



Reserve Messes

President Mess Committee (PMC)

Guidance Manual

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SECTION ONE - GENERAL

1.01 Terms and Definitions

1. **Accounting**: The process of analyzing and systematically recording, in terms of money, transactions and events, which are, in part at least, of a financial nature, and of summarizing, reporting, and interpreting the results thereof.
2. **Entity**: Means any constituted activity that presents a complete set of financial statements. It includes Messes, CANEX, Canadian Armed Force (CAF) Museums, Base/Wing Funds and their subsidiaries.
3. **Mess**: The organization whose membership is related to an identifiable rank formed for the purpose of building esprit de corps and comradeship, or the facility or facilities, which provide space in which to carry out the functions of the organization. The facility or facilities may include a dining room, bar or anteroom, lounge, games room, patio and other common rooms/areas which, when provided, are operated and administered to provide services to the members of the Mess. Messes have been entrusted to the Commanding Officer (CO) pursuant to Sections 38 to 41 of the National Defence Act.
4. **Mess dues or Mess subscription**: A monthly assessment corresponding to a membership fee, which defrays the general operating expenses of the Mess. The amount shall be set for both ordinary and associate members and shall be determined by a General Mess meeting and approved by the unit CO.
5. **Morale and Welfare (MW) Programs**: Programs administered exclusively by CFMWS, with Public and NPP resources, in support of the chain of command, to enhance the well-being of members (CAF) and their families, veterans and their families, thus contributing to the operational readiness and effectiveness of the (CAF).
6. **Non-Public Funds (NPF)**: NPF is the abbreviation for Non-Public Funds and should be used in that sense only. It is not accurate to imply that NPF is an entity or organization with capacity to perform functions or undertake responsibility, as such entity or organization does not exist. The abbreviation may be used in conjunction with facilities or functions to indicate the primary source of resources for an activity, but does not necessarily establish the responsibility for its existence. NPF is the money component of Non-Public Property.
7. **Non-Public Property (NPP)**: NPP is as defined in The *National Defence Act* (NDA) and means:
 - a. all money and property, other than issues of material, received for or administered by or through Messes, institutes or canteens of the CAF;

- b. all money and property contributed to or by officers, non-commissioned members, units or other elements of the CAF, for the collective benefit and welfare of those officers, non-commissioned members, units or other elements;
 - c. by-products, refuse and the proceeds of the sale thereof, to the extent prescribed under subsection 39(2) of the *National Defence Act*, and
 - d. all money and property derived from, purchased out of the proceeds of the sale of, or received in exchange for, money and property described in subparagraphs (1) to (3).
8. Senior Manager Reserve Accounting Service SMRAS: the senior NPP accounting person at each unit or your Army Reserve Financial Mess Advisor.
9. The Senior Manager Hospitality Services (SMHS): a position in Ottawa that provides direct support to Messes throughout the CAF.
10. Divisional PSP Advisor: a position situated in the Canadian Army Divisions to oversee the division's Reserve Messes, Unit Fund and Museums, and is the primary point of contact for the Canadian Army Reserve Mess management.
11. Non-Public Property Reserve Accounting Manager Reserve Office (NPPRAM-Reserve office): the National Accounting Manager Reserves.
12. Revenues and Expenses Principles: expenses incurred by an entity must be charged to the income statement in the accounting period in which the revenues to which those expenses relate are earned. Revenues are recognized when they are realized and are earned, no matter when the cash is received.
13. Service Clubs: may be authorized as an alternative to Mess bars. They provide a place for CAF members to socialize where consumption of alcohol is not the primary activity. Activities provided in service clubs are based on the interests of CAF members and may include a lounge area, food outlet (either in the facility or reasonably accessible), dance area, games, and TV areas.

1.02 References

- 1. [A-FN-105-001/AG-001](#) Non Public Funds Accounting Policies and Procedures Manual;
- 2. [A-PS-110-001/AG-002](#) Policy Governing Operation of Personnel Support Programs in the Canadian Forces;
- 3. [PSP Policy Manual Chapter 9-4](#) Mess Administration;

4. [PSP Policy Manual Chapter 9-1](#) Messes;
5. [PSP Policy Manual Chapter 10-3](#) Unit Funds- Reserve Force;
6. [PSP Policy Manual Chapter 9-2](#) Provision, Serving and Consumption of Alcoholic Beverages;
7. Provincial Liquor License Act;
8. NPF Collective Agreement; and
9. [Chief of the Defence Staff Delegation of Authority for Financial Administration of Non- Public-Property \(NPP\) May 2010](#).

1.03 Purpose

1. The purpose of this document is to provide guidance to Presidents of Mess Committee (PMC) in conjunction with the references listed above.

