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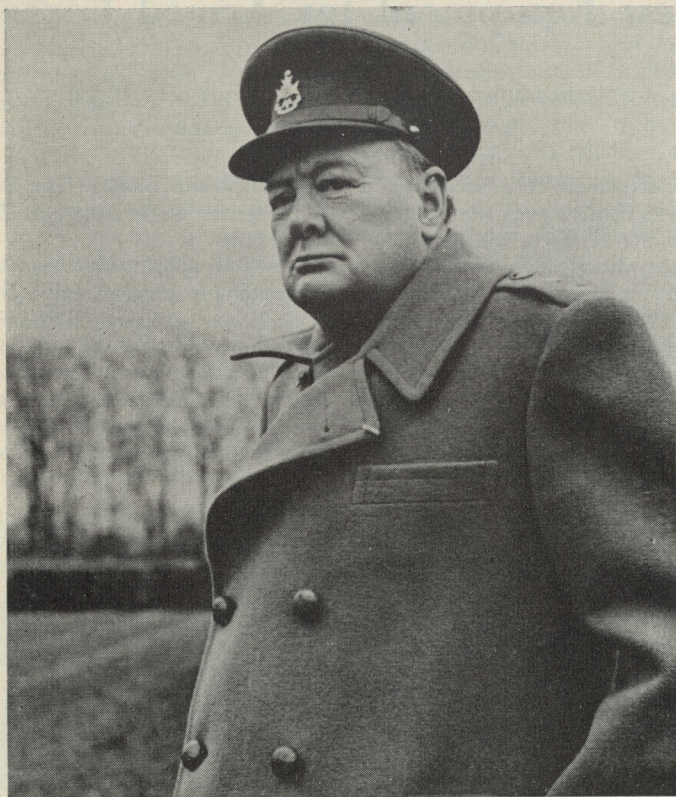
THE COVER

The integration of the three services now proceeding at Canadian Forces Headquarters, Ottawa, is symbolized in the *Journal* artist's cover illustration. This design forms part of the tri-service Canadian Forces Decoration, the naval crown representing the Royal Canadian Navy, the three maple leaves, the Canadian Army, and the eagle, the Royal Canadian Air Force.



General H.D.G. Crerar
(1888 - 1965)

**General Officer Commanding the
First Canadian Army in the
Second World War**



Sir Winston Churchill
(1874 - 1965)

**He was a man. Take him for all in all,
I shall not look upon his like again.**
(*Hamlet*)

A Five-Year Programme

New Equipment for Armed Forces

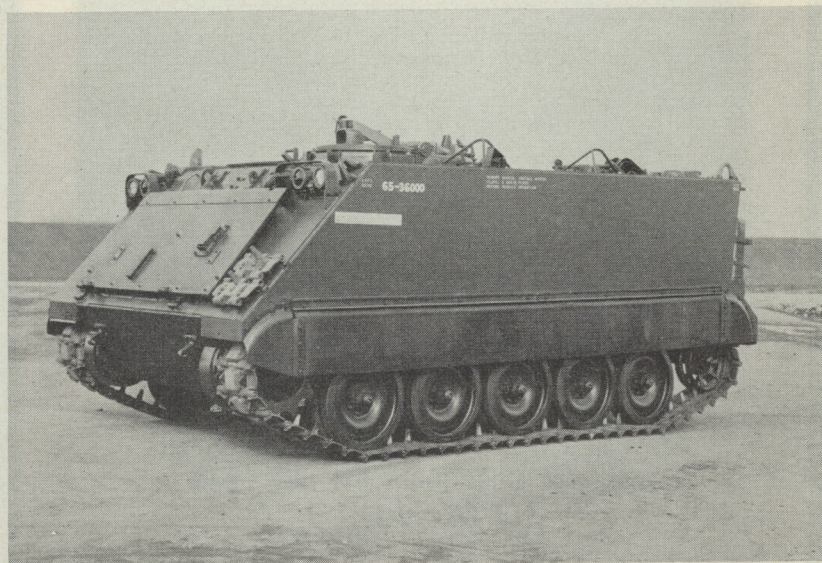
A STATEMENT BY THE MINISTER OF NATIONAL DEFENCE
AND THE ASSOCIATE MINISTER

The Government has approved a five-year equipment programme for the Canadian armed forces which will enhance appreciably their ability to play their part in the NATO alliance, in United Nations and other peace-keeping operations, and in meeting requirements in Canada.

The five-year programme is the result of intensive studies of the forces' equipment requirements to implement

the policy and perform the roles set forth in the White Paper on Defence last March.

It will be appreciated that while the programme is planned over a five-year period, thus ensuring an orderly process of procurement and re-equipment, it is not inviolable. Changes in the international situation, such as a major concrete achievement in disarmament, or a heightening of the cold war, in-



The M113A armoured personnel carrier. Approximately 1000 APCs, command post and cargo vehicles, complete with wireless equipment and anti-APC machine guns, are on order. They will give the Army increased mobility.

evitably would have an effect on Canada's defence planning.

As stated in the White Paper, major expenditures in the next few years will be designed to re-equip and improve the mobility of the army; provide an adequate air and sea-lift for immediate deployment in an emergency; acquire tactical aircraft; and maintain a relatively constant improvement of maritime anti-submarine capability.

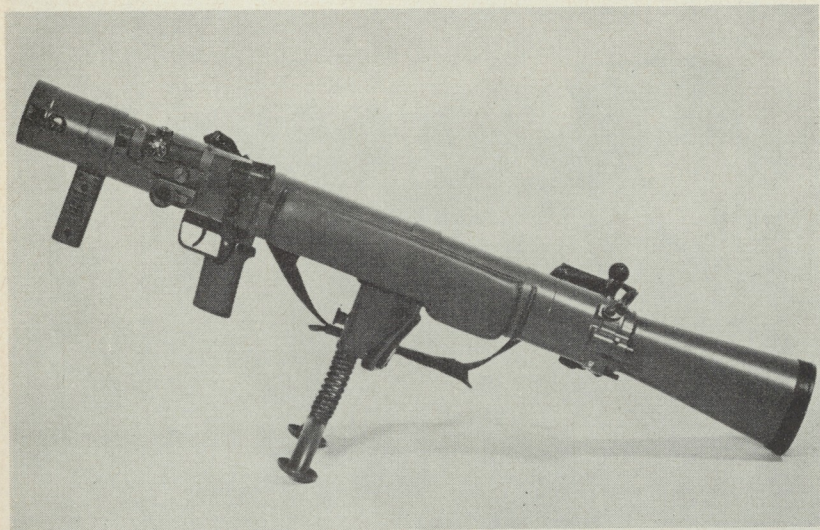
Total planned capital expenditure over the five years is approximately \$1,500,000,000.

To provide mobility for the army, the most immediate need is for armoured personnel carriers. Orders already have been placed for approximately 100 M-113 APCs and deliveries have commenced.

Improved field communication equipment is essential to the mobility and effectiveness of the ground forces and orders will be placed for a new family of radio sets for the field forces.

Procurement will be undertaken of a new anti-tank weapon to replace the *Heller*, which has been in use in Canadian infantry battalions since 1957. The weapon chosen is the Swedish *Carl Gustaf*, which is also going into service in the British, German and other NATO armies.

Firepower will also be improved by the acquisition of long-range infantry mortars which are a considerable improvement over the Second World War mortars now in use. The new 81-mm. mortar that has been selected is an agreed standard weapon in Canada, Britain, the United States and Austra-



The 84-mm. infantry anti-tank gun, known as the *Carl Gustaf*. A Swedish weapon, this weapon—also going into service in the British, German and other NATO Armies—replaces the *Heller*, which has been in use in the Canadian infantry battalions since 1957.

lia and incorporates the Canadian C-2 sight.

Additional anti-tank guided missile equipment will be procured to complete the equipping of the anti-tank battalion.

It is also intended to introduce into the service battalions five-ton cargo trucks which will provide a more economical and efficient solution to the army supply problem than the old 2½-ton vehicles now in use. This replacement will begin during the coming year.

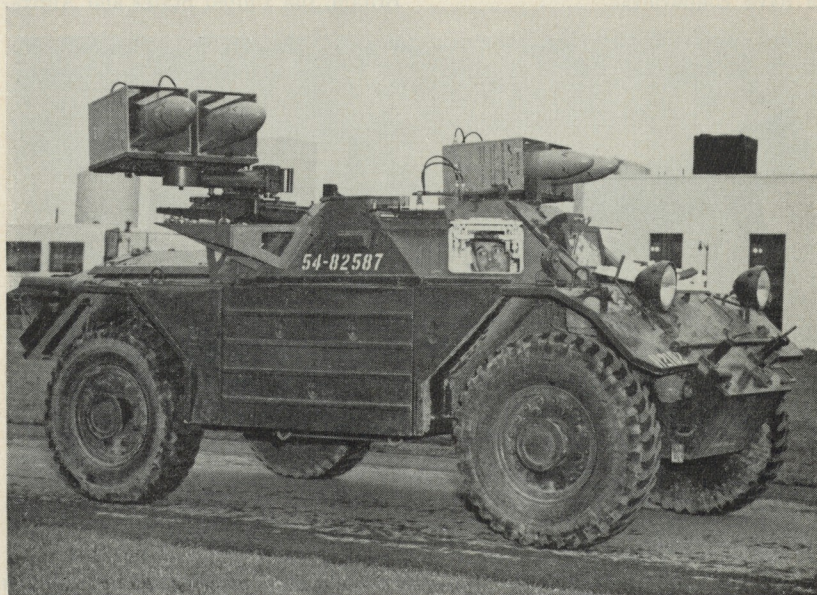
The problems associated with improved firepower of the artillery are under study and some steps have already been taken by providing addi-

tional 155-mm. howitzers for the 4th Canadian Infantry Brigade Group in Europe. The present studies encompass the possibility of obtaining self-propelled artillery as a further means of stepping up the mobility of the ground forces.

It will be necessary during the time period to consider a replacement for the *Centurion* tank. Studies will be undertaken in this respect.

There is a requirement for a variety of light portable and air-droppable engineering equipment for the Special Service Force. Procurement of this equipment will begin next year.

To supplement further the air transport capability of the Royal Canadian



The ENTAC anti-tank guided missile mounted on an armoured Ferret Scout Car.

Air Force, four additional C130E *Hercules* aircraft will be ordered. This will provide a fleet of 24 aircraft of the long-range, "air truck" variety, representing a major improvement in airlift capacity.

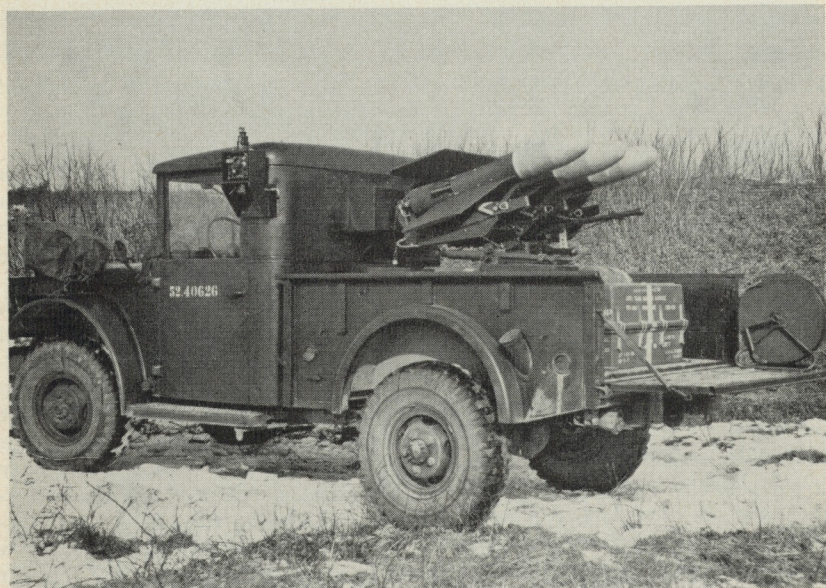
An initial order will be placed for 15 *Buffalo* aircraft from De Havilland Aircraft of Canada Limited. This is a short take-off and landing transport aircraft of medium range with considerable capacity for airlifting either troops or cargo. Its acquisition will enhance still further the flexibility of the forces and is in line with the White Paper concept of developing tactical mobility.

To enable the Canadian Forces to mount an effective ground-air effort

as a national team, the RCAF will obtain a tactical close ground support aircraft. This aircraft does not need to be as complicated as an all-purpose aircraft would be and therefore not as costly. The lack of complication should also result in greater ease of maintenance and operation. The specific aircraft has not yet been selected. Studies are continuing and a decision will be made within a few months.

For the maritime forces, sea and air, there will be significant additions in ships, detection devices and weapons systems, plus an improved sea-lift capability for military equipment.

It is intended to order construction of six ships for the Royal Canadian Navy; four helicopter-equipped des-



Another view of the ENTAC missile mounted on a three-quarter-ton cargo truck during Canadian trials of this weapon which is being purchased to complete the requirements of the anti-tank battalion.



The self-propelled 155-mm. howitzer which is being supplied in additional numbers to the Canadian Infantry Brigade Group in Europe. It will improve the firepower of the artillery.

troyers and two operational support ships. In addition, toward the end of the time period it is planned to acquire a conventionally-powered submarine to replace HMCS *Grilse*, the ASW training [anti-submarine warfare] submarine on loan from the U.S.A. and based on the west coast.

Designed as anti-submarine ships, the helicopter-destroyers (DDHs) will be slightly larger than the most recently completed anti-submarine escorts of the *Annapolis* class. They will be fitted with the latest submarine-detection equipment and will carry the CHSS2 *Sea King* anti-submarine helicopter, which is capable of carrying both sonar and armaments. Space will be provided

on the ships for the later installation of a suitable missile defence system when this becomes available. The ships will carry a 5-inch gun for shore bombardment and surface action.

Commencing next year, the seven *Restigouche* class destroyer escorts will progressively undergo conversions involving the installation of variable depth sonar and other equipment which will significantly improve their submarine-detection capability. They will also be equipped with a rocket-assisted homing torpedo delivery system, known as ASROC, which has a much greater range than the present anti-submarine weapons in these ships.

Procurement of *Sea King* helicopters will continue with a further order of

12. These helicopters will operate from the aircraft carrier *Bonaventure*, the converted *St. Laurent* class destroyers, the two *Annapolis* class ships and the four new helicopter-destroyers.

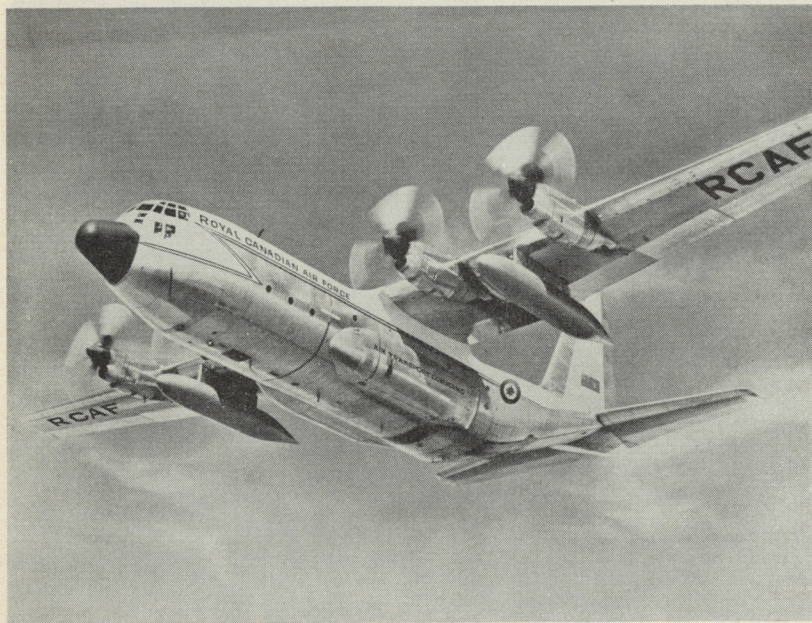
When these programmes are completed, there will be a desirable mix of helicopter and ASROC anti-submarine weapon systems in the fleet.

A major refit of the *Bonaventure* is scheduled for 1966-67, with initial expenditure commencing during the next year. The refit will include rearrangement of fighting and living spaces, new radars, and improved support facilities for the CHSS2 helicopters.

The two operational support ships planned for construction will be im-

proved versions of *HMCS Provider*. These ships, one for each coast, will increase several times over the capability of the navy's anti-submarine forces to remain continuously on station in an emergency. As such, they will materially increase the cost-effectiveness of the RCN ASW fleet.

Alternatively, the operational support ships may be used to carry vehicles and their crews as well as bulk equipment, should they be needed for sea-lift purposes. Together with the existing capacity of the *Bonaventure* and the *Provider*, there thus will be a very useful sea-lift capability in the fleet.



Four more of this type of aircraft—the C130E *Hercules*—will be purchased to bring the RCAF's long-range "air truck" fleet to a total of 24. This will mean a big increase in troop mobility and equipment.

The *Argus* and *Neptune* maritime aircraft of the RCAF and the CS2F *Tracker* aircraft of the RCN will be improved by the installation of the latest ASW detection systems.

It may be necessary to replace the RCAF's maritime planes, but these aircraft still have a number of years' useful life left and for some time to come it will be a matter of keeping their systems up-to-date. Studies useful in making a decision on replacement aircraft will be conducted.

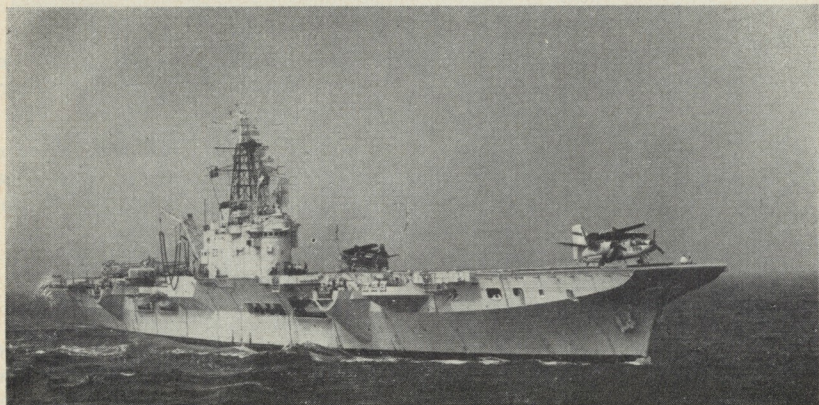
To make funds available for equipment programmes within specified budgetary limits, priority has been

given to reducing operation and maintenance costs. As has been pointed out previously, the amount allocated to equipment, as opposed to operating expenses, has fallen progressively over the last 10 years.

