cheque donations will be forwarded to our CO for deposit into the Honour Guard account. Small cash donations maybe deposited into Petty Cash and will be tracked for accounting purposes.

P-Card:

The HG will follow the most current County policy found in the Logistical Appendices. The CO will rectify with the LO at months end if the Card is used.

Petty Cash:

The HG will maintain a \$300.00 petty cash float to be reconciled by the CO with the LO. Accurate bookkeeping will be kept. The HG will follow the most current County policy found in the policy and procedure manual.

Dry Cleaning /Maintenance/Replacement of Uniforms:

It is understood that the Cost of dry cleaning or repair of Dress Uniforms will be covered by KLPS. Uniform repair will happen “on account” at Terry’s Tailor. Dry cleaning will occur on “on account” at Lindsay Dry Cleaners.

If a member is in need of a uniform the Guard will work in conjunction with KLPS to cover the costs of replacement of the uniform.

Costing for KLPS Honour Guard golf shirts will be covered solely by the Honour Guard funds.

Special Training:

KLPS Honour Guard recognizes that there may be training events that would benefit the Guard and have costs associated with them. The Guard will work in conjunction with KLPS and this document to cover the cost of these training events.