1.04 Point of Contact

1. Non-Public Property Reserve Accounting Manager – Reserve Office (NPPRAM-Reserve Office) is the primary contact for support related to questions pertaining to the NPP accountability framework, and any other questions with regards to NPP.
2. Mess Management OPI is Director Deployment Support, Recreation and Messes (DDSRM). Contact information (613) 992-0424
3. Senior Manager Hospitality Services (SMHS) is responsible for the Canadian Army Reserve Mess Advisors and Mess Management. Contact information (613) 992-7694
4. Divisional PSP Advisor for each division will be the primary contact to support Reserve Mess Management.
 - a. 2nd Division: Québec, Québec
 - b. 3rd Division: Edmonton, Alberta
 - c. 4th Division: London, Ontario
 - d. 5th Division: Halifax, Nova-Scotia

SECTION TWO – MESS MANAGEMENT

2.01 Mess Organization

1. The example of the Mess management organization chart at Annex A indicates the chain of command and roles of key positions in the management of a Mess. They include:

- a. PMC;
- b. Executive Committee Positions;
- c. Mess Manager;
- d. Supervising Officer;
- e. Divisional PSP Advisor;
- f. Senior Manager Hospitality Services (SMHS); and
- g. Unit Commanding Officer (CO).

2.02. Role of President of the Mess Committee (in addition to duties stated in [PSP Policy Manual Chapter 9-4](#))

1. The President of the Mess Committee (PMC) oversees the needs, wants of the Mess membership, and is responsible to the CO (through the Supervising Officer, as applicable) for:

- a. the administration and management of the Mess with coordinated support from the Mess Manager and Mess Committee;
- b. the issuance of Mess Constitution and By-Laws ; and
- c. the calling of Mess Committee meetings and General Mess meetings and presiding at these meetings. Meetings are to follow parliamentary procedures as per [PSP Policy Manual Chapter 9-4](#)

2. The PMC must be well acquainted with all Non Public Property (NPP) / Public (P) policies and procedures that pertain to the Mess operations, as per references found in section 1.02 of this manual.

3. The PMC is responsible for the executive committee and ensures that relevant statement of duties exists for all members of the Mess committee. The PMC ensures that all duties and responsibilities of committee members are carried out.

4. To have a successful, well-run operation, the PMC, Committee Members, Management and Staff must work in harmony to provide the best possible service to the membership. The PMC should feel free to discuss with the Mess Manager, Divisional PSP Advisor and/or the Senior Manager Hospitality Services (SMHS), any issues regarding the operation of the Mess.

2.03 Role of Executive Committee

1. The specific role and responsibilities of the PMC, Vice-PMC and Mess Executive Committee can be found in the Mess Constitution and By-Laws, as per example provided in [PSP Policy Manual Chapter 9-4](#).

2.04 Role of Mess Manager and Staff (in addition to duties stated in the [PSP Policy Manual Chapter 9-4](#))

1. Under the general direction of the Mess Committee, the Mess Manager is responsive to the PMC for the planning, organizing, directing, and controlling of Mess activities (except for food services) and responsible to the Divisional PSP Advisor or the Senior Manager Hospitality Services (SMHS). The Divisional PSP Advisor and/or the Senior Manager Hospitality Services (SMHS) provides guidance to the Mess Manager. The Mess Manager is an adviser to the Mess committee and is not a member. The Mess Manager carries out the day-to-day operations with the Mess supporting staff. All staffing requirements are the responsibility of the Mess Manager, who ensures that the NPF staff are trained and capable of performing their duties. Mess Managers provide support to the PMC and Mess Committee members.

2.05 Role of Mess Supervising Officer (MSO) (in addition to duties stated in the [PSP Policy Manual Chapter 9-4](#))

1. The CO shall appoint an officer to act in an advisory capacity to the Mess committees of the Junior Ranks' Mess (JRM). The Mess Supervising Officer shall:
 - a. assist and advise the Mess Committee as required;
 - b. be an ex-officio member of the Mess Committee; and
 - c. keep the CO advised of the affairs of the Mess.
2. The Mess Supervising Officer (MSO) is the link between the PMC and the CO. The MSO ensures that the PMC and Mess Committee are conducting business in accordance with NPP policies and procedures. MSO's should attend all Executive and General Mess Meetings.

2.06 Role of Divisional PSP Advisor

1. The Divisional PSP Advisor is a position situated in the Canadian Army Divisions to oversee the division's Reserve Messes, Unit Fund and Museums and is the primary point of contact for the Canadian Army Reserve Mess Management. The Divisional PSP Advisor is responsible to the Senior Manager Hospitality Services (SMHS). The Divisional PSP Advisor is a technical advisor to all CO's, PMC's and Mess staff in the Division.

2.07 Role of Senior Manager Hospitality Services (SMHS)

1. The Senior Manager Hospitality Services (SMHS) is a position in Ottawa that provides direct support to messes throughout the Canadian Armed Forces (CAF).