One of the principal factors in reducing operation and maintenance costs will be the savings that will accrue from the integration of service headquarters and other establishments and the consequent reduction of "overhead". This is a relatively long-term project, but already some positive results are apparent, and in the next year the proportion of expenditures



The CHSS2 *Sea King* anti-submarine heavy helicopter which will operate from the aircraft carrier *Bonaventure*, the converted *St. Laurent* class destroyers, the *Annapolis* class ships and the four new helicopter-destroyers. Twelve new aircraft of this type have been ordered.



HMCS *Bonaventure*. A mid-life renovation of the aircraft carrier and equipment improvements will be undertaken to augment the ship's operational effectiveness.



The RCAF's *Buffalo*. This is a short take-off and landing transport aircraft of medium range with considerable capacity for airlifting either troops or cargo. It is planned to purchase 15 of this type of aircraft.

allocated to equipment will turn upward.

SUMMARY OF MAJOR EQUIPMENTS

Four Helicopter-Destroyers

- Based on the proven Canadian destroyer escort design;
- Lengthened to provide space for later installation of an anti-aircraft missile system;
- Fitted for heavy helicopter operation;
- Equipped with newly-developed submarine detection equipment and weapons, plus shore-bombardment gun.

Two Operational Support Ships

- Combination of *Provider* type fleet replenishment ship and military cargo carrier.
- Materially increases cost-effectiveness of surface fleet as well as providing sea transport of army vehicles and equipment.

Restigouche Class Conversion

- The seven *Restigouche* class destroyer escorts to be fitted with newly-developed submarine detection equipment and the ASROC anti-submarine weapon system.



The RCAF *Argus* flying over Halifax. This maritime aircraft will be improved by the installation of the latest anti-submarine warfare detection system.



The *Neptune* maritime aircraft of the RCAF in which the latest anti-submarine warfare detection system is to be installed.

12 Sea King ASW Heavy Helicopters

- For HMCS *Bonaventure*, destroyer escorts and training.

Bonaventure Refit

- Mid-life renovation of the aircraft carrier and equipment improvements to augment the ship's operational effectiveness.

M113A Armoured Personnel Carriers

- Approximately 1000 personnel carriers, command post and cargo vehicles, complete with wireless equipment and anti-APC machine-guns are on order and will give the Army increased mobility.

Tanks

- Studies will be undertaken with respect to a replacement for the *Centurion* tank.

Artillery

- Additional 155-mm. howitzers for the Brigade in Europe.
- Procurement of self-propelled artillery under active study.

Mortars

- A new quadrupartite 81-mm. mortar having greater accuracy and lethality, for infantry battalions.

Anti-Tank Weapons

- Anti-tank guided missile equipment to complete the requirements of the anti-tank battalion.
- Medium anti-tank weapons (*Carl Gustaf*) to replace present weapons in the Field and Special Service Forces.

Communication Equipment

- Orders will be placed for a new family of radio sets.



The Royal Canadian Navy's CS2F *Tracker*, the performance of which will be improved by the installation of the newest system for the detection of submarines. It is shown on the flight deck of the aircraft carrier *Bonaventure*.

Special Service Force Vehicles

- Air-transportable vehicles for use in the tactical role in cross-country or over-snow conditions.

Four C130E Hercules Aircraft

- To follow on original orders.
- To bring RCAF long-range "Air Truck" fleet to total of 24.
- Big increase in mobility of troops and equipment.

15 Buffalo Aircraft

- Short take-off and landing aircraft of medium range to enhance still further RCAF capability to move troops and gear quickly.

Argus, Neptune and Tracker Improvement

- Designed to improve the air navigation and tactical control systems and the anti-submarine equipment of RCAF's long-range maritime patrol aircraft and the RCN's carrier-borne aircraft.

(Continued on next page)

TALKING WITH OTHER WORLDS?

Scientists today are seriously considering the possibility of radio communication with the inhabitants of other worlds. The distance over which communication is possible depends primarily on the power output of the transmitter. Today, mankind is consuming roughly 4000 million kilowatts of energy every second. Colossal? Yes, but only by our earth standards. On the cosmic scale, it is not enough to deliver a communication to distant parts of the universe. By the same logic, there does not seem to be much hope of receiving any communications from a civilization at our level of development.

There is a bigger probability of receiving some message from civilization at higher levels than ours and having greater sources of energy. It may be that beings from distant planets are already transmitting messages.

The problem is to extract their signals from the chaos of background noises.

New Equipment

(Continued from page 14)

Maritime Replacement Aircraft

- Studies with respect to replacement of maritime aircraft will be made.

Tactical Aircraft

- RCAF will obtain a tactical close ground support aircraft.
- Decision on selection of a specific aircraft will be made within a few months.

Up until recently it was thought that the most probable wave-length for such messages is 21 centimetres. However, it has now been established that for very large distances the best range is from three to 10 centimetres. Calculations made by the young Soviet scientist Nikolai Kardashev corroborate these assumptions. Kardashev constructed a diagram of the spectrum of a source of artificial radio waves. It cannot be confused with a natural source, and if the radio spectrum of some astronomical body is similar to that predicted by Kardashev, we can presume that we are dealing with a radio transmission and not a simple radio emission. It is interesting to note that American scientists recently detected two such objects, named CTA-21 and CTA-102. Their spectra differ radically from natural spectra and their similarity to the predictions of Kardashev is obvious.

The signals that have been received are as yet unintelligible. But if they come from thinking beings and obey certain laws, it may be expected that scientists will find the key.—*From the magazine "Soviet Union" (Moscow).*

The Origin of "Soldier"

"Soldier" is derived from Italian Soldato (a paid man), which in its turn is derived from soldum, the Latin for pay, thereby indicating a man who was paid to fight, in contradistinction to one who fought for nothing.—*The Irish Defence Journal.*

INTEGRATION AT CFHQ

by

SQUADRON LEADER A.T. PATON, DFC*

The purpose of this article is to provide readers with a progress report on the integration programme for the armed forces now proceeding at Canadian Forces Headquarters, Ottawa. It presents a broad outline of the major changes which have occurred during the past few months. A more detailed report will be published later when the reorganization has been completed.—Editor.

"If the boss phones while I'm gone, be sure to get his name," is just one of several quips originated by officers and men in the throes of integration at Canadian Forces Headquarters, Ottawa.

Both organizationally and physically, CFHQ has undergone a series of changes in recent months. Now the dust is beginning to settle in the conglomeration of buildings at Cartier Square, Dow's Lake, Victoria Island and other National Defence locations in Ottawa. Nine months after the reorganization was authorized by the passage of Bill C-90 in Parliament, integration at the top is well underway and should be virtually completed by this summer. Navy, army and air force personnel work together on common problems—not the least of which is making the new machinery run effectively.

**At the time he wrote this article S/L Paton was Editor of the Royal Canadian Air Force magazine "Roundel" published at Canadian Forces Headquarters, Ottawa.—Editor.*

Meantime, plans are being drawn up for the integration of commands, which will permit considerable additional financial savings while improving the efficiency of field units. The proposed melding of command structures is designed to thin out non-operational or support elements, not the operational forces themselves.

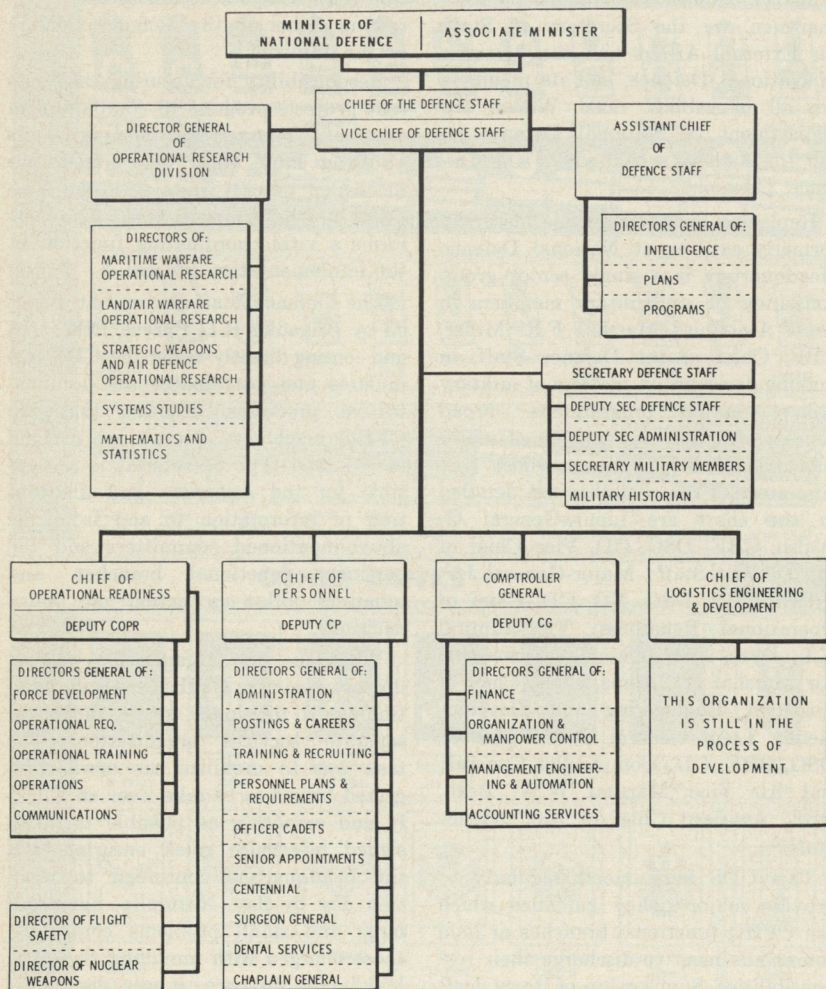
"While it is difficult to predict the time cycle required for the whole process," observed Defence Minister Paul Hellyer in the House of Commons, "it is anticipated that the major elements of integration can take place and the most important savings effected within three years."

As the reorganization of Canada's defence force evolves, new methods are being developed and new policies established, the object being to take the best from the several systems previously in operation and apply them as a whole. In the case of logistics, for example, this will mean combining the existing automated system of the Royal Canadian Air Forces and the manual systems of the three services into a new highly-automated system to handle the whole gamut of the supply operation.

So far, with a few exceptions (such as public information services), this process has been confined to the Ottawa scene. Here, by the creation of the functional organization depicted in the accompanying chart, and consequent elimination of duplication, a re-

CANADIAN FORCES HEADQUARTERS

(This Chart is subject to change)



duction in manpower of approximately 30 per cent (all ranks) is being achieved.

Over and above the organization outlined is the Cabinet Committee on External Affairs and Defence, of

which the Prime Minister is chairman. This is the senior civilian policy-making group that gives direction to Canada's defence department. Its vice-chairmen are the Secretary of State for External Affairs and the Minister of National Defence, and its members are all of cabinet rank. Within the Department of National Defence itself the highest such body is the Defence Council.

Replacing the three-service hierarchy formerly existing at National Defence Headquarters is a single senior group consisting of six military members to assist Air Chief Marshal F.R. Miller, CBE, Chief of the Defence Staff, in making decisions on matters of military policy, major programmes, broad courses of action and control of major activities. These members whose specific areas of responsibility are detailed in the chart are Lieut.-General G. Walsh, CBE, DSO, CD, Vice Chief of the Defence Staff; Major-General J.V. Allard, CBE, DSO, ED, CD, Chief of Operational Readiness; Vice-Admiral K.L. Dyer, DSC, Chief of Personnel; Air Marshal C.I. Annis, OBE, Chief of Logistics, Engineering and Development; Lieut.-General R.W. Moncel, DSO, OBE, CD, Comptroller General; and Air Vice Marshal W.W. Bean, OBE, Assistant Chief of the Defence Staff.

This CDS Staff meets regularly to provide major policy guidance which the CFHQ functional branches or field commands need to discharge their responsibilities. Sponsorship of items dealt with at their meetings may come from above or below, i.e. it could be a direction from the Minister to carry out a particular action, or it could be a

matter brought up by one of the military members from his branch. If the subject requires concurrence or direction from a higher authority it is referred up either to the Defence Council or the Minister.

Responsibility for ensuring that current projects progress to completion in a specific manner and that problems affecting more than one branch are reconciled quickly rests with the Vice Chief of the Defence Staff, who performs a vital coordinating function in the implementation process.

The Defence Staff Secretariat, headed by Brigadier R.L. Purves, DSO, CD, and coming directly under the CDS, formulates and coordinates the administrative processes, ensuring that the CFHQ machinery doesn't get clogged in red tape. The Secretariat is responsible for the collection and distribution of information to and from the above-mentioned committees and the pertinent functional branches, and monitors follow-up action on policy decisions.

When the new organization was set up last summer, CFHQ was still functioning at the lower levels under the separate services organization. The task was to mobilize the newly-integrated branches to take over as quickly and smoothly as possible their assigned tri-service roles, ensuring that the headquarters continued to function day by day. Naturally, numerous large and small problems confronted those charged with moulding the "new look" (for instance, it was discovered that navy, army and air force each had a different definition for the "programme"). Happily, many obstacles which seemed difficult to surmount at

CANADIAN ARMED FORCES

OFFICERS' RANK INSIGNIA

NAVY											
	Acting Sub Lieutenant	SUBLT or COMD OFF	Lieutenant	Lieutenant Commander	Commander	Captain	Commodore	Rear Admiral	Vice Admiral	Admiral	Admiral of the Fleet
ARMY											
	Second Lieutenant	Lieutenant	Captain	Major	Lieut. Colonel	Colonel	Brigadier	Major General	Lieutenant General	General	Field Marshal
AIR FORCE											
	Pilot Officer	Flying Officer	Flight Lieutenant	Squadron Leader	Wing Commander	Group Captain	Air Commodore	Air Vice Marshal	Air Marshal	Air Chief Marshal	Marshal of the RCAF

OTHER RANKS

CADETS

NAVY							
	Able Seaman (no badge)	Leading Seaman	Petty Officer 2nd Class	Petty Officer 1st Class	Chief PO 2nd Class	Chief PO 1st Class	Naval Cadet
ARMY							
	Lance Corporal	Corporal	Sergeant	Staff Sergeant	Warrant Officer Class II	Warrant Officer Class I	Officer Cadet
AIR FORCE							
	Leading Aircraftman	Corporal	Sergeant	Flight Sergeant	Warrant Officer Class II	Warrant Officer Class I	Officer Cadet

that time have miraculously disappeared as integrated staffs get to know each other better.

Some functions were more easily brought together than others and thus the change-over from the old to the new organization has not been at a constant rate. For example, special problems pertaining to the logistics and engineering branch still exist, making progress in this area slower than it has been in the integration of the other branches.

The evolution process may best be described by citing one particular branch (Personnel) which affects the service lives of everyone in uniform. Last August when V/Adm. Dyer became Chief of Personnel, there already existed in Ottawa a Chief of Naval Personnel, Adjutant-General and Air Member for Personnel—each with staffs whose functions more or less ran parallel. These included personnel policy and administration, manning, postings and careers, chaplaincy services, training and welfare. Some areas were not common to all three: e.g., naval and air force individual training came under the CNP and AMP, respectively, whereas all army training was under the Vice Chief of the General Staff.

Today the integrated personnel branch is organized and operating. As in all branches, the directors general are at the brigadier or equivalent rank level. Below the DGs come directors who are of the rank of colonel and section heads of lieutenant-colonel level. (For the sake of uniformity, army nomenclature is used throughout in referring to CFHQ establishments and organization charts. In every case,

this means "or equivalent" navy and air force rank. A comparison of service ranks and insignia appears on page 19).

When the process of integration is completed, the total personnel establishment at CFHQ will be 70 per cent of the previous establishment. The reduction will be made mainly by not replacing those who reach retirement age or are retired for medical reasons. For a few, however, it means premature retirement and an earlier-than-expected return to civilian life. Those prematurely retired receive a cash gratuity and normal retirement benefits.

Despite the reduction, the services still need large numbers of recruits. Because the structure of the armed forces is being changed, a small percentage of men must be released before retirement age to give the reorganized forces the right balance in rank and trade structure, and to allow a healthy rate of promotion. But because over the next two years some 24,000 men will leave the service—the vast majority on reaching age limit—the services will need to enlist approximately 9000 young men each year. That's why there has been no let-up in recruiting.

To quote from the White Paper on Defence published in March 1964: "The total savings to be effected as a result of such reductions will make available funds for capital equipment purchases, and eventually make possible more equitable distribution of the defence dollar between equipment and house-keeping costs".

The first large step towards achieving this aim has been taken.

Changes in Promotion System

The Army Officer Career Plan

by

LIEUT-COLONEL G.G. CAVAGHAN, CD*

The policy and procedures governing the career planning of Canadian Army officers have recently been promulgated in Amendment to Canadian Army Order 256-3 issued on 29 March 1965.

In general, the policy governing the promotion of officers to the rank of captain remains unaltered, but significant changes have been introduced in the system of promotion to the rank of major and above for officers in the majority of corps, i.e., Royal Canadian Armoured Corps, Royal Canadian Artillery, Corps of Royal Canadian Engineers, Royal Canadian Corps of Signals, Royal Canadian Infantry Corps, Royal Canadian Army Service Corps, Royal Canadian Ordnance Corps, Royal Canadian Electrical and Mechanical Engineers, Canadian Provost Corps, Canadian Intelligence Corps.

The aim of this article is to amplify the information given in the CAO in order to provide officers with sufficient background data to enable them

to appreciate the factors which determined the need for this change of policy, and to give them guidance on the promotion system governing their careers.

Background

The heavy concentration of youthful officers in the immediate post-Second World War Army had curtailed retirement rates and the lack of attrition by this means had a prolonged limiting effect on promotions. As a general rule all officers had served long periods in rank, and many of those in intermediate rank had become too old to progress and be developed, rank by rank, so as to reach the most senior appointments. For example, on the average, lieutenant colonels and majors had been spending approximately 11 years in rank before promotion.

Retirement forecasts showed, however, that this situation would change significantly in the future as increasing numbers of Second World War officers were retired. In fact, within the next few years all but a few of the senior officers now serving in the Army will be gone. To ensure that these senior officers would be replaced by the most suitably qualified and experienced officers available, and to guard against a repetition of the promotion stagnation that occurred in the past,

*A member of the Royal Canadian Electrical and Mechanical Engineers, the author was officer in charge of the Officer Career Plans Secretariat in the Adjutant General's Branch at Army Headquarters when the career plan was evolved. He is now in the Directorate of Personnel Career Policy at Canadian Forces Headquarters, Ottawa.—Editor.

it was necessary to produce new career planning procedures.

Factors

One of the most relevant factors in career planning is time. At present lieutenants are being commissioned in the Army at the average age of 23. Those who will attain General Officer rank should do so at approximately age 49 so they may have time to serve in two appointments before retirement. In the intervening 26 years these officers must serve in six ranks. Since this will allow them an average of only four to five years in each rank they must advance at an extremely rapid rate.

Officers destined for the ranks of brigadier or colonel should reach colonel at approximately age 46 to have time to serve in two appointments before promotion to brigadier or before retirement. In the intervening 23 years they must serve in four ranks. Since this will allow them an average of five to six years in each rank they also must make rapid progress but not as extreme as in the first case.

Officers for whom the highest terminal rank will be lieutenant colonel should reach that rank at about age 44 after approximately 21 years of service so that they may serve two appointments in that rank before retirement. These officers can serve an average of seven years in each rank before their final promotion.

The two key factors governing rates of promotion are the authorized officer rank structure and compulsory release ages for officers of the Regular Army as prescribed in Queen's Regula-

tion (Army) 15.17. Career planning forecasts showed that because of these regulating controls it would not be possible in the future to make enough normal promotions for all officers to progress through the various ranks at the rate necessary for them to reach the rank of colonel and above at the ages indicated in the foregoing.

It was clear that if normal promotion procedures could not advance officers quickly enough, special arrangements would have to be made for prospective senior officers to progress more rapidly than their contemporaries if they were to be ready at the right ages to replace the senior officers who retired. Only in this way could it be assured that sufficient officers, trained to accept the responsibilities of higher appointments, would achieve senior rank in the time available. It became essential, therefore, that a limited number of exceptionally talented officers in ranks from captain upwards be selected for accelerated promotion each year.

Promotion Planning

The difference in the time officers can spend in each rank as they progress to General Officer, brigadier, colonel and lieutenant colonel ranks, when coupled with the need to accelerate the promotion of those destined for the most senior ranks, demanded that any plan developed for the promotion of officers should include a method of streaming; further, that the streaming system designed for this purpose should provide for accelerated promotion streams, a normal promotion stream and a means of integrating all streams

into one career plan. The career plan which was developed incorporates these requirements. It provides for officers to be assigned to and promoted in three different promotion streams, viz:

a. *Senior Officer Stream No. 1:* This stream will contain the best officers and lead from the rank of major to General Officer. Promotions in this stream will be selective on a competitive basis and advancement in rank will be accelerated to a high degree.

b. *Senior Officer Stream No. 2:* This stream will contain well above average officers and lead from the rank of major to colonel and brigadier. Promotions will be selective on a competitive basis and advancement in rank in this stream will be accelerated.

c. *Normal Promotion Stream:* This stream will contain the bulk of the officer corps and will lead from the rank of 2nd lieutenant to lieutenant colonel. Promotions in this stream will be normal and based on merit. Seniority may be considered as a factor only when candidates for promotion are judged equal in suitability, character, ability and efficiency.

On entry all officers will be assigned to the normal promotion stream. Transfer of officers from this stream to a Senior Officer Stream will first take place on promotion from captain to major.

Only those officers with the greatest potential for senior rank can be admitted to the fastest promotion streams and outstanding capabilities must be the main determinant when selections are made. However, as previously explained, age also must be an important selection factor since promising officers must be young enough to be able to

serve adequate periods in successive ranks as they progress. Officers will not be informed of the stream to which they have been assigned.

Allotment of Positions to Senior Officer Streams

All rank positions from colonel upward are included in the Senior Officer Streams. The number of lieutenant colonel and major positions to be allotted to these streams will be sufficient only to provide an adequate field of selection when promotions to higher rank are contemplated and to allow for natural wastage. From the point of view of enhancing careers it would be desirable to arrange for all above-average as well as exceptionally talented officers to receive faster than normal promotions. However, were too many young officers to receive accelerated promotion against the limited number of senior positions available in the officer rank structure, those who did not continue to advance would occupy positions for an inordinate length of time and eventually would create a promotion block similar to that which has endured since the Second World War. Additionally, it is essential that the maximum number of lieutenant colonel and major positions be left in the Normal Promotion Stream to give the best possible promotion opportunities to all officers not classed as outstanding, but who are nevertheless first rate officers.

Assignment of Officers to Senior Officer Streams

Officers will be assigned to the Senior Officer Streams as follows:

a. *Colonels and Above*: All colonels and above will be assigned automatically to the Senior Officer Streams.

b. *Lieutenant Colonels*: The selection of lieutenant colonels for assignment to a Senior Officer Stream will be made by the Army Senior Selection Board at Canadian Forces Headquarters.

c. *Majors*: The selection of majors for assignment to a Senior Officer Stream will be made by Annual Review Boards convened at CFHQ.

d. *Captains*: The selection of captains for accelerated promotion to major and assignment to a Senior Officer Stream will be made by Annual Review Boards convened at CFHQ. Normally, first assignments of this nature will be to Senior Officer Stream No. 1.

Employment of Officers Assigned to Senior Officer Streams

It is necessary to ensure that officers destined for senior rank be posted to demanding appointments to develop their capacities and give them the broadening experience necessary to prepare them for performance at the highest levels; also, that during the development period their capabilities and potential both as commanders and staff officers be assessed. Therefore, ideal career employment patterns have been developed for all three promotion streams. The career patterns were based on the following fundamentals:

a. Appointments which would best progressively prepare officers for employment in the highest ranks were assigned to the Senior Officer Streams.

b. Where for the sake of flexibility, appointments beneficial to the training of potential senior officers were assigned to more than one stream, priority in employment is to be given to the officers in the Senior Officer Streams (with Stream No. 1 being given top priority).

c. Appointments which are not necessary to the grooming of potential senior officers, and which would expend with inadequate results the limited time they can spend in each rank, were assigned to the Normal Promotion Stream.

d. Maximum flexibility was incorporated by providing multiple choices of postings at each rank level. Consequently, postings can be based on the requirement that an officer's new employment should be complementary to his past experience in developing his professional capacities to the utmost.

The assignment of all types of appointments to the three promotion streams provides a definitive guide for postings and will assist in developing the interests, inherent abilities and aptitudes of officers by carefully planned employment and training. Well rounded, experienced and versatile personnel should be produced. Also, the individual officer should have the prospects of a career which embodies challenging and interesting employment and the opportunity for personal development, advancement and prestige. Ultimately, employment programming of this nature will produce trained and experienced officers capable of accepting the responsibilities of higher command and staff appointments.

*Failure to be Selected for
Promotion in
Senior Officer Streams*

To ensure that only those officers with the most exceptional abilities reach the highest ranks in the Army, strict selection standards will be exercised when promoting within the Senior Officer Streams. To provide the field of selection needed for this purpose more officers must always be available in a rank than are required for promotion to the next higher rank. Those who are not selected for promotion will be reassigned to another stream but will again become eligible for advancement at the appropriate time in the stream to which they have been reassigned.

*Movement of Officers
Between Streams*

Confidential Reports on lieutenant colonels and majors assigned to Senior Officer Streams will be subject to special review annually at CFHQ. Those officers who do not consistently measure up to the high standards required will be moved to a slower stream. Officers in Senior Officer Stream No. 2 and the Normal Promotion Stream who reveal outstanding qualities will be moved to faster streams.

*Assessment of
Outstanding Officers*

The essence of the career plan is early identification of the best officers followed by a continuing process of assessment. In that the selection of

a captain or more senior officer for accelerated promotion may be the most significant step in his career, it must be possible to distinguish genuinely outstanding officers from good officers of lesser ability. This must be dependent upon the detailed information available at CFHQ on the personal characteristics, individual abilities and attainments of officers.

It is important, therefore, that Commanding Officers and other reporting officers very carefully assess the capabilities of officers under their command. They must take extreme care in the preparation of all Confidential Reports and ensure that those officers of exceptional promise and apparent potential for senior rank are brought to the attention of CFHQ through the medium of the report.

In general, junior officers selected to attend Staff Colleges should be those who are deemed capable of rising to higher command and staff positions. It is extremely important that careful consideration be given to an officer's overall fitness before he is judged suitable and recommended for formal staff training in Part III (b) of the annual Confidential Report.

Conclusion

The career planning procedures outlined in this article will ensure that officers of the Canadian Army are developed progressively to the highest possible ability level by carefully planned training and employment; that outstanding officers are identified in sufficient time to be accelerated through intermediate ranks in order to gain the necessary experience for

subsequent employment in higher command and staff appointments; and that promotion opportunities are equitable for officers commensurate with their abilities and performance. The advent of integration of the Armed Forces has not abrogated the validity of the principles on which the Army career plan

is based. Whatever policies and procedures may be evolved in the future on an inter-Service basis, it will still be necessary to identify those officers who should be given accelerated promotion and the broadening experience necessary to train them for the responsibilities of senior rank.

Parliament is 700 Years Old

Half a century before the first parliament, whose advent 700 years ago is celebrated in 1965, the Great Charter was sealed. On a stormy day in 1215, on a marshy islet in the river at Runnymede, a committee of angry nobles extorted from reluctant King John a promise that in future he would adhere to the law of the land.

"Here commences the history of the English nation," said Lord Macaulay. The narrative preceding events is the recital of wrongs inflicted and sustained by various tribes. Henceforth the nation had a constitution which has ever since, through all vicissitudes, preserved its identity; a constitution of which all other free constitutions in the world are copies.

The Charter, one of the most significant documents in the long history of government, was designed to diminish the power of the king and to guarantee a measure of freedom. It marks the transition from an age of traditional rights, preserved in the

nation's memory, to the age of written legislation, of parliaments and statutes.

One copy of the Charter is to be seen in the British Museum, injured by age and fire, but with the royal seal still hanging from its brown, shrivelled parchment. That seal now has the dramatic endorsement of the democratic commonwealths of mankind.

On the memorial cairn at Runnymede is inscribed: "In these meads on 15th June 1215 King John at the instance of deputies from the whole community of the realm granted the Great Charter, the earliest of constitutional documents whereunder ancient and cherished customs were confirmed, abuses redressed, the administration of justice facilitated, new provisions formulated for the preservation of peace, and every individual perpetually secured in the free enjoyment of his life and property."—*From "Parliament is 700 Years Old", The Royal Bank of Canada Monthly Letter.*

Benevolence vs. Malevolence

We may well have reached the point where the benevolence of the automobile is being nullified by its mal-

evolence.—*From "Highways and Our Traffic", Royal Bank of Canada Monthly Letter.*

CANADIAN TEAM FOR TANZANIA

A 30-man Canadian Army team commanded by Colonel H.E.C. Price of the Regiment of Canadian Guards is now serving as a training and advisory team for the United Republic of Tanzania, according to reports issued by the Canadian Forces Headquarters, Ottawa.

Lieut.-Colonel J.C. Gardner of the Fort Garry Horse is senior training adviser.

Major John Rozee, Royal Canadian Army Service Corps, is senior logistics officer.

Other officers who are members of the team are:

Major A.M. Potts, Princess Patricia's Canadian Light Infantry; Major D.H. Fraser, Royal Canadian Electrical and Mechanical Engineers; Major E.L. Miller, Royal Canadian Regiment; Major A.D. McKay, Canadian Guards; Major P.D. Harrison, Royal Canadian Artillery; Major P.M. Burger, Lord Strathcona's Horse (Royal Canadians); Captain R.G. Wilkes, PPCLI; Captain

J.D.B. Kent, Royal Canadian Corps of Signals; Captain A.C. Wade, Corps of Royal Canadian Engineers.

Following are the non-commissioned officers of the team, with their locations at time of selection:

Sgt. W.E. Davies, PPCLI, Edmonton, Alta.; Sgt. B.A. Cormier, The Black Watch Regimental Depot, Camp Gagetown, N.B.; Sgt. J.W. Bray, RCR, London, Ont.; Sgt. J.J. Doran, Royal Canadian School of Signals, Kingston, Ont.; Sgt. R.E. Halal, No. 1 Signals Unit, Barriefield, Ont.; Sgt. C.A. Flesch, RCEME School, Kingston; Sgt. R.E. Willard, RCEME School; Sgt. W.M. Hayward, Royal Canadian School of Military Engineering, Camp Chilliwack, B.C.; Sgt. W.R. MacKinnon, 2nd Field Squadron, RCE, Camp Gagetown; Sgt. I.E. Richards, Royal Canadian Ordnance Corps School, Montreal, P.Q.; Sgt. P.L. Magalos, Headquarters Western Command, Edmonton, Alta.; Sgt. P. Nabozniak, Army Tactical and Organizational Board, Camp Petawawa, Ont.

* * *

Tanzanians Train in Canada

Eleven Tanzanians are in Phase Two of the Canadian Army's Officer Candidate Programme (OCP) at the corps schools of the Royal Canadian Corps of Signals and the Royal Canadian Army Pay Corps at Kingston, Ont., the Royal Canadian Army Service Corps and the Canadian Provost Corps at Camp Borden, Ont., and the Royal Canadian Ordnance Corps at Montreal.

OCP training began last September when all students took general military

training, including weapons, fieldcraft, tactics and drill at the Royal Canadian Armoured Corps School at Camp Borden.

A young officer's tactics course as part of Phase Three of OCP training began in May.

During August, on promotion to second lieutenant, the cadets will tour Canada, visiting major military installations and centres of interest. This will be followed by a six-week attach-



Canadian Forces Photograph

Instruction in field radio equipment is given to Officer Cadets A.S. Mmanga, Frank Mbuta and Beatus Kabogo (left to right) of Tanzania in Phase Two of the Officer Candidate Programme at the Royal Canadian School of Signals, Kingston, Ont. S/Sgt. A.E. Boyer of No. 2 Signal Squadron at the School is the instructor.

ment to a field unit of their corps as junior officers where the OCP theory will be given the practical test.—From a report by the Directorate of Information Services, Canadian Forces Headquarters, Ottawa.

* * *

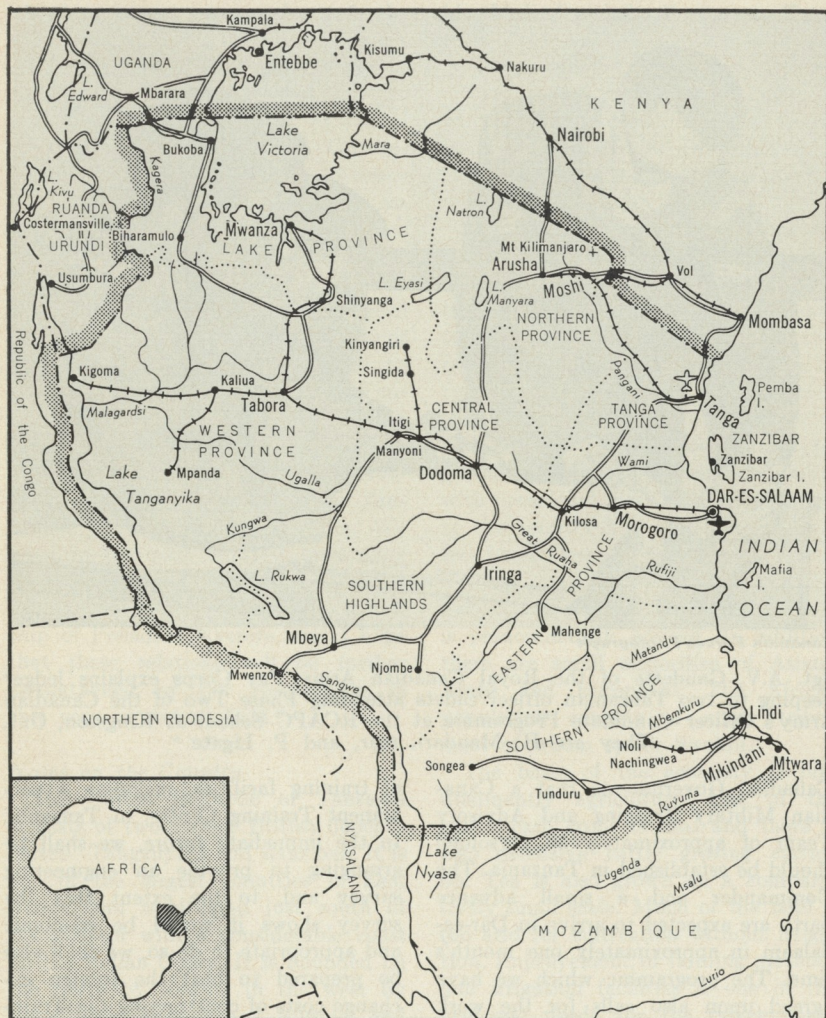
ADDITIONAL INFORMATION

Following is additional information on this subject—Prime Minister Pearson's statement concerning the provision of Canadian military training and advisory assistance to the United Republic of Tanzania issued in Ottawa

on 8 December 1964, as well as brief notes on the geography, population and economy of the country.—Editor.

Prime Minister's Statement

"On September 22, 1964, the Secretary of State for External Affairs stated in the House of Commons that the Government was actively considering requests for military assistance which had been received from Tanzania, and that a Military Survey Team had been sent to that country. The Team have since submitted their re-



Tanzania (Tanganyika and Zanzibar)

port, and the Government has, after careful consideration, concurred in their recommendation that the most valuable contribution Canada could make to the development of the Tan-

zania defence and security forces would be in the field of military training and advice concerning defence organization. It has therefore been agreed between the Tanzanian and



Canadian Forces Photograph

Sgt. A.V. Gaudette of the Royal Canadian Army Pay Corps explains ledger keeping to two Tanzanian officer cadets attending Phase Two of the Canadian Army's Officer Candidate Programme at the RCAPC School at Kingston, Ont. They are H. Mandari, rear, and P. Ligate.