2.08 Role of Treasurer or Finance Member (in addition to duties stated in the [PSP Policy Manual Chapter 9-4](#)).

1. Under the general direction of the PMC, the Finance Member assists in the preparation of the yearly budget, monitors financial results in comparison with the budget, analyzes financial statements and advises the PMC on the financial condition of the Mess, liaises with the NPPRAM-Reserve Office and ensures that the Mess Committee is aware of the financial implications of any decision.

2.09 Reserve Unit Commanding Officer (CO) or Convening Authority

1. The Unit CO, or designated convening authority, is responsible for all NPP activities within the unit. All items contained in the minutes of a General or Executive Committee meeting are subject to the approval of the CO.

2.10 The Standard of Care – Serving and Consumption of Alcoholic Beverages

1. The standard of care must conform with those established by provincial and municipal laws. The sale of alcoholic beverages is not subsidized or discounted. Provisions should therefore include:

- a. a prohibition on the operation of bars except on a profit-making or break-even basis;
- b. a prohibition on "Happy Hour" or "two for one", etc. specials.

Note - This does not preclude subsidization at hosted functions held at the discretion of the Unit commander. ie Free Moose Milk at "At home" events.

- c. non-alcoholic beverages, attractive in price and presentation, are available at all outlets where alcohol is served;

- d. contests, competitions or stunts based on immoderate drinking of alcoholic beverages are prohibited (ie, "chug-a-lug" beer-drinking contests, etc);
- e. provision to, or consumption of, alcoholic beverages by military or civilian personnel who are under the legal drinking age, in the province in which the unit is located, is prohibited;
- f. persons in an intoxicated or apparently intoxicated condition shall not be served alcohol at CAF-controlled facilities or functions;
- g. individual members of the CAF are made aware that the primary responsibility for the wise and moderate consumption of alcohol and related behaviour rests with the consumer;
- h. there is a potential for personal liability when serving alcohol at their home or other locations; and
- i. a training and awareness program on the responsible service of alcoholic beverages is implemented for all personnel involved with the sale and/or serving of alcoholic beverages.

SECTION THREE - ACCOUNTABILITY AND CONTROL

3.01 Delegation of Authority

1. The [CDS Delegation of Financial Authorities for Financial Administration of Non-Public Property](#) (Also referred as NPP Delegation Document) sets out policy and standards related to NPP financial commitments.
2. Mess staff and Mess Committee members must receive delegated authority from their applicable Unit CO via [Annex A](#) of the NPP Delegation document.
3. Once signed, it is returned to the accounting office in London, which holds the originals on file and sends the information to the National Account Payable Office (NAPO), which updates the information in the National Database.
4. Word copies can be found in [Annexes A and C of the NPP Delegation document](#) .

3.02 Mess Accounts

1. All Mess funds received by the Mess shall be properly accounted for by the Mess Manager and submitted to the NPF Accounting office. Mess funds and other Mess assets shall only be expended for the direct benefit of the members of the Mess.

2. Payments into Mess Funds: Primary Reserve Officer Cadets at their unit shall not be required to pay more than 2 ½ per cent of their pay per month based on 1/12 of the unit man days of training allotted per year. When on course at a Canadian Forces Training School, they shall pay as Regular Force Officer Cadets.
3. The PMC, Mess Manager and Mess Committee shall be fiscally responsible in assuring sufficient funds are available to meet the following:
 - a. continuing obligations in general operation of Mess;
 - b. replacement of assets;
 - c. entertainment and sports activities; and
 - e. gift fund.
4. Mess Invoice: Every member of a Mess shall pay his Mess invoice on or before:
 - a. the 15th of the month following the month in which the invoice was incurred; or
 - b. the date he ceases to be a member.
5. Every effort will be made to ensure that a member receives his invoice. However, it shall be the member's responsibility to pay his invoice on time. The PMC, on the third working day past the 15th day of the month, shall provide the Unit CO with the names of all members who have not paid their bill.

3.03 Bar Stocktaking

1. The minimum frequency of stocktaking shall be twice a year (June and December) and on handovers.
2. The CO will appoint a stocktaking team of at least two members (not bar or finance staff) and ensure that a stocktaking and cash count is performed.
3. The stocktakers must be independent from the operations and accounting aspects of the entity they are checking. In addition to counting the bar inventory, it is recommended that the team also verifies the change and petty cash funds (where applicable).
4. The recommended policy on overages and shortages is that all overages shall be absorbed by the Mess, all shortages below a predetermined value shall be absorbed by the steward/chief bartender, and shortages greater than the predetermined value shall be investigated and action taken in accordance with the results of the investigation.