Canadian Governments that a Canadian Military Training and Advisory Team of approximately 30 personnel should be established in Tanzania. The Commander and a small advance party are expected to arrive in Dar-es-Salaam in approximately one month's time. The programme which we have agreed upon also calls for the work of the Team in Tanzania to be supplemented by the provision of training in Canada for selected Tanzanian personnel.

"The second major component of our programme consists of the provision of assistance in the development

of training facilities, including a permanent Training Centre, in Tanzania. In the immediate future, we shall be arranging to provide an engineering survey and, to the extent that the survey shows it would be economic and appropriate to do so, we shall also be prepared to bear the foreign exchange costs of constructing the Training Centre.

"It is a source of great personal satisfaction to me that suitable means have been found for Canada to cooperate with the United Republic of Tanzania in the development of the defence and internal security forces

of that important member of the Commonwealth. We respect the desire of the Tanzanian Government to follow a policy of non-alignment, and the programme which has been agreed in principle between our two Governments is in no way intended to interfere with that policy. However, experience has shown that the assurance of stability is an essential prerequisite for the implementation of effective programmes of economic and social development, and such stability cannot be assured without adequate security forces. That Canada should assist Tanzania in the training and organization of such forces is entirely appropriate, particularly in view of the contributions we are already making to Tanzania's development programme. We have in the past enjoyed very close relations with the Government of Tanzania under the outstanding leadership of President Nyerere, and I hope that these relations will be further strengthened by our cooperation in this very important field."

* * *

Notes on the Country

The United Republic of Tanzania consists of two former British dependencies—Tanganyika and Zanzibar. It is one of the largest countries in East Africa, and is situated just south of the equator with a considerable coast on the Indian Ocean. It is bounded on the north by Kenya, in the west by the Congo, Rwanda and Burundi and on the south and southwest by Zam-

Curious Origin

The word "sergeant" comes to us from Feudal times; a knight when he went to war often found it necessary to arm and equip either his own son

bia, Malawi and the Portuguese Territory of Mozambique. The capital city is Dar-es-Salam.

The United Republic is a member of the Commonwealth, a one-party state and its president, Dr Julius Nyerere, is a highly capable leader of moderate political views.

The country has three main climatic seasons. On the coast and the immediate hinterland, conditions are tropical and humid with an average temperature of 76 and an annual rainfall of 40 inches. The central plateau is hot and dry, but with considerable daily and seasonal variations in temperature. In the mountainous regions, the climate is semi-temperate with occasional frost. The greater part of the country has a one-season rainfall from December to May.

The population of the United Republic is approximately 10,000,000 and is predominantly African. In addition there are small minorities of Asians, Arabs and Europeans. The African population consists of many tribes, most of whom speak Swahili.

The basis of the economy is predominantly agriculture. One of the major cash crops is sisal and there is also extensive cattle grazing carried on. Tea is also grown on a comparatively small scale. Much of the land is too arid for cultivation without irrigation. Improvement of farming methods and irrigation facilities is one of the principal needs for the development of the country.

or one of his leading men as an assistant to himself. These individuals were known in Norman times as *servientes*, servants, which subsequently became sergeants.

Canadians on Liaison Duty

U.S. Continental Army Command

by

MAJOR C.H.A. SPENCER, CD*

Representation abroad has become a major concern of the Canadian Army since the Second World War. Our UN and NATO Commitments have taken Canadians around the world and have provided a great variety of opportunities in postings, all of which are interesting—and some dangerous.

Introduction

Less widely known, perhaps, are the opportunities for service abroad in a liaison capacity. The Basic Standardization Agreement among the Armies of the United States, United Kingdom, Canada and Australia provides many liaison appointments which are most interesting and beneficial. The aim of

the standardization programme is to ensure that there will be no operational, *matériel* or technical obstacles to full cooperation and collaboration among the American, British, Canadian and Australian Armies (ABCA) and to obtain the greatest possible economy in the use of combined resources and effort.

It is under this agreement that the Canadian Army (Regular) maintains liaison officers of the rank of lieutenant-colonel and major with the U.S. Army at various locations in the United States. This article is about one such liaison appointment—that of Canadian Liaison Officer to Headquarters United States Continental Army Command, Fort Monroe, Virginia (commonly called CONARC).

Fort Monroe and Area

Fort Monroe, named after President James Monroe, is located on the site of the first fortifications built by English-speaking people in North America in 1609. It is the oldest continuously garrisoned post in the United States and was originally a harbour defence installation. The old fort is located on the shore of Chesapeake Bay at the mouth of the James River. The waters here are known as Hampton Roads and have been a famous naval harbour for two centuries.

*A member of the 8th Canadian Hussars (Princess Louise's), the author was the Canadian Liaison Officer at Headquarters United States Continental Army Command at the time he wrote this article. During the Second World War he served with the Irish Regiment of Canada in Italy and North-West Europe. After the war he transferred to the Royal Canadian Armoured Corps and served with the Royal Canadian Dragoons. His postings included the Canadian Joint Air Training Centre, the RCAC School and Headquarters of the First Commonwealth Division during the Korean Campaign. He now is with the Directorate of Postings and Careers (Army) at Canadian Forces Headquarters, Ottawa.—Editor.

Besides being a very historic and colourful place, Fort Monroe is located in the midst of a colossal U.S. military complex. From the military point of view it is probably the most interesting post to which a Canadian can be assigned as liaison officer. All the U.S. military services are well represented here: the Army by HQ USCONARC at Fort Monroe, and Fort Eustis and Fort Story which are Army Transportation Corps installations; the Navy by the Navy Base and two Naval Air Stations in Norfolk, and the two Navy Headquarters, SACLANT and CINCLANT; the Marine Corps at Little Creek Amphibious Base; the Armed Forces Staff College in Nor-

folk; the Air Force by HQ Tactical Air Command at Langley Air Force Base. A U.S. Coast Guard training centre is located at Yorktown just ten miles north of Langley and the Coast Guard patrols Hampton Roads harbour continuously. The CLO CONARC can visit all of these important military installations and learn the functions of each.

In the immediate area there are four cities and the splendid resort area of Virginia Beach. Norfolk and Newport News are both major ports and the shipyards at Newport News builds ships and submarines, both conventional and nuclear. The U.S. Navy nuclear powered aircraft carrier Enter-



An aerial view of Fort Monroe, construction of which was started in 1819 and completed in 1836.

prise, the largest ship in the world, was built at Newport News. Part of the National Aeronautics and Space Administration (NASA) is located at Langley Air Force Base and each Canadian Liaison Officer to CONARC is invited to tour this most interesting space research centre.

Headquarters CONARC

CONARC is a theatre type Army command. It is the primary operating, management and command agency within the Continental United States (CONUS) for the Department of the Army. Its principal role is to perform the detailed training and management functions connected with the six Ar-

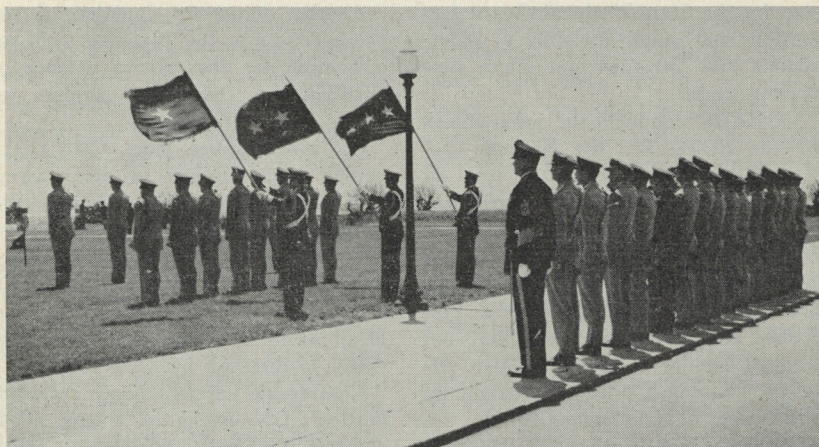
mies located in the United States. CONARC command responsibility includes all installations located in the six Continental Armies and the Military District of Washington, D.C., with a few exceptions, such as Combat Development Command, Army Matériel Command and Army Air Defence Units. The Commanding General of CONARC reports directly to the Chief of Staff, U.S. Army, on all uni-service matters, but he "wears two hats" in that he is also the Commander-in-Chief of Army Strike Forces (CINCARSTRIKE) which is the Army component of the Unified Command, U.S. Strike Command (STRICOM).

CONARC is responsible for the training of all individuals and units



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The parade ground and old barracks inside Fort Munroe.



Senior officers of the U.S. Forces and Liaison Officers at an honour guard at Fort Monroe.

of the Army within CONUS with few exceptions. CONARC operates the largest peacetime training system in the history of the United States Army. The priority task is the training of about 355,000 replacements annually. Of this number, about 120,000 are members of the Reserves and National Guard units. These recruits are trained in the 14 Army Training Centres operated by CONARC in the United States. In addition, there are 27 CONARC Schools with about 176,000 resident students annually in which 350 separate courses are taught. The Canadian Army (Regular) maintains a liaison officer with many of these Corps Schools and the Command and General Staff College, another CONARC agency.

The Army Strike Force ARSTRIKE is the largest combat command in the U.S. Army, and the responsibility to command, train and maintain a high

state of readiness of these formations is a colossal task. ARSTRIKE consists of two operational corps headquarters and eight combat-ready divisions. A primary objective of CONARC is to maintain the capabilities of these formations for immediate deployment and sustained combat operations anywhere in the world, for any military task within the spectrum of war, without the necessity for any training time after the need for deployment becomes known. The joint exercise programme (Army/Air Force) is the principal means by which this objective is reached.

CONARC also commands the Army Reserves consisting of about 285,000 all ranks in organized formations and units. These Reserves must carry out an annual active duty period of two weeks which is directed and supported by CONARC. In addition, CONARC exercises training supervi-

sion for the State National Guard formations and units consisting of 23 divisions, five brigades and many supporting units.

CONARC conducts the programmes for the ROTC and the National Defence Cadet Corps Units. A total of 650 academic institutions participate in these two programmes. The Reserve Officers Training programme produces Second Lieutenants— young college graduates who have received a prescribed course of basic pre-commission training similar to our Canadian Officers Training Corps. Approximately 13,000 newly-commissioned officers are produced annually through ROTC.

Another important function of the headquarters is the planning and coordination for the ground defence of CONUS and the Army support required for civil defence.

On the logistics side, CONARC's overall responsibility is also heavy. The headquarters plans, directs and controls the logistics activities to support and manage the CONUS armies and the Reserves, and the whole programme for recruiting and enlistment of all men and women who enter U.S. Army is directed by CONARC.

Considering its tremendous responsibilities, CONARC is not a large headquarters. This is because there is much



Major Spencer, author of this article, discusses a copy of the Canadian Army Journal with Major-General G.T. Duncan, Chief of Staff, Headquarters USCONARC.

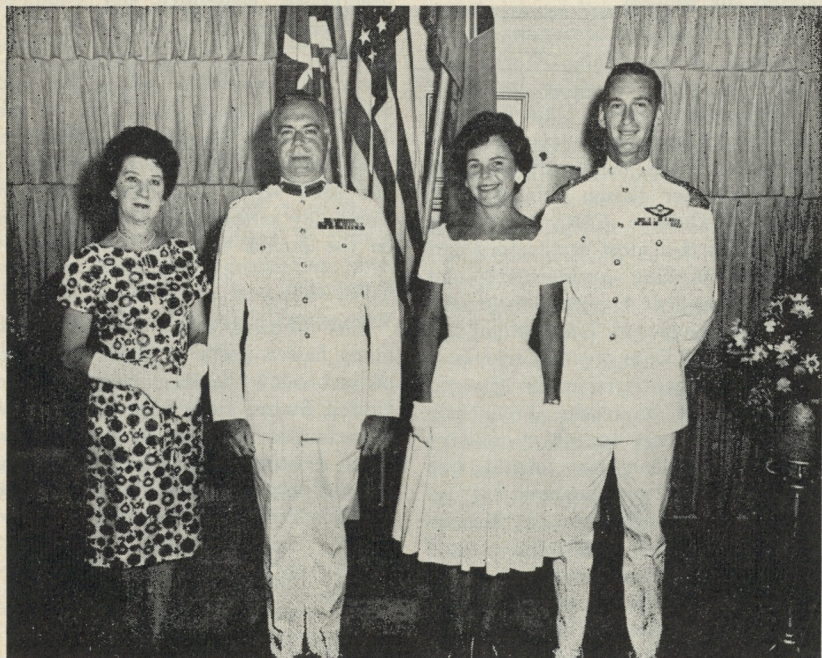
decentralization and delegation of the work to the CONUS Armies and the commandants of the corps schools. The headquarters, including HQ Fort Monroe, has 620 officers, including 14 general officers, and 1260 civilians.

Canadian Liaison Officers (CLO)

Canadian liaison officers have been stationed with this headquarters since 1948 when it was known as the Office of the Chief of Army Field Forces. At one time there were three Canadian liaison officers at CONARC, but since the reorganization of the headquarters in June 1962, when CDC and AMC were made separate commands,

there has been one CLO at CONARC.

There are specific "Terms of Reference" laid down by the Canadian Army for the CLO CONARC. His primary task is to further the standardization programme in accordance with the ABCA armies agreement by liaison and exchange of information with CONARC and any of its agencies in the *non-matériel*, *matériel* and research and investigation fields of standardization and collaboration. Since CONARC's principal function concerns all aspects of training and training exercises, this is the main field of interest for the CLO. There is a great deal of information to be gained on



The receiving line for the Canada Day reception at Fort Monroe (1963). On the right are the author and his wife, with Colonel C.H. Cook, assistant military attaché at Washington at that time, and Mrs. Cook.

specific subjects such as training research and analysis, new methods and new aids; courses at CONARC Schools; CONARC and STRICOM exercises; air mobility training; and amphibious and special warfare training.

CLO CONARC is also accredited to Headquarters Tactical Air Command (AC) of the United States Air Force. HQ TAC is located at Langley Air Force Base just five miles from Fort Monroe. Liaison is carried out with TAC for the purpose of keeping the Canadian Army informed of U.S. Air Force doctrine, tactics, organization and training for all aspects of tactical air support.

CLO CONARC is a member of the Canadian Army Staff, Washington (CAS(W)) and is under command of the Commander CAS(W). At CONARC he works under the Chief of Staff of the headquarters along with the other liaison officers, U.S. Navy, Air Defence, CDC and British Army. This is a most satisfactory and beneficial working arrangement and provides excellent opportunity for the mutual exchange of information and ideas. The CLO is treated also as a national representative and is afforded all courtesies as such. Frequently CONARC is host to senior military representatives from any of the free world countries and honours are extended to these visitors by an "Honour Guard". The CLO CONARC attends these Honour Guard parades as a national representative as well as part of the headquarters.

The CLO lives on the Post in a married quarter allotted to him. He is very much a part of the community

and as such should participate in as many activities as possible. Dependents are especially well cared for at Fort Monroe. There are dozens of youth activities, sports of all kinds, a teenage club, Boy Scouts and YMCA with all the associated activities of each. Schooling for dependant children is provided on the Post from kindergarten to Grade 6 and in the City of Hampton to Grade 12. Transportation is provided free. Medical care is provided for dependants at the U.S. Army Hospital, Fort Monroe.

The social side of the CLO's life is always most enjoyable because Americans everywhere are noted for their friendliness, generosity and kindness, and certainly this is true at Fort Monroe. The early CLOs to CONARC set a social precedent which has been followed ever since. Each year on the first of July a Canada Day Reception is held to invite the CONARC officers and their wives to celebrate our national day as the CLO does with them on the Fourth of July.

Conclusion

Fort Monroe is only one of the many liaison posts to which Canadian officers may be appointed in the United States. It is hoped that these opportunities for interesting and beneficial postings will become widely known and provide incentive for young officers in the Canadian Army.

Speak — not Write

Too many written orders give too many opportunities for misunderstanding. The best thing is to tell 'em and if they don't understand sack 'em.—*Montgomery.*

THE DENISONS— A MILITARY FAMILY

by

ALICE SORBY, MBE*

The name of "Denison" is associated with the earliest days of the Canadian Militia. The first Militia Corps formed at York was organized in 1798 under an order-in-council issued by the Hon. Peter Russell who was acting as President of the Council after the retirement of Governor Simcoe. The list of the lieutenants in this was headed by Mr John Denison, formerly an officer in the 2nd West York (British Militia), where he had held the rank of captain before moving to Canada from Yorkshire in 1792.

In the War of 1812 two sons of John, Lieutenants Charles and George T. Denison, served in the East York Battalion. This George T. (and there were others later) organized in 1822 a troop of cavalry in connection with the 1st West York Battalion. This troop was called Denison's Troop, after its commanding officer.

The martial qualities of this famous family came from the maternal side as well. George T. had married in 1806 Esther Borden Lippincott, the only daughter of Captain Richard Lippincott who had been an officer in The New Jersey Volunteers, one of the King's Colonial regiments, during the Revolutionary War. Their eldest son

was Richard Lippincott Denison who became the second commanding officer of the troop.

At the time of the Rebellion of 1837, the next George T. Denison was a young man of twenty-one taking his first military training in the volunteer rifle company organized by Colonel Fitzgibbon of Beaver Dams fame. This George Taylor Denison became the third commanding officer of the cavalry troop. In the Toronto Public Library the original order book of the First Regiment West York Militia from 29 May 1837 to 26 November 1838 is preserved, and among the names of the officers serving in the dragoon troop are those of Major George Denison, Captain Thomas Denison, Lieutenant R.L. Denison and Ensign George T. Denison.

In 1843 Robert B. Denison was appointed Cornet, and so at this time surely it was a unique situation that all the officers of the troop were brothers. In 1854 the third Denison to be named George Taylor, and grandson of the founder, was gazetted Cornet in the old troop. Robert and this George T. became the fourth and fifth commanding officers of the Corps, the latter at the age of 18.

In 1860 the second George T. was gazetted a full colonel and appointed to command the 5th and 10th Military Districts. Then about this time the names Charles L. and G. Shirley

*Mrs Sorby is a Research Officer on the staff of the Army Historian at Canadian Forces Headquarters, Ottawa.—Editor.

Denison appear as newly gazetted officers.