3.04 NPF Budget

1. Mess Operating Budgets are prepared and submitted annually and are broken down into these categories;
 - a. general revenues and expenses;
 - b. income statement (bar operations);
 - c. special functions (entertainment); and
 - d. gift funds.
2. As directed by the Chain of Command (CoC), budget call is usually sent out in late October or early November. The Mess Manager and Bar Supervisor, with extensive consultation with the PMC and the Executive Committee, develop NPP and P budgets. After those budgets are approved by the Unit CO, they are forwarded to the NPF Accounting Office, usually in early January.
3. During budget preparation, the breakdown of Mess dues is reviewed to ensure that each account balances its revenues and expenses. The review of Mess dues breakdown must be completed on an annual basis.
4. Budgets must be presented to the General Mess meeting for approval. The budget is officially approved once the General Mess meeting minutes are signed by the CO or delegated authority.
5. Mid-way through the fiscal year (Aug), all budgets must be reviewed to ensure that they are in line with the forecast. The Unit CO may request budget adjustments at this time.

3.05 NPF Financial Statements

1. The fiscal year for Mess operations is from 1 April of the current year to 31 March of the following year with all accounting periods/accounting months ending on the last day of the calendar month. The Divisional PSP Advisor and NPF Accounting office can provide financial statements analysis for the PMC.
2. Mess Managers, Bar Supervisors and the PMC must closely monitor all financial statements comparing the budget with actual figures.
3. Mess Managers must advise the PMC on the Mess financial status and recommend changes as required.
4. The financial statements are held in the Mess office for review by any Mess member.

5. As per [A-PS-110-001/AG-002 Chapter 2 para 13 sub para B](#), NPP shall not be alienated by gifts, to private or public institutions, to relieve a CAF member of their personal responsibility for loss or damage to NPP, or for testimonials or gifts for national appeals for financial assistance. Grants or transfers of NPP to charitable or other organizations that are not NPP activities require CDS approval (this may exclude the Mess gift fund, discuss with your Army Reserve Financial Mess Advisor or the NPPRAM – Reserve office).

3.06 Entertainment Ticket Sales and Control

1. All tickets for entertainment functions must be recorded with the local NPF Accounting office for accountability and control.
2. Ticket sales are controlled by ringing them in at the bar or the Mess office that maintains a ticket register.
3. The Mess committee, in consultation with the Mess Manager, determines the price of the ticket for Mess functions, in accordance with the entertainment budget.
4. All monies collected through ticket sales shall be submitted to the NPF Accounting office for deposit to the Mess entertainment account.
5. Ticket sales for all events relating to entertainment functions are subject to taxes.

3.07 Bar Card

1. Bar cards are permitted for use by the PMC, VPMC, Entertainment Chairman (or other mess executive committee positions, as budgeted and approved by the mess membership at a General Mess Meeting) and officially approved by the B/W Comd or Unit CO. Bar card holders must use the bar cards in accordance with the CFMWS Letter 7331-1 19 April, 2022. The following guidance shall be adhered to:
 - a. bar cards are to supply complimentary beverages to official mess guest(s) for that function, (i.e. Guest of Honour at a Mess Dinner, Dignitaries, VIP Guest Speakers, etc.),
 - b. the host may only charge reasonable personal use to the card while actively hosting the guest(s),
 - c. unauthorized use of a bar card will be the financial responsibility of the individual assigned the card, and
 - d. in all cases, at no time should a bar card be used to allow a mess member or guest to become intoxicated.

3.08 Prize register

1. A register shall be maintained for all prizes purchased for Mess functions where the winners sign for their prizes.

3.09 Gift Funds

1. An entity may, if the creation of a separate gift fund has been approved by a simple majority of all members, give gifts and testimonials of a reasonable amount to members on the occasion of their departure from the entity, or for other legitimate purposes, such as bereavement commemoration.

2. Gift Funds shall be accounted for as an NPP Entity Fund. The entity's Constitution and By-laws must state the established equitable criteria, amounts, purposes, etc. for gift fund expenditures, as well as the appropriate monthly gift fund assessment from members.

3. The Gift Fund shall be self-sufficient and shall not be created or replenished by transfers of funds from other accounts. However, in circumstances where surpluses have accumulated in entity Gift Funds, the surplus, or a portion thereof, may be transferred from the Gift Fund to another entity account, such as Mess subscription revenue, upon approval by a simple majority of members. (Care must be taken to consider both current and future needs when determining transfer amounts).

4. Annually, the Mess Committee or Manager, with the assistance of the Divisional PSP Advisor and/or the SMRAS (or Army Reserve Financial Mess Advisor), must review the Gift Fund to verify its self-sufficiency and ensure that any required changes to the By-laws are made.

SECTION FOUR – EXPENDITURES AND PUBLIC SUPPORT TO MESSES

4.01 Non Public Property (NPP) and Public (P) Expenditures

1. Canadian Armed Forces (CAF) Messes are Public Morale and Welfare programs, excluding activity equipment and activity furniture for Mess bar operations and entertainment, which are a NPP responsibility.