The story of members of the Denison family as commanding officers continues: Edwin P. was the sixth, Frederick G. the seventh and Clarence A. the eighth. The last named by 1905 had been replaced as commanding officer by someone whose name was not Denison. However, the name was still represented among the junior officers by W.W. Denison, who eventually in 1921 became a lieutenant-colonel, and was appointed to command the Regiment. For a century, therefore, the illustrious name of Denison was listed on the roll of officers, first of the cavalry troop and then of the Regiment, The Governor General's Body Guard, now The Governor General's Horse Guards, and for the greater part of the time a Denison was in command.

The third George Taylor Denison was well known also as a writer. *Sol-*

diering in Canada, Modern Cavalry and A History of Cavalry all came from his facile pen. It was for the last-named that he won the prize offered by the Czar of Russia. His own description of his visit to St. Petersburg, written in 1900, still makes very interesting reading.

The Denisons were always represented when an opportunity for military campaigning arose. It will be recalled that it was Captain and Brevet Major Frederick Charles Denison of The Governor General's Body Guard for Ontario who was appointed a lieutenant-colonel in the Militia "as a special case" . . . "having charge of the Canadian Voyageurs proceeding to Egypt."

It is doubtful if at any time there has ever been such a consistent family tradition of successive commanding officers without a break in one unit.

The Hurly-Burly was Great

"In the reign of Henry III, it is written, that when the Pope's Legate came to Oxford, and sojourned at Osney Abbey, among other schollers, some for one cause, some for another, that were there, a poore Irish scholler (Matthew Paris calleth him Capell-anum Hibernensem) drew neere unto the kitchin dresser and praid for some releefe; the cooke took a ladell full of hot liquor and threw it in his face; a Welsh scholler standing by took his bow and shot the cook through with an arrow (Stow writeth that the cooke was the Legates brother); the hurly burly was great, the schollers came together in armes (and as is said one

Odo of Kilkenny was their ensigne bearer); the Cardinal's men were well beaten, the Cardinal himselfe to saue his life fled secretly at a posterne gate to the King, made a grievous complaint, and craved the aid of armed men to fetch off his men, and thereof arose great troubles."—*Hanmer's Chronicle of Ireland, Dublin, 1633 ed., 9.* This extract is reprinted from *The Irish Defence Journal.*

Two Levers

There are two levers for moving men—interest and fear. — *Napoleon I.*

Episode Three

The Misadventures of Second Lieutenant Elmer Wetsack

by

LIEUT.-COLONEL H.F. WOOD, CD

(Copyright 1965)

Wetsack on Messing

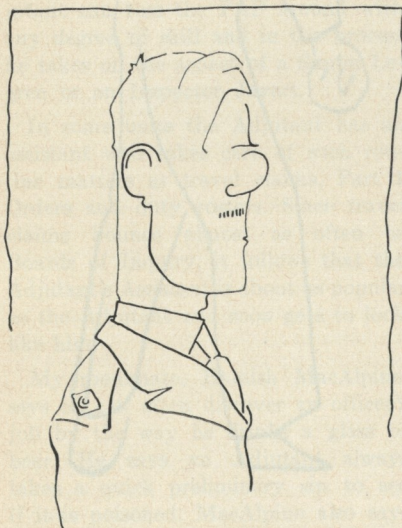
Ever since these articles of mine have begun to appear, I have been having more than my usual share of trouble with my Adjutant. I suppose this is understandable, since I have written frankly about the fellow, but

when the Adjutants of other units begin to glower at me when we meet, I realize what a clannish lot they are.

This view was reinforced when an Adjutant from a nearby unit went so far as to state that if there were fewer Wetsacks around, there would be younger-looking Adjutants. This *canard* I refute with vigour since it is my considered opinion that Adjutants enjoy looking worried. It emphasizes the confidential position they enjoy vis-à-vis the Commanding Officer. Furthermore, they are paid extra (presumably for additional life insurance), so that I feel they are fair game.

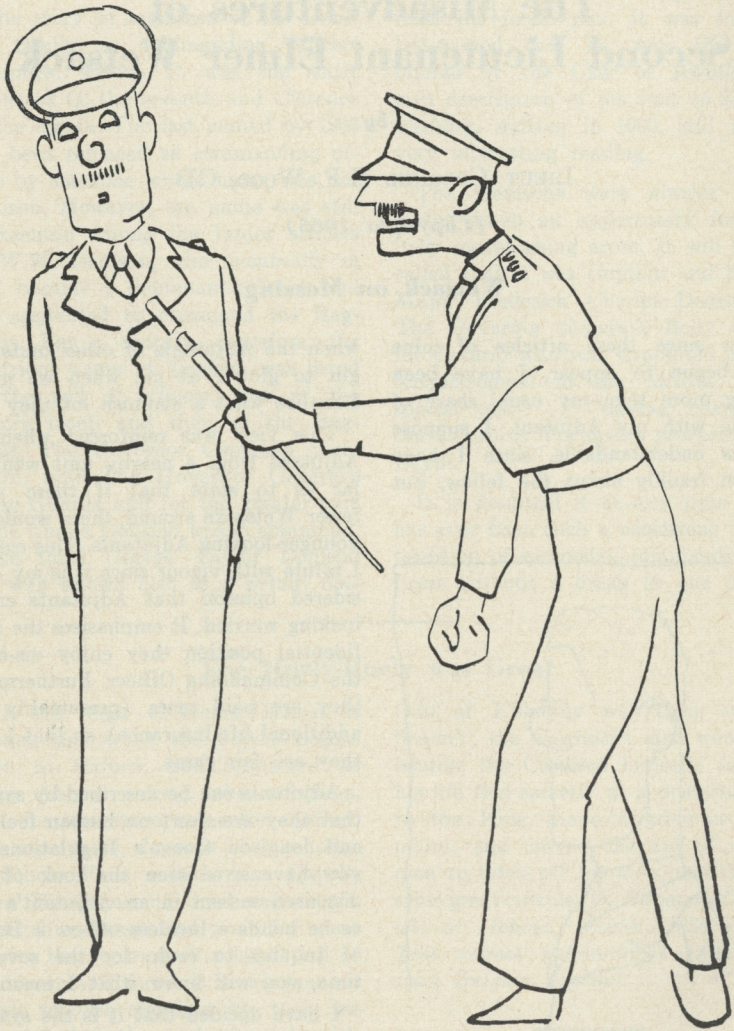
Adjutants can be described by saying that they are short on human feelings and long on Queen's Regulations. If you have ever seen the look of ill-disguised sadism in an Adjutant's eye as he hands a luckless officer a Board of Inquiry to re-do for the seventh time, you will know what I mean.

I have decided that it is the system that makes Adjutants what they are. Few other officers have to work under such a weight of regulations. Adjutants deal in a sort of code which they have to publish in a document called Part 2



H.F. Wood

**Second Lieutenant
Elmer Wetsack**



H.F. Wood

"Wetsack — are *you* behind this business?"

Orders. Mistakes in this document can cause untold financial hardship as the code allows no leeway. Take, for example, the following entry:

"QS 54321 Cpl Patch R is TOS
FAP wef 17 Jan, posted to HE
and is granted sfa."

Now if, for instance, the mysterious word "FAP" were omitted or the word "ep" added, Patch would get no scratch, and if "HE" were put down as "AE" he could move his family with him at Army expense. If the last code word in the example (which is, of course, synonymous with "nothing" in civilian life) were left out, Patch would get no money to pay his wife's rent in the place of his last posting.

One can readily understand that it takes a long time before a new Adjutant can toss the FAP around with any degree of skill and in the process he takes on the aspect of a Simon Legree or an Inspector Javert.

In some units the Adjutant has an assistant who takes care of such routine matters as travel claims, Part 1 Orders and duty rosters. Since travel claims bounce almost as often as Boards of Inquiry, it follows that the Adjutant's Assistant is about as popular as the Adjutant and soon gets to look like him.

My roommate, Hamish MacAlpine, says he can often discover an officer's job by the way he drinks a glass of beer. He says an Adjutant always takes a quick preliminary sip to see if it is poisoned. MacAlpine also says that I am being unnecessarily hard on Adjutants for, without them, a unit would soon go to pieces.

My reply to this is, of course, that Adjutants are probably a good idea for the average officer or soldier and are needed to keep them on the tracks. For the extraordinary officer, however, for the above average type like myself, Adjutants and their assistants are nothing but obstructionists.

Take for example the time that I was made messing officer. For the benefit of the uninitiated, a messing officer is responsible for the distribution and preparation of all food consumed in a unit. He is allowed certain monies to purchase extras over and above the issue and this purchased food is called extra messing. Until I became messing officer, this money was spent wastefully on such items as sauces and condiments. My plan would have saved money and increased food supplies but the Adjutant, his head full of rules and his eye full of fire, sent for me at the end of my first week on the job.

His desk was covered with bills of lading, some of which he flourished under my nose.

"What have you been up to, Wetsack?" he cried. "What on earth have you been doing?"

I drew myself up and replied coldly, "I have simply been putting into practice the Wetsack system of extra messing".

"The Wetsack system, eh? I might have known it, I suppose", he went on, "that this invoice for one carload lot of Pinkleheimers Extra Large Fancy Quality Dills is part of your system? And this one for five hundredweight of Old Barney's East Indian Chutney is also the Wetsack way?"

"Certainly," I replied. "Bulk purchase."

The Adjutant boggled. It was obviously too advanced for him. "Bulk purchase?" he inquired weakly.

"By purchasing in quantity there is a great saving made, which can be passed on to all in the form of more and better food. Any economist will bear me out." I was being as patient with him as I could but his voice grew sarcastic.

"And will any economist tell me how you are going to pay for these purchases. You have used up four months' extra messing money on pickles that will last ten years. **THERE WON'T BE ANY MONEY LEFT FOR ANYTHING ELSE!**"

While my mind strove to overcome this obstacle to my plans, the Orderly Officer burst in dragging a frightened looking cook with him.

"I'm glad Wetsack is here," he exclaimed. "I have just come from the mess hall where I found this man deliberately substituting some white powdery stuff for sugar. There were bowls of it on every table."

The Adjutant frowned at the cook. "Is this true?" he asked.

"Sure, it's true," replied the cook, "but it wasn't no substitution and I was ordered to do it."

The Adjutant's glance moved slowly over to me. "Wetsack," he said

quietly, "Wetsack, are *you* behind this business?"

"Indeed I am," I replied with calm. "The cook informed me this morning that he was doing the best he could with the meals. I felt they were so bad that steps should be taken to protect the men's health."

"Steps?" asked the Adjutant.

"Steps," I replied. "So I told him to put bicarbonate of soda on every table. It won't improve the meals, but it will cure indigestion."

The look of awe on the faces of the Adjutant and the Orderly Officer was most gratifying but the former's slavish devotion to regulation won the day. His obstructionism proved irresistible. Another and more hidebound messing officer was installed that afternoon.

The Wetsack theory of extra messing is still untested although its monument remains. Everyone in the unit can have pickles whenever they feel so inclined and large bottles of Pinkleheimer's Fancy Quality grace every table in every mess.

Hamish MacAlpine says I should be forced to eat them all up myself, but then Hamish is one of those people who thinks a haggis is a food. He is obviously not qualified to discuss eating arrangements with a frustrated gourmet like me.

Road Costs Equal War Costs

There are millions of complicated vehicles proceeding in all directions under the impulse of up to three hundred horsepower. They can travel at a hundred miles an hour, but are lucky if they average forty. They run

on roads that are never adequate to accommodate them but which cost as much as waging a war.—From "Our Highways and Our Traffic", *Royal Bank of Canada Monthly Letter*.

First Canadian Winner

The George Knight Clowes Memorial Prize Essay—1964

by

CAPTAIN W.E.J. HUTCHINSON, PPCLI*

(Copyrighted)

“Hear the Far Bugle”

“The modern trend is to make the soldier’s life much more attractive by giving him better accommodation, food, pay and amenities. Yet, at any moment he may be operationally involved in some country like Kuwait or Brunei, where toughness and hardihood are essential. Without the better conditions it would be difficult to get enough recruits. Without the hardihood the soldier is not efficient.

“Discuss the problem of these seemingly irreconcilable requirements.”

“Far I hear the bugle blow, to call me where I would not go.”—A.E. Housman.

In 1957 the Government of Great Britain, having reduced her defence commitments but not the financial burdens which accrued from them, decided to phase out the National Service element of her Army over the

next five years, and, by 1962, establish an all-volunteer force of about 180,000 men. It was considered, and rightly, that by adopting this course the nation could produce the most efficient, economical and professional force—a force prepared to fight a general or global war, a limited nuclear war or to conduct counter-insurgency or internal security operations in any area of the globe. To complement and transport this force the airlift capability of the R.A.F. was augmented, joint planning and unified commands were stressed, and a Strategic Reserve was established on the home island.

By 1963, many of the originally projected objectives were reached and the new Regular Army had apparently become a most efficient instrument for completing the tasks set for it in peace and war. But behind the op-

**Captain Hutchinson is the first Canadian officer to win this essay competition sponsored by William Clowes & Sons Ltd., London, England, proprietors of The Army Quarterly and Defence Journal (Great Britain) in which the prize-winning essay originally appeared and who hold the copyright for the essay. Commissioned with the 1st Battalion of the Princess Patricia's Canadian Light Infantry in 1954, Captain Hutchinson has served with 2nd Canadian Infantry Brigade Group in Germany, at Headquarters, Saskatchewan Area in Regina, and at Canadian Forces Headquarters, Ottawa. He is now attending the Canadian Army Staff College, Kingston, Ontario.*
—Editor.

timistic reports of the Ministry of Defence there lurked a disconcerting spectre that, to the delight of the Opposition, had materialized because the Army was being strained to capacity to meet the continually shifting, constantly demanding calls placed upon it by the N.A.T.O. Alliance, the S.E.A.T.O. Alliance and Commonwealth policy. These calls have resulted in British troops serving in Sarawak, Kenya, Nigeria, Uganda, Cyprus and Germany.

The apparition of insufficient recruits, insufficient in both quantity and quality, and the attendant difficulty in training them to "standby" status or operational fitness, has now begun to plague the regimental officer and at least worry the "thinking" Army.

It should be remembered, however, that this grey shade is not peculiar to Great Britain. Every country in the free world which depends for its forces on the good intentions and actions of its citizen-volunteers has had to grapple with this problem and some have solved it. To state the problem in succinct terms: the Army must attract the soldier, train him and keep him.

This task sounds easy and it is easy when the correct motivation is present in the potential recruit or the soldier. Motivation is the key to all success, in business, in social life or in war. The difficulty comes when the desired motivation must be produced or implanted in the soldier, then cared for and nurtured. It is a difficulty affected by national character, national policy, social environment and military training methods.

This essay will seek to analyse some of these complex factors which bear

both physically and mentally on the recruitment and operational capability of the soldier, and offer some suggestions which might help to solve the problem posed.

* * *

First it must be agreed on what type of man is desired by an Army which has world-wide responsibilities, which must respond instantly to any emergency ranging from support of friendly governments to full-scale nuclear war. The soldier, be he officer or man, must be adventurous. He must be robust physically and psychologically, he must be resourceful, capable of independent action, confident, aware of what he is doing and why. He must have a firm belief in the rightness and significance of his work. In short he must be a professional—as lean and vicious as a guard dog with the enemy, soft as a puppy with friends. A touch of altruism, verging on that old-fashioned virtue—patriotism, must lie in his character, as must a determination to succeed both in his chosen profession and against any enemy.

If this is the type of man the Army wants, what type of man is the Army likely to get from contemporary society? As Viscount Montgomery has stated: "The soldier is not chiefly a military figure, he is primarily a social figure."¹ It would be impossible to deny that social environment plays a great part in shaping the basic man inside the uniform.

¹ *Viscount Montgomery of Alamein, "Address Delivered at Portsmouth, 26 July, 1946"* (London, H.M. Stationery Office, 1946).

What type of society will the recruit come from, what are its interests and goals? It is a materialistic society, bent on the acquisition of money, of possessions, of status. It is a society that has lost touch with nature, that has a history of contempt for "Tommy Atkins", that shows a lack of understanding, indeed even of interest, in the goals and objectives of the Government. It is selfish, comfort-oriented, concerned with personal gratification, personal success and amusement. It is a society that pays off in pounds and cannot understand a man who does not pursue wealth.

It may be well argued that this assessment does not reflect the true national character of Britain, that the portrait is overdrawn, and the colours laid on with a palette knife. Such an argument has a certain validity when applied to the older generation of citizens; but soldiers are not old men, they are young men, easily deceived by the guilt of success, easily moulded by the pressures to conform.

In this area it may well be possible for the Army to lead, to take advantage of the ground swell of discontent that is surging through the youth of the nation—a puzzlement, a searching for a sense of purpose that appears endemic. But before this can be done the society as a whole must be aware of and in support of the political aims of the Government.

"Politics" is a word that has always had an unclean connotation in the Army, but it is a word which, on the ideological battlefield of today, cannot be ignored. The soldier must have a political awareness, not the implanted political fanaticism of the

militant Communist but a thorough understanding of the strong political factors that influence his operations. This is particularly true when he is committed to police or counter-insurgency missions. A soldier cannot approach the weeping Greek Cypriot mother with the same attitude he would take with a rebel terrorist. Relations with civilians in Germany cannot be conducted in the same manner as those with the civil population of Kenya. The soldier must always be conscious in these situations of the political overtones of his presence. This requires both political knowledge and strong discipline. On occasion it will require great self-control: witness the steadfastness of the unarmed Canadians who faced hysterical mobs in the early days of the Congo pacification, suffered indignities and did not strike back. This was not a normal mission for the soldier but a political necessity.

To ingrain the requisite political attitude, it is very important that the political aims of the Government, as expressed by the Army, reflect the aspirations and goals, stated or unstated, of the majority of the nation's citizens. It is true there will always be an element in our society which decries militarism, which rejoices in the blunders of the surviving "Colonel Blimps", which thunders against the use of force. These people do not count. If the steadier sections of the population—the small merchant, the farmer, the artisan and, most important, the soldier's family—feel that what the Army is doing is right and consistent with national aims, then the soldier will be inspired with a sense of purpose and an understanding of

his role that serve him regardless of hardship and danger.

The sacrifices, heroism and abnegation shown during England's wars by her citizens and her soldiers are gallant proof that if the cause is worthy of the people, the people will be worthy of the cause. It is this sense of mission that must permeate everything the soldier does, from guard mount through fatigues to combat. He must realize, as must his superiors, that he is no longer training for war, he is training for a more important and more difficult task, keeping the peace.