2. NPP expenditures may include but not limited to:

- a. entertainment equipment;
- b. bar equipment;
- c. bar furnishings; and

- d. renovation projects.
3. Public expenditures may include but not limited to:
- a. basic services (cleaning, waste management, snow removal);
 - b. operating equipment such as refrigerators, ice machines;
 - c. equipment and furniture required for an office;
 - d. installed equipment and fixtures (either plumbed or hard wired to building);
 - e. repair and maintenance of installed equipment; and
 - f. renovation projects.
4. It is often difficult to decide if a Mess expense or a purchase is P or NPP. For example, a patio attached to the physical structure of the Mess is a public expense while a patio not attached to the physical structure of the Mess can be NPP. A walk-in fridge is a public expense while the draft dispenser is NPP.
5. Below is [Table 5-2-1 of reference B](#) which identifies the maximum of Public support that is authorized for Messes.

Table 5-2-1 Public Support to CAF Messes and Service Clubs

COST ELEMENT (see note 4)	Remote	Rural	Semi-Urban	Urban
Personnel (see note 1)	100%	100%	100%	100%
Collateral Responsibilities	100%	100%	100%	100%
Available Expertise	100%	100%	100%	100%
Facilities	100%	100%	100%	100%
Maintenance, Utilities, Basic Services and Cleaning	100%	100%	100%	100%
Equipment and Furnishings (see note 2)	100%	100%	100%	100%
Supplies	100%	100%	100%	100%
Transportation	100%	100%	100%	100%
Communications Equipment and Services (see note 3)	100%	100%	100%	100%

Notes:

- 1. *Management positions funded through CFMWS.*
- 2. *Excludes Activity Equipment and Activity Furniture for Mess bar operations and entertainment activities, which are a NPP responsibility.*

3. *Telephones only may be authorized for Mess bar operations and entertainment activities, where required for military and safety requirements.*
4. *There is no authority for NPP funds to be used for Public expenditures.*

4.02 Furnishing and NPP Enhancements

1. Mess furnishings are the standard quality furniture and accessories needed to accommodate Mess operations. The Public is responsible to provide, repair and replace furnishings for Messes. Furnishings may be provided for main lounges, reading and games rooms, and dining rooms.
2. A CO may authorize Public funds to purchase standard quality furniture. If a Mess Committee chooses to buy better quality furnishings or specialty items using NPP, the Public reimburses NPP with the dollar value of the standard furniture. Furnishings purchased in whole or in part using Public funds are Public property, accounted for as a Public asset, and maintained at Public expense.
3. NPP can be used to enhance a construction or maintenance project. For example, if the P changes the counters in the washrooms, NPP can be used to upgrade the counters from laminate to granite and the Public reimburses NPP with the dollar value of the standard laminate counter.

4.03 Support for Mess Dinners and Ceremonial Events

1. Mess facilities are often used for Mess dinners and military ceremonial events. These functions support the CAF mission, are an integral part of the Defence Services Programs (DSP) and are supported by the Public.
2. The following Public support may be authorized for Mess dinners and military ceremonial events:
 - a. the use of a facility, normally a Mess, to hold the function;
 - b. the food and non-alcoholic beverages, on an exceptional basis (normally the costs are paid by those attending the function or by Public Hospitality);
 - c. personnel, such as cooks, stewards, servers and clean up staff; and
 - d. transportation of material and personnel in support of the function.
3. The provision of Public funded food service personnel may be authorized through any combination of:
 - a. adjustment of shifts to carry out the additional workload during the regular number of duty hours where this can be accomplished in a manner which

does not adversely affect the standards of food service provided to DND funded customers;

- b. overtime employment of publicly funded food service personnel;
- c. employment of military cooks for extra duty hours; and
- d. publicly funded casual employees.

4.04 Approving Authorities for Official Mess Functions

1. A Level I advisor may authorize Official Mess Functions, and delegate to the COs the authority for specific events within established limits.

4.05 Mess Dinners

1. Mess Dinners are held for training purposes or to enhance unit cohesion and Effectiveness. Attendance is normally compulsory for CAF members. DND Public Service employees and a limited number of official guests may be authorized to attend. Spouses or partners of attendees and unofficial guests are not normally included. Mess Dinners are not Hospitality Functions as defined in DAOD 1017-1.

2. Entertainment events, such as mixed Mess dinners, for CAF members, their spouses or unofficial guests are not authorized for Public support with the exception of the use of the Mess facility.

SECTION 5 – INVENTORY

5.01 NPP Property

1. [A-FN-105-001/AG-001 Chapter 28](#) outlines the policy and procedures for the accounting and control of NPP fixed assets, including capital expenditures, consumable equipment and the depreciation of fixed assets.

2. NPP independent verifications will be performed on the change of NPP inventory holders, but no less frequently than every 2 years.