To translate political motives into practical reality has always been the role of the soldier. Now, in an era of warfare which avoids physical confrontation and sets snares for men's allegiance, it is imperative that military leaders interpret, for their men, these motives. Simple slogans can be effective. The motto of the United States Strategic Air Command, "Peace Is Our Profession", seems, in the paradoxical world of possible race annihilation, the most apt, if wry, description of the role of the soldier.

Knowing the type of man desired, aware of the social climate which shaped him and conscious of the political aims of the nation, what then should be the approach, "the pitch", to the potential recruit? Recruiting for a volunteer army cannot be static, emphasizing comfortable quarters, security and trades training. It must take another picture if it is to attract suitable material from which to cut the modern regular soldier.

First, an image must be formed which reflects the dedication, the fitness and the comradeship—the mys-

tique of the fighting man. An aura of competence, respectability and positive service should surround the Army, the same aura which surrounds a first-class professional athletic team. The Army and its mission must be the paramount attraction.

The appeal should urge the man considering a soldier's career to test himself against the best, to try to crack this closed shop of hard, rugged professionals. The boy that is wanted by the Army will respond to this appeal. It contrasts sufficiently with his civilian environment to offer something different; at the same time it has the familiar ring of competition which he encounters in the street gang, the athletic team and in his social life. When such an approach is combined with adequate pay, decent housing, attractive uniforms and public support, a man of any spirit will find it difficult to resist.

But honesty must be the keynote. The man must be aware of what he is getting into and the "why" of everything he does. There should be no stress on the privileges or rewards, no promise of a soft life. Indeed it should be pointed out that in the Army the old saying, "one day chicken—the next day feathers" has the disconcerting aspect of being only too true. In the age of air-mobility the comfortable barracks of England can be exchanged very quickly for a mosquito net in the jungle, and N.A.A.F.I. tea is not always available in the paddy fields.

While these recruiting techniques may bring in the right man for the job, only the training he receives and the conditions under which he serves will make him an effective soldier.

It is in this area that the most critical problem lies.

Assuming that the recruiting campaign is effective and the Army can attract sufficient men of the right calibre, what then can be done to train them effectively for the whole spectrum of warfare under any climatic conditions? At the same time, what can be done to convince them that they are doing a valuable job and that Army service is a worthy career?

The answer is elementary—the Army must reassess its methods and mores and, if necessary, adjust them. The man who joins the Army to do something worthwhile will not enjoy hanging about waiting for enough recruits to arrive to form a squad; he will be puzzled by indefinite, "make-work" jobs; he will be discouraged by random or careless training. In its initial training of the new soldier the Army must create an image of intelligence, diligence and competence. If it is necessary, as it sometimes will be, to keep a man waiting, then the reason must be explained. It is imperative that the soldier must be aware, even at the earliest stage of his training, of the reasons behind everything he does. Men are not apprehensive about the known—it is the unknown that frightens and frustrates.

In addition, the way to promotion and better pay must be open and obvious. The stultifying effects of seniority on incentive should be removed by abolishing it as a prerequisite for promotion. In an all-Regular Army, which to be effective must be efficient, the time-server, the disinterested, the burnt-out man should not impede the progress of the qualified and enthusiastic. While aware that experience

is valuable, one must recall Frederick the Great's comment on the army mule. Long service alone does not endow anyone with superior ability.

The answers put forth to solve the soldier's assumed major grievances do, of course, play a part in keeping an ambitious man in the Army. Comfortable barracks or homely married quarters, tasty food, good pay and generous allowances are important to the well-being of any employee, be he soldier or civilian. But more essential to the mental fitness of the soldier, and to his continued desire to serve, are two factors: a sense of partaking in a worthy effort, and a recognition of his own ability.

The soldier must be shown that this hard assignment demands dedication and perseverance. Appreciation must be granted to the man who accepts these onerous responsibilities. If he is treated as a man of honour he will generally act as a man of honour. Surely these are the basic elements which make the self-reliant, self-disciplined, resourceful soldier who is needed in the field.

A sense of mission will overcome many problems. If a soldier's family is aware of the purpose why he, as a husband and father, is being sent to some foreign shore, there will not be the same recriminations and railing against "the authorities" that is common with most enforced separations. The soldier himself, while understandably reluctant to leave his loved ones, will do so with better heart. The poor morale shown by British National Servicemen in a few units during the Korean conflict could have been alleviated if the troops had been aware

of the importance, to the whole world, of what they were doing there. Someone should have translated their mission into their vernacular to convince them of the value of their service. Korea is also an example of what happens to morale, to operational fitness, when political aims diverge from civil goals. This experience should illuminate the need to publicize, both within and without the Army, the job the soldier must do.

"Hardihood" is defined by one dictionary as sturdy courage²; "toughness" is defined as the possession of great physical endurance³. These qualities must be a constituent part of the modern soldier if he is to be effective in his role as peace-keeper and possible warrior. The question is how to instil them at a time when self-interest appears to be the predominant motive in our society. A sense of purpose, the first part of the answer, has been discussed. Let us turn to the second part—training.

Conditioning the battalions and batteries of the Strategic Reserve and the men of the Territorial Army Emergency Reserve to sudden changes of station has not, to date, posed a large problem. It is the troops in static establishments at home and in the British Army of the Rhine that require more selective training in endurance and hard living if the Army is going to maintain the flexibility that it wants. Troops committed to Europe, because of their role in N.A.T.O., must be armed with sophisticated weapons car-

ried in a variety of complex vehicles. These men devote the greatest part of their training time to achieving a high level of technical skill. Little time is left over for hardening training, for the development of initiative, for practice in operating in small groups. The gradual conversion to an all-Regular Army will relieve this situation somewhat as the longer period of enlistment will give more time to drill the soldier thoroughly in his complicated roles. The essential problem of mental and physical fitness for a sudden move to another area will, however, remain.

One must agree with Brigadier Phillipson that "the only really satisfactory way to test a soldier in peacetime, as to his fitness for war, is to subject him repeatedly to realistic training, preferably overseas, in the climatic conditions he will have to face in wartime"⁴. As the value of the pound decreases and the cost of equipment rises, it will not always be possible to train units for extensive periods in the varied locales in which they might be called upon to operate. It will be necessary to prepare the soldier at home, taking advantage of outside-of-the-country training opportunities as they occur.

Essentially, there are no major faults in the present system of training. The changes which the new mission will occasion are not radical departures from proven practice but rather a shift of emphasis away from some beloved procedures that are becoming antiquated.

² *Standard Dictionary of the English Language* (New York, N.Y., Funk and Wagnall's Company, 1958), p. 574.

³ *Ibid.*, p. 1327.

⁴ Brigadier R.V. Phillipson, "Fitness for Military Service", *The Army Quarterly and Defence Journal*, Vol. LXXIX, No. I (October, 1959), p. 89.

Esprit de corps as displayed by infantry battalions, cavalry regiments or Service Corps companies will never be outdated, for it is based on professional competence and on a sense of mutual accomplishment that has been the hallmark of a first-class unit from the days of the Roman Legion. This precious quality must be nurtured in training. Officers and men must work together to reach objectives that demand the utmost in determination, stamina and courage. Units and sub-units should be set almost impossible tasks, for, in completing them, much will be done to produce a sense of achievement which will develop a strong bond of comradeship.

To meet the changing conditions in which the soldier will serve, more stress must be placed on training the individual as an individual. He must be trained not only in the basic skills of his trade, be it rifleman, clerk, driver or gunner, but also in the character-skills of initiative and inventiveness. This will not be easy to do within the framework of military discipline, in an environment of "don't think—do as you're told". Fortunately, this archaic attitude is dying in the Army; most people now recognize the basic fact that a soldier who cannot think for himself in an anachronism in a modern force. The demands of modern soldiering are such that a man who cannot interpret orders intelligently and then execute them without direct supervision is a probable menace.

How to achieve this aim is a challenge to the Army, not only in the detail of the training to be given but in the resolution of a more important problem, how to reconcile the need

for independent action with the acknowledged need for discipline in the Army. Unorthodox soldiers such as Wingate, Gordon and Lawrence have never been popular with their contemporaries but few would say that their contributions to the art of war are invalid today.

More realistic training must be conducted at the unit and subunit level, forsaking the divisional and corps exercises. These formation manoeuvres are a delight to higher commanders and their staffs, but the company commander and his men find them boring and quite devoid of training value. A unit of company or battery size that is capable of achieving success on independent missions will have no difficulty in fitting into a larger operation or exercise. These small unit exercises, it is envisioned, would resemble adventure training and could be given any setting the commander might wish. Tasks might range from riot control in a city to opening a communications route; from providing a base for guerrilla operations to disarming a rebel force; from company raids to two-man layback patrols. It is during sub-unit and unit training that the actions of the individual soldier can be scrutinized, where his skill at fieldcraft, patrolling and weapon handling can be examined under conditions of pressure, and where a high professional skill develops.

Commanders and staffs who might feel hurt when their toys are taken away could be trained and tested more effectively by command-post exercises, telephone battles and by sophisticated war gaming. By these methods new concepts and doctrines can best be

tested without "mucking the troops about", without wasting large sums of money and, of more importance, valuable training time.

The recently introduced practice of training units in other Commonwealth countries for short periods of the year should be continued. These schemes exercise the unit in all aspects of operational fitness, from airdropping drill to the contents of the small pack, and expose the soldier to a variety of climates and terrains. In addition, the soldier meets the men of other forces and sees different methods of tackling common problems. It should be noted that he can also compare his own military abilities with those of foreign troops. The sub-arctic of Canada, the jungles of Malaysia or the deserts of Australia are demanding locales which effectively test the soldier's endurance and develop his confidence in facing difficult conditions. When the budget allows, even more use should be made of these opportunities, with the host country perhaps reciprocating and sending troops to Britain for joint training.

Training must take place in all kinds of weather; if necessary, the annual training cycle should be dislocated to accomplish this. The comfortable autumn manoeuvres on Salisbury Plain or Lüneburg Heath are not realistic, nor do they condition the soldier to the discomfort and vicissitudes of bad weather. The potential enemy has proved to be very adept at using foul weather conditions to his advantage in Europe, Africa and Asia. It seems ridiculous, therefore, to train our soldiers only where they can be comfortable and when we can be assured that all the mechanical gadgets will work. The

modern soldier must have the same effectiveness in winter as he has in summer: he must be as capable in the rain or fog as he is in sunshine. If he and his equipment are not fit, then a poor instrument of national policy is being forged.

Challenge is the theme which must be dominant through all training from the day a recruit enters the barrack gate until he retires as a time-expired man. The soldier must continually be tested, confronted with problems that force him to think and act decisively. The dare can be physical and range from parachuting to forced marching, from scuba diving to mountain climbing. The hurdle can be mental and vary from psychological operations to food preparation, from question techniques to a better approach to relations with civilians. The tests should extend the man in the soldier and make him aware of the principles and values which shape his life and the world.

This theme should underscore the training and development of all ranks. It should counterpoint the service of every man regardless of his employment. It is possible to challenge the cook, the clerk, the quartermaster, the medical assistant and the welder. This must be done if the services, which give valuable help in all types of operations, are not to be overlooked while efforts are concentrated on the fitness of the "teeth" arms. Any soldier, whether serving as Chief of the General Staff or as a sanitary orderly, has a definite job to do and it is one that complements the overall Army purpose.

Objections may be raised to a programme which will place stress on the

soldier and test him continually throughout his career. Such objections would be ill-founded, for surely the ability to remain effective under stress, in the face of hardship and danger, is the one quality which gives meaning to his courage and endurance. This must be the flame carried in his heart that warms his pride and helps in the accomplishment of his important mission.

The Army will always be at a certain disadvantage in recruiting and training its soldiers and their leaders, for many of its rewards cannot be measured materially. Pride, comradeship, a sense of accomplishment—these cannot be evaluated in terms of money.

Improving the attractiveness of a soldier's lot by any method—higher pay, better food, comfortable barracks and more married quarters—will not lessen his capability to assume onerous tasks if the Army remembers that the soldier joined to serve as well as to earn a living.

This analysis has not presented any panacea which, if applied tomorrow, would immediately result in a more effective cold-war soldier. While it is granted that better training methods play a part, it is maintained that the conditions under which he serves and his own mental attitude are the most important factors in producing a sol-

dier who is fit, physically and psychologically, for the shocks of modern service.

It should be apparent that there will be no conflict between recruitment and operational fitness if the following conditions are met:

- if the citizen, the soldier and the politician are in agreement on the aims of the Army and all consider these aims worthy of pursuit;
- if the potential recruit is made aware of the dangers, discomforts and disadvantages of Army life as well as the advantages;
- if the soldier understands the reasons which underlie his actions and can take pride in the part he has to play;
- if the soldier is tested to the maximum of his abilities and can expect positive rewards for good service;
- if the training is rigorous, danger-oriented, physically and psychologically challenging.

If all these conditions are met, then motivation, so vital to the successful completion of any mission, will be present. If “the far bugle blows”, the most important element of victory will fly with every trooper when he leaves for Aden, for Borneo or—(God forbid!)—the Third World War.

Heaven-Born Captain

Military tactics are like unto water, for water in its natural course runs away from high places and hastens downwards. So in war, the way to avoid what is strong is to strike what is weak. Water shapes its course according to the ground over which it flows; the soldier works out his victory

in relation to the foe whom he is facing. Therefore, just as water retains no constant shape so in warfare there are no constant conditions. He who can modify his tactics in relation to his opponent and thereby succeed in winning may be called a heaven-born captain. — *Sun-tzu, “The Art of War”*.

Subject Announced for Bertrand Stewart Prize Essay

by

THE EDITOR

To encourage as many Canadian entries as possible, the subject and conditions of The Bertrand Stewart Prize Essay Competition for 1965 are listed below. The competition is designed to increase the British Army's fighting efficiency.

Winner of the 1964 contest was Captain Francis J. Norman of the Royal Canadian Regiment who is now employed at Canadian Forces Headquarters, Ottawa. Last year's subject dealt with the effects of night vision equipment on battlefield mobility, and it is planned to publish Captain Norman's essay in a forthcoming issue of the *Canadian Army Journal*.

This is the third time that a Canadian has won this famous competition. Lieut.-General E.L.M. Burns, now adviser to the Canadian Government on disarmament and leader of the Canadian delegation on the 18-nation Disarmament Committee at Geneva, took first prize in 1932 and again in 1936.

Open to all serving or former members of the Commonwealth armed forces, the competition perpetuates the memory of Captain Bertrand Stewart, a British Army officer who was killed in action in the First World War. A noted journalist and a prisoner of the Germans prior to the war (he was arrested in 1911 at the time of the

Agadir crisis* for alleged espionage and released in 1913), Captain Stewart was the author of a memorandum on Germany's plans for war. This he had privately circulated to those who held responsible positions in Great Britain and to ministers of overseas Dominions.

1965 Essay Subject

The following subject has been selected for the 1965 competition:

"The resources of our defence forces have become increasingly stretched over the past two years. The Army has been particularly affected, and has had to provide lightly equipped forces or I.S. [Internal Security] and counter-insurgency operations world wide while still maintaining more heavily equipped forces in B.A.O.R. [British Army of the Rhine].

"The other two Services suffer to a lesser degree, and are not faced with the same difficulties of having to train, equip and allocate manpower for two such different commitments.

"How can these difficulties best be met? Discuss any measures (including financial measures) which you

**Known as the "Agadir Incident" in which a bomb explosion marked the conflict between French and German interests in Morocco. A German gunboat appeared off Agadir but what appeared to be imminent war was averted by treaty.*

consider might help the Army to meet its varying commitments more easily and without any loss of effectiveness."

Rules of the Competition

Following are the rules of the competition:

1. A first prize of at least £80 will be awarded. The right to compete is limited to British subjects who have served, or who are serving as officers or in other ranks or ratings of Her Majesty's Forces.*

2. The essays submitted must not exceed 10,000 words in length; they must be typewritten and submitted in quadruplicate.

3. The use of classified information must be avoided. Any such use will lead to disqualification.

4. The authorship of the essays must be strictly anonymous. Each competitor must adopt a motto and enclose with his essay a sealed envelope with his motto typewritten on the outside and his name and address inside.

5. The title and page of any published or unpublished work to which reference is made in any essay or from which extracts are taken must be quoted.

6. The essays, which are to be addressed to the Editor of *The Army Quarterly and Defence Journal*, and marked "Bertrand Stewart Prize Essay" on the envelope, must reach the office of *The Army Quarterly and Defence Journal*, 43 Cardington Street, London N.W. 1, not later than the 22nd of June 1965.

7. The essays will be judged by at least three referees — to be appointed by the Ministry of Defence. The decision of the references (or a majority of them) will be final.

8. The referees are fully empowered, if in their opinion (or in the opinion of the majority of them) no essay submitted to them comes up to a sufficiently high standard of excellence, not to award the prize, or they may, if they consider such a course desirable, divide the prize among two or more of the competitors.

9. The result of the Competition will be made known in *The Army Quarterly and Defence Journal*, in October 1965, if possible, and the prize essay will be published in that or the following number of the Review. In the event, however, of there being two or more prizes, the Editor of *The Army Quarterly and Defence Journal* reserves to himself the right of deciding which of these essays he will publish.

10. The copyright of any essay which appears in *The Army Quarterly and Defence Journal* belongs to the Proprietors of the Review.

11. Neither the Proprietors nor the Editor of *The Army Quarterly and Defence Journal* are to be held responsible for the loss or return of any essay submitted for the Competition; nor do they incur any liability whatsoever in connection with the receipt of essays, any dealings therewith, the judging thereof, or the reports thereon.

Where Ignorance is Bliss

If you can remain calm when others lose their heads, it is evident that you do not understand the situation.—
Sign on an office wall.

*As stated in the preamble, this competition is also open to members of the Commonwealth armed forces. — Editor.



Ypres 1915

NARRATIVE SUPPLIED BY ARMY HISTORIAN

The painting on the opposite page—"The Second Battle of Ypres", by Richard Jack—depicts the greatest defensive battle ever fought by Canadian troops.

The Germans attacked on the evening of 22 April 1915. They had achieved a local superiority of seven and a half divisions to six Allied divisions and were far stronger in artillery. Moreover, despite the Hague Convention (and two unsuccessful experiments with gas shell), they had decided to release 5700 cylinders of chlorine. The story of the gas attack has often been told—of an olive-green cloud rolling over Algerian positions on the left of the 1st Canadian Division, of many men dead or dying of suffocation and others running blindly to the rear. Fortunately, the Germans, dubious of such success, had failed to provide reserves with which to exploit the resulting gap. That night they halted after advances of up to two miles on a four-mile front.