3. Where items held are deemed to have no further useful life and cannot be sold or traded-in against other purchases, approval for write-off shall be recorded in the Executive Committee meeting or General Mess meeting minutes. The minute authority must indicate the means of disposal. Deletion from property records shall not be affected until the minutes containing the write-off authority have been approved and a certificate of disposal has been provided to the Sr Mgr Reserve Accounting Services.

5.02 Public Supply Customer Account (SCA)

1. Public verifications will be done every two to four years and on the change of the SCA holder. The CO may direct more frequent stocktaking. Refer to your Unit standing orders.
2. The same person shall hold both Public and NPP Fixed Assets (FA) accounts when they are in use in the same area. This person is normally the Mess Manager.
3. Write-off means the approval for deletion of Non-Public Property from NPP control. All requests for write-off shall be supported by an investigation appropriate to the magnitude of the write-off sought. Authorization for the write-off of an asset against the Mess does not preclude disciplinary or other action being taken against any person(s), or subsequent financial recovery from person(s) responsible for causing the need for write-off. Except on a disbandment or reduction to nil strength, NPP furniture and equipment that has become obsolete, worn out, or is no longer required, will be disposed of in the manner considered most beneficial to the Mess by consideration of the following courses of action (discuss with Divisional PSP Advisor or your local SMRAS):
 - a. trade-in on a new or replacement item;
 - b. sale to another Mess;
 - c. sale to the highest bidder through advertising; and
 - d. auction.

SECTION SIX – CONSTITUTION AND BY-LAWS AND MEETING FORMAT

6.01 Constitution and By-Laws

1. A constitution, as applied to a Mess, is a document which enunciates the authorized principles according to which the Mess is formed and governed. All details shall be contained in a set of Mess rules known as "Constitution and By-laws". A sample constitution and suggested article headings for by-laws is in [PSP Policy Manual Chapter 9-4](#). The Constitution and By-laws shall be ratified at a General Mess meeting and be approved by the Unit CO prior to taking force. Immediately on joining a Mess, a member shall be given the opportunity to read the Constitution and By-laws, a copy of which must be available to members at all times.

6.02 Mess Meetings

1. Mess Committee meetings shall be held at least quarterly for Primary Reserve Force, under the chairmanship of the PMC, to consider the financial affairs of the Mess and other business related to the administration thereof. An extraordinary General Mess Meeting may be convened by the CO, the PMC or the supervising officer, or on the

request in writing of 25 per cent of the ordinary members. Conduct of meetings is explained in [PSP Policy Manual Chapter 9-4](#). General Mess meetings are held in order that members can fully discuss, in a democratic manner, matters relating to the operations of the Mess and arrive at decisions based on the will of the majority of the members.

6.03 PMC Responsibility for Meetings

1. It is the responsibility of the PMC to ensure that all meetings are conducted in accordance with procedures stated in Reference C. The control of the Mess meeting rests with the PMC and the success or failure of the meeting depends largely on preparation and planning, and on their leadership qualities and methods. To carry out their responsibilities at a Mess meeting the PMC should:

- a. be familiar with Mess rules and regulations and the Constitution and By-laws of the Mess;
- b. know and follow the order of business for the conduct of the meeting;
- c. conduct the meeting in accordance with parliamentary procedures and be familiar with their duties as presiding officer in respect of validity of motions, or amendments thereto, and the control of debates;
- d. ensure that each member has the opportunity to express their views but is not allowed to abuse this right by being repetitious;
- e. ensure that all remarks are addressed to the chair and not directly discussed by two or more members;
- f. ensure that only one speaker has the floor at a time and that the speaker is not interrupted, other than permitted by the rules of order; and
- g. speak clearly on all occasions, ensuring that they can be heard by all members.