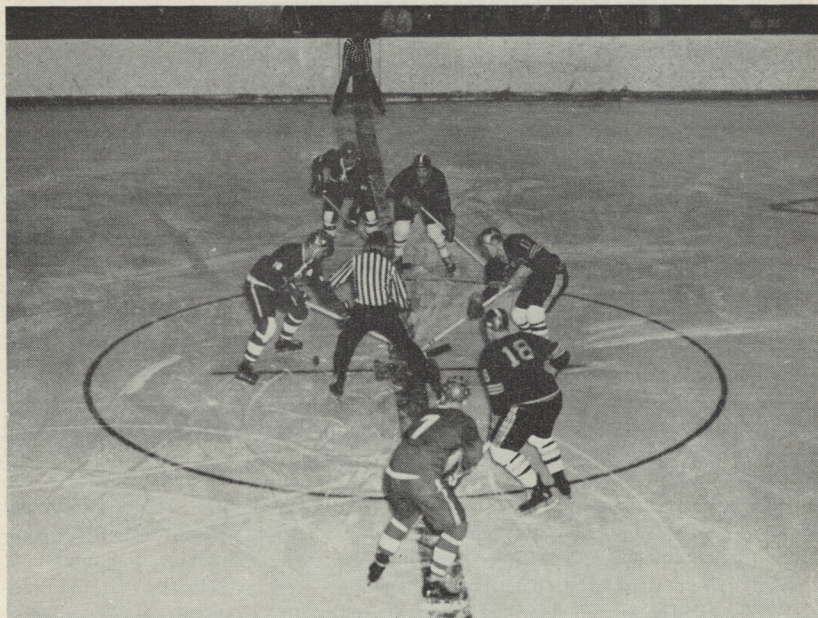
At midnight, and twice in daylight on 23 April, the 3rd Canadian Infantry Brigade counter-attacked. Casualties were very heavy and little ground was gained, but these attacks further delayed German attempts at exploitation and enabled other troops—Canadian, British and French—to close the gap.

On the 24th, the enemy struck again. A great bombardment and another

cloud of gas repeated the pattern of the first attack. This time the gas drifted mainly onto Canadian positions on the blunted apex of the Ypres Salient. From the northern fringe of St. Julien, the 15th Battalion (3rd Brigade) was forced back with enormous losses to a line south of the village. To the right, on the forward slope of Gravenstafel Ridge, the 8th Battalion (2nd Brigade) stood firm. Although their only protection against the chlorine consisted of cotton bandoliers soaked in water, the men beat off repeated attacks by German infantry. Brig.-General A.W. Currie, commanding the 2nd Brigade, managed to fill the gap at St. Julien with fresh troops. "Even under the horrible surprise of gas" the Canadians in their first major battle "held the vital left flank against many times their numbers."*

Had the Germans broken through to Ypres and continued southward along the Yser Canal, they would have cut off 50,000 British and Canadian troops and removed the Salient. In the words of the British Commander-in-Chief, Field Marshal Sir John French, the 1st Canadian Division "undoubtedly saved the situation." — *Captain F.R. McGuire.*

*John A. Swettenham, *To Seize the Victory: The Canadian Corps in World War I.* (The Ryerson Press, Toronto, 1965).



National Defence Photograph

Facing off at centre ice in the RMC-USAF hockey tournament are, left, RMC Right Wing Fred Sutherland, Centre Yves Gagnon and Left Wing Gordon Brown; right, USMA Left Wing Michael Thompson, Centre Kenneth Hjelm and Right Wing Bart Barry.

West Point Defeats RMC in Hockey

The hockey team of the Royal Military College of Canada, Kingston, Ontario, suffered its first "shutout" in 34 years in the annual tournament with the cadet team of the United States Military Academy by a score to 6-0 at West Point, New York, on 6 March.

Of the 34 games played since the inception of the tournament in 1923 (with the exception of 1942 matches were not played during the Second World War), the RMC team has won 19 and West Point, 14. One game was

tied. West Point won its first game in 1939 and have now won 12 of the 17 games played since the first post-war match in 1949.

The RMC team, the Redmen, won last year's game 4 to 2.

Captain of this season's RMC team was Cadet J.L. Adams of Oromocto, New Brunswick, and the head coach is the College's athletic director, Major W.J. McLeod of Calgary, Alberta, who has had 28 years' experience as player and coach.



National Defence Photograph

Commandant of the Royal Military College of Canada, Air Commodore L.J. Birchall congratulates members of the U.S. Military Academy team on their 6-0 victory over RMC in the annual hockey tournament at West Point, N.Y., last March. Holding the trophy is Cadet Michael Thompson, USMA team captain.

The USMA team captain was Cadet Michael Thompson and the coach is Jack Riley who coached the U.S.

Olympic hockey team which won the gold medal in 1960.—*Information Services, Canadian Forces Headquarters.*

U.S. Army Rank Changes

It has been announced in Washington that the United States Army is to revise some of its rank designations.

As of 1 September 1965, the rank of lance-corporal will be reintroduced after an absence of more than 40 years. Sergeants-major of the U.S. Army will

also be affected by the revision. Instead of the customary stripes and "rockers" now worn, they will wear instead a laurel wreath encompassing a star on their sleeves.—*From "The Beaver", newspaper of the Canadian Army in Europe.*

Book Reviews

The Royal Newfoundland Regiment

REVIEWED BY COLONEL C.P. STACEY, OBE, CD (RETIRED)

The Royal Newfoundland Regiment is not the oldest regiment in the Canadian Army (though somebody seems to have misled the Royal Scots on this point when an alliance was being negotiated in 1958). The official date of its formation is 1949, and our only younger infantry regiment is the Yukon Regiment, formed in 1960. But the Regiment should not let official dates discourage it (and somehow I feel confident that it will not); for it is the heir of a great, and in many respects a unique tradition, and now it has Colonel Nicholson's very fine regimental history to prove it.*

The new Royal Newfoundland Regiment, formed in 1949 after Newfoundland finally decided that Canada had a sufficiently secure future to justify the Ancient Colony's joining it, perpetuates the famous regiment of the same name that fought in the First World War, and carries its battle honours. It can claim also to be the heir of the Royal Newfoundland Fencible Infantry of 1803-16, which shed its blood in many a fierce action in

defence of Canada in 1812-14. Basically, Colonel Nicholson's book, published to mark the fiftieth anniversary of the formation of the regiment of 1914-19, is an account of these two gallant units of fighting Newfoundlanders. More broadly, it deals with every military unit ever raised in Newfoundland, with the notable exception of the two Royal Artillery regiments and some other units of the Second World War. Can infantry prejudice have been at work here? At any rate, those units are left for another pen (or possibly just another book).

It is in connection with the account of the early units that one most regrets that the book is not documented; the author has obviously done a good deal of original research here, and the effect of it is partly lost because the sources are not given. But nearly 500 of the book's more than 600 pages deal with 1914-18, and here the sources are often fairly evident.

The Royal Newfoundland Regiment—one fighting battalion—was the Newfoundland equivalent of the Canadian Corps in the First World War, and creating and reinforcing it was just as great an effort as maintaining the Corps was for the much bigger country next door. In one respect, however, Canada was ahead. A

**The Fighting Newfoundlander. A History of The Royal Newfoundland Regiment.* By Colonel G.W.L. Nicholson, C.D. Maps drawn by Sergeant E.H. Ellwand, R.C.E. Published by the Government of Newfoundland, 1964. Obtainable from the Queen's Printer, Ottawa. \$7.50.

Canadian commanded the Corps from 1917. Although Colonel Nicholson does not say so, it is evident that no Newfoundlander ever commanded the Royal Newfoundland Regiment except in an acting capacity. Not that there was any real complaint about the Englishmen who were appointed. Lt.-Col. James Forbes-Robertson, for instance—himself an acting C.O. only—was apparently not popular; but when the battalion's rifle companies were cut to pieces at Monchy-le-Preux, he held the approach to the town for four hours with nine men of his headquarters, and saved "one of the most vital positions on the whole battlefield". The party is said to have killed 40 Germans—of whom 30 fell to Forbes-Robertson's rifle. It is not surprising to learn that he later won the V.C. while commanding another unit. (The Newfoundlanders' own V.C. was Pte. Thomas Ricketts, the youngest soldier ever to win the Cross. He was 17.)

The Royal Newfoundland was a brave regiment but an unlucky one. The fight at Monchy cost it 460 casualties; but this was not its bloodiest day. That, of course, was at Beaumont Hamel on 1 July 1916, the first day of the Battle of the Somme. The

Regiment marched to that fight 801 strong; and 91 officers and men came back. Not one man had got even as far as the German front line. Such were the results of a tactical system which sent men forward in successive lines across the open, each soldier carrying 60 pounds of impedimenta, with no steps taken to achieve surprise, and in the face of largely intact wire covered by numerous machine-guns.

With the resources of the Newfoundland Government behind him, Colonel Nicholson has been able to tell the story in great detail, in a leisurely, formal, almost Victorian style. He has produced one of our most distinguished regimental histories. It is really more than that; it is an important contribution to the history of Newfoundland, and therefore to the history of Canada. It is to be hoped that many Canadians in the other nine provinces will read it. And the Scottish firm of Nelson has done an exceptionally handsome job of book-making. The maps are excellent, and the illustrations numerous and interesting. All concerned, including Mr. Smallwood's government which backed the venture and acts as publisher, are to be congratulated.

No Place for Idiots

Any idiot can go on doing what has been done before, but it takes real courage, intelligence, and character to assess the needs of the future, to devise a sound programme, and carry it into effect. This is particularly true of the armed Services, which become

merely an expensive luxury unless the process of improvement, modernization, forward thinking, and planning goes on continuously.—*HRH The Duke of Edinburgh at the Royal School of Engineering, July 1962.*

The Emperor at Work

REVIEWED BY COLONEL C.P. STACEY, OBE, CD (RETIRED)

For a good many years now the Army Historian has been producing original monographs to assist Canadian army officers in the study of military history. If my count is accurate there are now six of these little yellow books, beginning with the *Introduction to the Study of Military History for Canadian Students* and ending, for the moment, with Lt.-Col. Hunter's new work on Napoleon.* (An eminent American student of military history recently remarked to me, in the course of an admiring comment on *Napoleon in Victory and Defeat*, that his one complaint against the book was that it did not contain a list of the earlier volumes in the series).

This new "booklet"—if the word is not too humble for a volume of 324 pages—is the most ambitious of the group and is a very impressive production. It is in fact the best possible introduction for a military student to the career of one of the greatest of the Great Captains. It deserves to be widely read beyond the confines of the Canadian Army.

The author, it is true, does not aim to give a complete account of Napoleon's life. He concentrates on certain vital military episodes: notably, the brilliant Italian campaign of 1796-97; the campaign of Ulm and Austerlitz, 1805; the disastrous Russian expedition of 1812; and the campaign of

Leipzig, 1813. Other incidents are quickly passed over. Thus the campaign of 1814 in eastern France—in which the Emperor, in the words of Holland Rose, displayed "a fertility of resource, a power to drive back the tide of events, that have dazzled posterity, as they dismayed his foes" is barely mentioned; and the Waterloo campaign is not treated in any detail. But Colonel Hunter is writing, not so much a biography of Napoleon, as a military study; and the technique he has adopted admirably serves the purpose of illustrating the changes in the Emperor's methods as the forces he commands increase in size, and as he himself alters from the vital, energetic young leader of the Italian days to the mature master of Austerlitz and again to the ruthless and unrealistic egotist who led the *Grande Armée* to ruin in Russia.

The book is documented with references to a very wide range of primary and secondary sources; in particular, the *Correspondence de Napoléon 1^{er}* has been used to excellent advantage. The bibliography, remarkably comprehensive, testifies to the thoroughness with which the author has ransacked the enormous Napoleonic literature. (I do regret here the absence of the writings of the late H.A.L. Fisher, particularly perhaps the biography in the Home University Library. This little book, though published as long ago as 1913, still deserves to be called to the attention of students: it is a small masterpiece).

**Napoleon in Victory and Defeat*. By Lt.-Col. T.M. Hunter. Ottawa, Queen's Printer, 1964. \$3.00.

Colonel Hunter has taken full account of recent research. In the light of the hundreds of books that have been written on the subject, it is not surprising that he has found nothing shatteringly new to say about it; but his summaries are effective and his comments always judicious and well-founded. The text is well supported by Sergeant Ellwand's admirably lucid maps.

It is a pity, however, that the Queen's Printer finds it necessary to charge \$3.00 for this paper-bound book. There was a time when the Q.P. produced official publications for the citizenry at something below the prices charged by commercial publishers with shareholders to satisfy. Those days seem to be gone, probably for reasons beyond his control.

Soviet Concept: Combined Arms

It is ... obvious they [the Soviets] believe that any war of the foreseeable future will demand a dual-capable army, able to fight on a nuclear or a non-nuclear battlefield with equal facility and success. As a corollary, they patently hold that the soldier's mission remains what it has been throughout history—to close with and destroy the enemy...

As with all Soviet tactical doctrine, there is, ultimately, final and total

reliance on the combined arms concept expressed so vividly in their emphasis on the regimental, battalion and company—even the occasional platoon—combat team with its appropriate Infantry, tank, artillery and engineer elements welded into a closely-knit fighting force.—*Lieut-Colonel Charles G. FitzGerald in "Combat in Cities", the magazine Infantry (U.S.), Jan.-Feb. 1965.*

India's Naval Strength

It is interesting to note that China, which had no Navy worth the name in 1950, has now over 30 operational submarines, 12 destroyers, 20 frigates and a large number of ancillary vessels. Our other two neighbours, Indonesia and Pakistan, who gained their independence about the same time as India, have both expanded their Navies far more rapidly than we have, as the fol-

lowing figures would show [the increase in ships and the increase in personnel are shown in that order]:

China, 400%, 250%; Pakistan, 200%, 200%; Indonesia, 300%, 630%; India, 50. — *From "India Can Ignore Her Navy Only at Her Own Peril" by "Freeman" in the Journal of the United Service Institution of India (October-December 1963).*

Blaze, Don't Smoulder

Blazing for an instant is preferable to smouldering for ever. — *Mahabharat, Indian poet.*

A Maxim

The people are only too glad to revenge themselves for the homage they pay to Princes.—*Napoleon.*

The Fighting Perths

REVIEWED BY MAJOR R.H. ROY

The reviewer commands the Canadian Officers Training Corps contingent at the University of Victoria, B.C., where he is Associate Professor of History. — Editor.

The author of this regimental history* has chosen a particularly apt title. The Perth Regiment was indeed a fighting regiment, one which, as this reviewer can testify, any soldier in the 5th Canadian Armoured Division was happy to have on the flank.

"The Perths" can lay claim to a rather long lineage, at least by Canadian standards. As early as 1858, Stratford, Ont., had organized rifle companies, but it was not until September 1866 that the companies were gathered into a regiment which served during the Fenian Raids. In the lean decades which followed, the regiment kept itself in being despite the massive apathy towards things military in Ottawa. As with other regiments in 1914, it sent drafts of men to the Canadian Expeditionary Force during the war, and consequently became closely associated with the 18th and 110th Battalions, CEF.

During the inter-war years, the Perths, together with the rest of the Non-Permanent Active Militia (NPAM), fought a battle for existence. Geographic isolation, the reaction to mil-

itarism in the early twenties and the depression of the thirties made the task of those interested in the militia extremely difficult. Despite this, the Perth Regiment managed to maintain its numbers and a high degree of efficiency. When war broke out again the Perths were ready, and by November 1939 had enlisted about 750 all ranks.

Approximately three quarters of the text is devoted to regiment's wartime activities between 1939 and 1945. Raised as a machine-gun battalion, and ultimately reorganized as a motor and then infantry unit, the Perths went into action in Italy in January 1944. It was there that the regiment was to encounter its toughest battles. Cassino, the Liri Valley, the Gothic Line, the Hitler Line, the Comacchio Lagoon—these are familiar names to all the Italian veterans, and Mr Johnston is at his best when describing some of these major battles. The Perths acquitted themselves very well indeed, and the reputation they acquired was earned at considerable sacrifice as their honour roll attests.

It is unfortunate that the author was forced to cram this story of a regiment with such a long and colourful history into so few pages. Mr Johnston, a former intelligence officer with the 2nd Canadian Armoured Brigade and presently the associate editor of the Stratford Beacon-Herald, has had to give only the sketchiest accounts of

**The Fighting Perths*, by Stafford Johnston. Perth Regiment Veterans' Association, Stratford, Ont., 1964. 136 pp. \$3.00.

some rather involved battles, and at the same time focus his attention so thoroughly on the regiment's activities that sometimes his over-simplification leads to error. As an example, on page 110 he describes the regiment's part in the armoured division's attack toward the Bonifica in the Comacchio battle. After finding a bridge over the canal blown, he continues:

"Without pausing, a squadron of the Dragoons and Charlie Company of the Perth's pushed on a mile and a half to the next bridge, which they found ready for demolition. After driving off the German demolition party the Perth's removed the explosives from the bridge supports, the tanks crossed, and the Perth's dug in to establish a firm bridge-head..."

According to other official sources, this bridge was reached by a squadron of the British Columbia Dragoons between 0800 and 0900 hours in the morning. They drove off the enemy on the near side of the canal, one of their officers crossed the bridge, they then called for engineers and infantry, and the former arrived and started removing the demolitions before the Perth's were on the scene. The German "demolition party" consisted of one very frightened soldier underneath the bridge (the wires leading to the plunger he had cradled in his lap had been cut

by shrapnel). The Perth's, arriving on the tanks of another BCD squadron, came in time to help establish a firm bridge-head, but the honour of capturing this most important crossing surely belong to the armoured regiment.

There are several other questionable statements made in the text, especially the one (page 36) implying that because the unit received sealed mobilizing instructions early in 1939, "it was evident to a higher authority... the Perth's were in a higher state of readiness than most militia units." Actually this was by no means unique, but part of a plan drawn up long beforehand involving dozens of militia units across Canada.