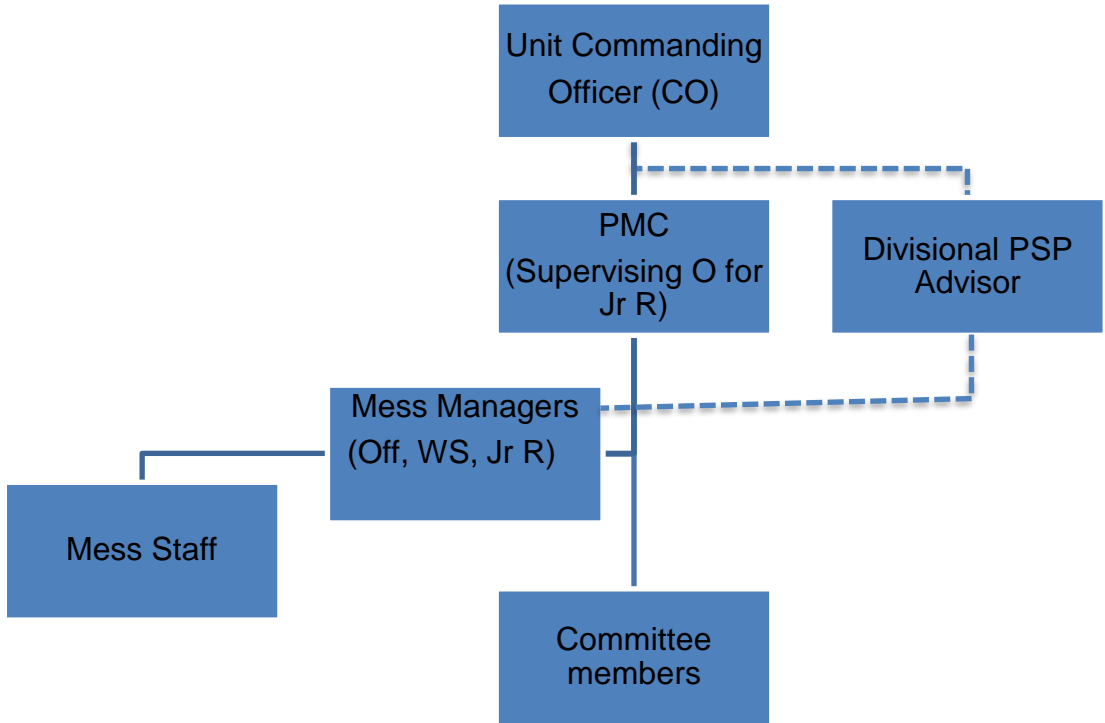
6.04 Order of Business

1. The order of business may be established in the By-laws of the Mess or may be determined by the PMC. The following is an example of the normal order of business:

- a. establishing a quorum;
- b. call meeting to order;
- c. PMC opening comments;
- d. reading and approval of previous minutes;

- e. financial report;
- f. reports of sub-committees;
- g. old business;
- h. new business;
- i. open floor; and
- j. adjournment.

EXAMPLE MESS ORGANIZATION CHART



FREQUENTLY ASKED QUESTIONS (FAQs)

Q. Who is the Mess staff responsible to?

- A. IAW [PSP Policy Manual Chapter 9-4](#): Under the general direction of the Mess Committee, the Mess Manager is responsive to the PMC for the planning, organizing, directing, and controlling of Mess activities (except for food services) and responsible to the PMC of the Mess. The Mess Manager is an adviser to the Mess Committee and is not a member. The Mess Manager carries out the day-to-day operations with the Mess supporting staff. All staffing requirements are the responsibility of the Mess Manager who ensures that the NPF staff is trained and capable of performing their duties. Mess Managers provide support to the PMC and Mess Committee members.

Note: Concerns or complaints concerning the Mess staff must be forwarded in writing to the PMC. The PMC should discuss staffing concerns with the Mess Manager. The PMC should be familiar with the NPF Collective Agreement and NPP governing NPF employees.

Q. What are the normal hours of operation for the bars in the Mess?

- A. IAW [PSP Policy Manual Chapter 9-4](#): The normal bar hours of operation are as stipulated in the Mess Constitution and By-Laws or as approved in the minutes of the Mess meeting. Bar hours shall be permanently displayed on a Mess notice board.

Q. Do bar operations have to follow provincial regulations?

- A. IAW [PSP Policy Manual Chapter 9-4](#): With respect to the serving and consumption of intoxicants, the CO shall ensure that provincial and municipal laws are observed.

Q. Can the PMC authorize extended bar hours?

- A. IAW [PSP Policy Manual Chapter 9-4](#): The PMC can only authorize the bar to stay open for one hour (or as stipulated in the Mess Constitution and By-Laws) beyond the normal bar hours. Any extension beyond one hour must be authorized by the CO. For activities planned in advance, such as private or Mess functions, the bar can remain open later than normal bar hours, but no later than the provincial law permits.

Note: Refer to the Mess liquor licence to confirm bar hours of your province.

Q. What is the Bar card (also known as Privileged Cards) used for?

A. IAW [A-FN-105-001/AG-001 Chapter 36](#) Para 28/29: Bar card (also known as Privileged Cards) may be set up for the PMC and/or the Entertainment Chairman (or other), as set up in the budget, to supply complimentary beverage to official guest(s) of the Mess for that function. These privileged bar cards constitute a cost of doing business and will be expensed to the entity at their cost value. Expenditures limits are included in the Mess Constitution and By-Laws.

Q. Who can use the Mess for a private function?

A. IAW [PSP Policy Manual Chapter 9-4](#): The PMC may authorize the use of Mess facilities for private functions, sponsored by a Mess member or group of members, providing the use is not required by the Mess membership. All costs related to a private function are to be borne by the sponsoring member. The sponsoring member must be present during the function and assume all responsibility for the behavior of the guests. The sponsor is also responsible to ensure full payment is received for such function.

Q. When can alcohol be provided at cost?

A. IAW [A-FN-105-001/AG-001 Chapter 38](#) Para 6: Mess Managers are authorized to provide alcohol, at cost, if the function is given "Official Status" from the CO. The sherry, wine, port and liqueurs served in the dining room as part of the meal can be served at cost for Mess Dinners and Official functions.

Q. What do Mess dues pay for?

A. IAW [A-FN-105-001/AG-001 Chapter 37](#): Mess dues are reviewed annually during the preparation of the Mess budget to determine if an increase is warranted. Dues are broken down into different accounts based on the needs of the Mess. A detailed breakdown is provided below. See your budget; your Mess may not necessarily have the same breakdown.

- a. general account: to pay for administration and general wages, phone, advertising, taxi fares, dry cleaning etc;
- b. entertainment account: to pay for all Mess entertainment including coffee breaks, TGIF, themed events;
- c. sports account: to pay for all sporting requirements;
- d. gift fund: to pay for departing and retirement gifts, as indicated in the Mess Constitution; and
- e. taxes.

Q. Do CAF members have to pay Mess dues?

- A. Yes, but there are a few circumstances when a member does not have to pay Mess dues: Maternity leave, paternity leave, deployments, or no Mess close to work location.

Furthermore, IAW [PSP Policy Manual](#) Chapter 9, every member shall belong to a Mess appropriate to their rank. When, for valid reasons, the individual wishes to belong to a Mess appropriate to their rank that is other than the one established to serve the member's unit, the member may do so with the approval of the losing unit CO concerned.

The membership of a Mess consists of ordinary, associate and honorary members. Where no Mess exists, such as in some theatres of operations, locations in the United States and in Europe, Mess subscription and special assessments shall be suspended.

Q. What are the bar profits used for?

- A. IAW [A-FN-105-001/AG-001 Chapter 2](#) Para 28: Bar operations are to operate on a profit-making or break-even basis. The bar is a good vehicle to maintain or increase profits without raising Mess dues. The net profit/loss of the bar is carried over to the general statement, that in turn affects the bottom line of the Mess. There are many expenses required to run a bar operation such as bar staff wages, cost of goods sold, bar mix, bar snacks, repairs/maintenance (bar only), bar supplies, laundry, glasses, spoilage, etc.

Note: Most bars maintain a gross profit of 50% of sales. Bars normally have a net profit between 7- 9 %. To put this into perspective, if a bar has \$1000.00 sales, the net profit is less than \$70 to \$90. Wages normally run between 30 – 35 %.

Q. What is the procedure in conducting a Mess Meeting?

- A. Parliamentary procedures in regards to conducting a Mess meeting can be found in the [PSP Policy Manual Chapter 9-4](#).

FAQ: IS IT PUBLIC OR NON-PUBLIC PROPERTY RESPONSIBILITY?

- Q. The furniture in the Officers' Mess has been in place for twenty-five years. The PMC has determined that it is time for new furniture. (Couches and chairs for main lounge). The cost is \$50K. Is this P or NPP responsibility?**
- A. This is a Public responsibility as per [A-PS-110-001/AG-002](#) Chapter 5 Section 2 Para 8.
- Q. The same PMC has determined that while we are replacing all the furniture, they might as well replace the pool table. The cost is \$5K. Is this P or NPP responsibility?**
- A. This is an NPP responsibility as per [A-PS-110-001/AG-002](#) Chapter 5 Section 2 Para 10.
- Q. Members are now grumbling about the following: when it snows, the Mess parking lot is not done for coffee break, and they all are stuck in the snow. The PMC determines that the best option is to hire a separate contractor to do snow clearance beyond what the Unit is doing. Is this P or NPP responsibility?**
- A. Snow removal is a P responsibility and the PMC cannot hire a contractor as per [A-PS-110-001/AG-002](#) Chapter 4 Section 2 Para 39 Table 4-2-3.
- Q. Now, the PMC is looking at completely redoing the bar. The plan is to move the bar from its current location, relocate it to the other end of the room and replace everything behind the bar, including the walk-in fridge. Is the rebuilding of the bar a P or NPP responsibility? Is the replacement of the walk-in fridge a P or NPP responsibility?**
- A. Cost for the actual rebuilding of the bar and the cost of replacing the walk-in fridge is a P responsibility as per [A-PS-110-001/AG-002](#) Chapter 4 Section 2 Para 40 Table 4-2-4.
- Q. RP Ops provides publicly contracted cleaners for the Officers' Mess to cover Mess operations. The Mess is rented out for a private function and RP Ops will not cover the extra cleaning costs. Is this P or NPP responsibility?**
- A. The cost associated with the cleaning will be covered by the member having the private function as it is neither a P responsibility nor an NPP responsibility as per [PSP Policy Manual](#).

Note: When dealing with P and/or NPP responsibility, it is a safe practice to get confirmation from your local accounting section, Army Reserve Mess Advisor and/or your Senior Manager Hospitality Service (SMHS).