Despite these examples, which one might put down to an obvious admiration of his subject coupled with a frustrating restriction of space, *The Fighting Perth's* will be welcomed by veterans of the regiment whose memories will be drawn back to those years when it fought in "the big maroon machine". This reviewer hopes that the new unit, now the Perth and Waterloo Regiment (Highland Light Infantry of Canada), will see to it that the next edition will be larger, with more maps and photographs, which will help those readers outside the regimental family to gain a broader picture of an obviously first-class fighting battalion.

Decisive Judgement

The first and most decisive act of judgement which a statesman and commander performs is that of correctly recognizing the kind of war he is un-

dertaking, of not taking it for, or wishing to make it, a circumstance which by the nature of the circumstances it cannot be. — *Clausewitz*.

Battlefields in Britain

REVIEWED BY DR. S.W. JACKMAN

The reviewer lectures in British history in the Department of History at the University of Victoria, Victoria, B.C.—Editor.

The aim of the joint authors of this volume* is to deal with those battles which in their opinion "have had [the] most influence on the course of" British history. Consequently it is not surprising to find Hastings, Lewes, Bannockburn, Bosworth, Flodden, Marston Moor, Worcester and Culloden; the other battles described—and there are eleven of them—have a more limited significance and, indeed, all authorities would not necessarily agree with the present selection over some others.

The battles are set briefly in their historical context, then in each case the forces of the protagonists are described as to men, *matériel*, disposition of troops and general competence of the commanding officers; the actual battle itself is reported on in considerable detail, and finally there is a sort of summary or judgement on the victor and the vanquished. In a sense, each of these accounts has a certain terseness and similarity to the reports made by an officer or staff as a result of war games or an actual engagement.†

As a result, one does get the feeling that their recommendations for promotion, etc., would go to very definite individuals.

**Hastings to Culloden: Battlefields in Britain* by Peter Young and John Adair. Clarke, Irwin & Company Ltd., 791 St. Clair Ave. West, Toronto 10, Ont. \$7.25.

The volume in many ways is extremely interesting, but one must inquire to exactly what sort of audience the authors were concerned in reaching. The accounts are not really full enough or technical enough for the professional historian and military man; they have more adequate accounts elsewhere. On the other hand, the whole subject is not one surely that attracts a large, popular public. It would seem perhaps that in intent the authors may well have fallen between the proverbial two stools. However, for the amateur military historian—neither a professional scholar nor the complete layman—this book may be useful since one of the hobbies of such individuals is the walking of battlefields, and the authors do give accounts precise enough to enable one to accomplish this easily. (In an appendix they actually explain exactly how to get to the sites.)

With this guidebook in hand, with the neat maps provided and with the information contained in the text, the "buff" can have a most absorbing and instructive time. As history qua history, this volume is not really too serviceable since it is basically so limited.

The book is generally well written and pleasant to read. The authors have a military precision with respect

†*In this connection it might be mentioned that one of the authors, Peter Young, was a brigadier in the Second World War.—Editor.*

Pinprick in Norway

REVIEWED BY CAPTAIN JOHN A. SWETTENHAM, RCE

The reviewer is on the staff of the Army Historian at Canadian Forces Headquarters, Ottawa.—Editor.

In September 1942 twelve men (nine British, two Norwegian and one Canadian) carried out a Commando raid on a generating station at Glomfjord, in Norway, which supplied power to an aluminum factory of importance to the Nazi war effort. The Commandos reached Norway by Free French submarine, chosen because its shape resembled that of a U-boat, and succeeded in putting the power station out of commission for the rest of the war.

A Norwegian member of the party was killed, the second Norwegian and three Britishers escaped to Sweden, while the remaining seven—including Captain Graeme Black, MC, of Toronto—were shot by the Germans while prisoners of war.

This book* is the story of the raid which, with others, inspired Hitler to

**Musketoon: Commando Raid, Glomfjord, 1942*, by Stephen Schofield. Published by Jonathan Cape, London, 1964, and available in Canada from Clarke, Irwin & Company Limited, 791 St. Clair Ave. West, Toronto 10, Ont. \$4.25.

sign the notorious *Führerbefehl* condemning captured Commandos, though in uniform, to be shot. Its author, a Canadian, spent two and a half years corresponding with literally hundreds of persons in Australia, Britain, Canada, France, Germany, Holland, Norway, Russia, Switzerland and the United States, in piecing the narrative together and telling the tale.

To paraphrase Horace, the mountain laboured and brought forth a mouse. Much of the very extensive research has delved into trivia which adds very little to the main story, and though the book is not long it might with advantage have been a good bit shorter without losing any of the intense drama of the events described.

Following the destruction of the plant, a brief skirmish took place in a hut which lasted, we are told, for two minutes. Nevertheless, the writer feels it necessary to include a photograph of the hut and a detailed plan of its interior showing where people were sleeping, standing, grappling and firing, despite the fact that all this has been amply covered in the text. On

Battlefields in Britain

(Continued from preceding page)

to language and a nice neat style. They do not hesitate to take a definite position with respect to their views on the engagements, and some of their views differ sharply from many accepted interpretations; they offer a

bibliography for those interested in the subject and who wish to pursue the matter at greater length. This is a nice book—it is not a great book. For an introduction to the subject, one could not do better than read it.

the other hand, there is a good plan of the target which does help the reader to understand how the mission was successfully accomplished.

"Here a commando force and its German opponents," says Colonel

J.M.T.F. Churchill in a foreword to the book, "provide more drama and desperate action than was found on many a hard-fought larger battlefield."

Colonel Churchill probably goes too far.

Germany — Then and Now

On 7 September 1949 the Bundestag, the Federal Parliament, assembled in Bonn for the very first time and eight days later elected the first Chancellor of the Federal Republic of Germany. With this, a new German State was born to take its place in the annals of the world...

...if one casts one's mind back to the Germany of 1945 and then reflects on what the Federal Republic represents today one may well speak of something far greater than a mere "economic miracle".

What did Germany look like in 1945?

In a recent talk to junior officers, Defence Minister von Hassel expressed it in these words:

"A total war lost; Germany divided; her cities burnt out; her industry destroyed, dismantled, forbidden; ten million people driven from their homes; four million refugees; millions of war victims. More than that, our people were the most hated in the world; our homeland was sealed off hermetically from the surrounding world."

And now...?

● The Federal Republic is a sovereign State enjoying equal rights in the family of the free peoples.

● Not only are her citizens reconciled with their Western opponents in the war but are very close friends with many of them.

● The Federal Republic has a strong Army and is therefore an important partner in NATO.

● The Federal Republic is a co-founder and influential member of the European mergers, the European Coal and Steel Community, EURATOM and EEC.

● With a gross national product of 380,000 million Marks (nearly 40 per cent of the EEC total) the Federal Republic takes the lead in the Common Market countries.

● In industrial production the Federal Republic takes third place in the world, next to the United States and the Soviet Union.

● In exports the Federal Republic takes second place in the world, next to the United States.

● The Federal Republic has so far given twice as much economic aid to the developing countries (20,700 million DM) as all the Communist countries put together.—From "Focus on Germany" issued by the Federal German Press Office.

CANADIAN ARMY ORDERS

Listed below is a résumé of Canadian Army Orders for the information of military personnel. Details of these orders are available in all Army units. — Editor.

CAO 23-3

*Credit Unions—
Defence Establishments
(Issued: 21 Dec 64)*

This new CAO sets out the Canadian Forces policy on the formation and operation of credit unions on defence establishments.

CAO 32-7

*Participation of Bands in Service
and Civil Functions
(Issued: 15 Mar 65)*

This revision provides that Officers Commanding Commands may now approve band engagements in Canada, including waiving of costs.

CAO 130-11

*Provision and Use of Chemicals—
Division of Responsibility
(Issued: 18 Jan 65)*

This revision notifies the change of responsibility from RCASC to RCOC for the provision and use of chemicals.

CAO 174-51

*Aeromedical Evacuation
(Issued: 29 Mar 65)*

This new order supplements CFMO 35.01. It implements STANAG 3204 concerning the NATO terminology and procedures for moving the sick and wounded by air.

CAO 174-52

*Medical Flying Category Record
(DND 2084)*

(Issued: 12 Apr 65)

This new order sets out the detail for completion of the Medical Flying Category Record for aircrew members. Provision is made for annual and special medical examinations, and removal from flying when the specified medical conditions are not met.

CAO 212-72

*Expenditures—CA(R) Schools of
Instruction*

(Issued: 12 Apr 65)

This new order permits Commandants of CA(R) Schools of Instruction to be reimbursed for expenditures incurred for trophies or awards granted for military training, sports or general proficiency.

CAO 213-2

*Pensionable Service
Canadian Forces Superannuation Act
(Issued: 1 Mar 65)*

This revision outlines the circumstances, charges and method of revoking an election to pay for prior service.

CAO 218-3

*Overseas Mail, Addresses and Rates
of Postage**(Issued: 15 Mar 65)*

This revision notifies the change in designation of Canadian Army Post Office to Canadian Forces Post Office and includes a revised list of postage rates and conditions.

CAO 218-7

*Official Mail—Methods of Mailing**(Issued: 1 Mar 65)*

This revision changes the terms Canadian Army Post Office and Army Headquarters to Canadian Forces Post Office and Canadian Forces Headquarters.

CAO 227-4

*Provision of Training Aids**(Issued: 18 Jan 65)*

This revision now provides for the production of training aids using Army resources of labour and materials. It defines and classifies training aids and provides procedures for obtaining approval for production and accounting. Also, it provides facilities and funds to commands to permit the production of training aids and simple training devices.

CAO 227-5

*Local Purchase of Defence Supplies
General Instructions**(Issued: 15 Feb 65)*

This revision promulgates the requirement to obtain quotations from

at least two suppliers before issuing a local purchase order except where the purchase is less than \$50.00. It also makes provision for pilots in charge of aircraft on detached operations to purchase from the trade in an amount up to \$500.00 and reflects the transfer of stationery procurement from the Queen's Printer to DDP and changes in designation due to integration.

CAO 227-6

*Procurement of Supplies and
Services Through
Regional Offices of the
Department of Defence Production
General Instruction**(Issued: 1 Mar 65)*

This revision promulgates authority to arrange local contracts for services; to procure photographic equipment, supplies and stores; for Commandants of Central Ordnance Depots to requisition direct on Department of Defence Production, Washington, for spare parts; and changes the responsibility for the procurement of food, POL, fuel and miscellaneous supplies from RCASC to RCOG and the repair of photographic equipment transferred from RCOG to RCEME.

CAO 256-3

*Terms of Service—Officers of the
Canadian Army (Regular)**(Issued: 1 Feb 65)*

This amendment permits the fixed period of service of female officers of the RCAMC to be extended for further periods, provided the total period of service is less than 16 years.

CAO 256-3

*Terms of Service — Officers of the
Canadian Army (Regular)*

(Issued: 15 Feb 65)

This amendment provides that normally a lieutenant will be required to spend three years on regimental duty before becoming eligible for promotion. However in exceptional circumstances this requirement may be reduced to a minimum of one year. Those officers undergoing three years post-graduate training immediately upon commissioning will have their seniority adjusted, upon being granted the substantive rank of captain, to the date on which they met the time in rank requirement for promotion to captain provided they are promoted acting captain within four years of graduation from a Service College or university.

CAO 270-13

First Aid Training

(Issued: 1 Mar 65)

This new CAO sets out the policy on First Aid training; notifies the minimum standards for Advanced First Aid and for Basic First Aid; details the qualifications and method of obtaining the various St. John Ambulance first aid awards; and includes terms of reference for the Provincial Military and Mary Otter Trophies competitions.

CAO 270-13

First Aid Training

(Issued: 12 Apr 65)

This amendment to Annex C stipulates that the Certificate of First Aid Training issued by the St John Am-

bulance is mandatory before obtaining the Voucher which is the next level.

CAO 273-1

*Travelling Claims—Members
Authorized to Travel at
Public Expense*

(Issued: 15 Mar 65)

This amendment revises the procedure for claiming reimbursement when a transport warrant is not issued for duty travel.

CAO 273-1

*Travelling Claims—Members
Authorized to Travel at Public
Expense*

(Issued: 29 Mar 65)

This amendment notifies the restriction imposed on payment of allowance for meals and incidental expenses when the distance travelled by POMC is more than 150 but less than 300 miles.

CAO 273-2

*Claims Arising from the Movement
of Dependents, Furniture and Effects*
(Issued: 29 Mar 65)

This amendment notifies the restriction imposed on payment of allowance for meals and incidental expenses when the distance travelled by POMC is more than 150 but less than 300 miles.

CAO 298-3

Canvassing—Military Establishments
(Issued: 21 Dec 64)

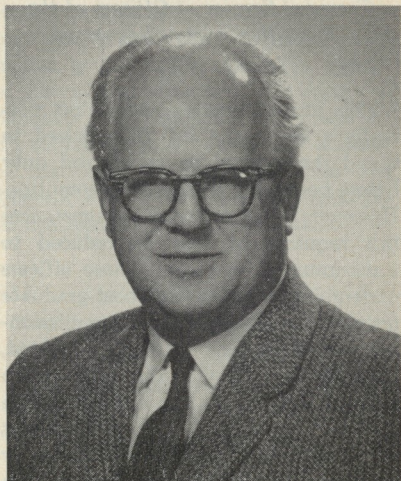
This revision permits agents of life insurance and investment companies to visit military establishments.

French Editor on New Assignment

A book for the Department of Veterans Affairs, Ottawa, dealing with Memorials and Cemeteries of both World Wars and the Korean War is now being written by Lt-Col. H.F. Wood, CD, former Canadian Army Historian now retired from the Army. A translation for the French edition is to be written by Mr Jacques Gouin, Assistant Chief Translator at Canadian Forces Headquarters and French editor of the Canadian Army Journal, who has been transferred to DVA for this purpose.

Mr Gouin has visited Europe for a three-week period to undertake research study of his subject.

Mr Gouin is an Honours B.A. from McGill University, Montreal, and has a Diploma in Political Science from the University of Ottawa. He is the author of several historical and literary articles, as well as the history of the 4th Canadian Medium Regiment, Royal Canadian Artillery, with which he served during the Second World War.



Mr Gouin

He is a member of the Canadian Historical Association, Institut d'histoire de l'Amérique française, Société des écrivains canadiens and Société des écrivains normands (France).

The Wygard Award

Through the generosity of Lieutenant Colonel A.G. Wygard, the Canadian Military Intelligence Association is able to offer annually a grant of \$100.00 to serving officers of the Canadian Army (Regular or Militia).

Purpose: To encourage serious study of the problems of East European countries.

Fields: Any important aspect geography, economics, psychology, history and languages) of any one or more of the following countries: Czechoslovakia, Latvia, Lithuania,

Poland, East Germany, Hungary, Albania, Yugoslavia, Rumania and Bulgaria.

Applications: Applications from officers of the CA(R) and CA(M) should be made by 1 July 1965 to the Wygard Award Chairman, Major G.W. Field, Victoria College, Toronto 5, Ontario, giving a brief outline of the project proposed, the help desired and a statement of the candidate's serious purpose and adequacy for the study. The grants are usually used for purchasing books, periodicals and study materials.

Critical Reading in the Nuclear Age

The dangers inherent in the study of military history are not reduced but are magnified in the nuclear era. The element of myth is increased by modern journalism and the ready market for sensationalism. Critical reading is the only counter to this disease. The tendency towards military conservatism is accelerated by most commanders' natural abhorrence of scientific and technological study, but such conservatism could prove fatal in the nuclear era. Classical subjects such as Latin and Greek are giving way to science and technology in our universities. The same must happen in the Services. Without this training we will once again misinterpret the lessons of history...

Nuclear weapons have not destroyed the positive uses of military history because these weapons are restricted

to a small and, we hope, unlikely segment of the spectrum of war. On the contrary, the risks inherent in the nuclear era demand from future commanders a higher standard of military judgement. History can play its full part in developing widening and sharpening military intellect; but its dangers remain and are magnified by the far-reaching scientific and technological revolution which is taking place in the world today. Unless future commanders can come to terms with this revolution and understand its implications, they will misinterpret the lessons of history. If they fail, Birrell's description, "that great dust heap called 'history,'" will prove apt in the nuclear era.—*Brig. W.G.F. Jackson, OBE, MC, British Army, in "The Value of Military History", first prize-winner in the 1962 Trench Gascoigne Prize Essay Competition.*

Terminology for Signals

It has been brought to the attention of the *Canadian Army Journal* that in an item entitled "Signal Terminology" published in a previous issue we used the term "RC Sigs" as the abbreviation for the Royal Canadian Corps of Signals instead of RC SIGS (all capitalized). It is a small but important point as far as official usage is concerned.

The item also included some other information which might well be repeated. The word "signaller" refers to a member of a corps other than the

Royal Canadian Corps of Signals (RC SIGS) whose trade or specialty is that of signaller; e.g., Infantry Signaller, Gunner Signaller. For RC SIGS the correct word is "signalman" or "signalmen". The correct nomenclature when referring to a RC SIGS officer is "Signal Officer" not "Signals Officer".

The term "radio" has superseded "wireless". The only exceptions are the special wireless stations which will continue to be referred to as such.—*Editor.*

THE GENIUS OF GENGHIS KHAN

He [Genghis Khan] inherited his knowledge of mobile warfare from his father, the nomad chieftain. To it he added his own observations and simple deductions. He was always open to suggestions and receptive to new ideas. He learnt and encouraged the use of fire engines from Cathay, the boiling naphtha flame throwers from Kharesmian cities, the catapults and siege trains from Bokhara and Taghdumbash (Central Asia, called "the roof of the world"). Ever in search of new weapons and munitions of war, he modified his tactics and formations to suit new weapons and countries. Physical and mental robustness was his heritage. Gifted with a keen foresight like Napoleon he could plan his campaigns years ahead. Like Alexander his deal-

ings with conquered peoples and kings were based on very sound appreciations. Though nothing ever escaped his notice, he had the capacity to rise above his surroundings and have a broad vision or *coup d'œil* that encompassed thousands of miles of battle front.

He raised, organized, equipped and trained his army. He discovered his own tactics and art of war. A simple unassuming heart, a shrewd pragmatic genius, an unconquerable spirit and a born leader of men, he was the greatest general of east and west that the medieval ages have known.—*Captain B.N. Sharma in "The Genius and Generalship of Genghis Khan", The Infantry Journal (India).*

Jubilee For RC Chaplains

March 12, 1965, marked the silver jubilee of Roman Catholic chaplains in the RCAF. Twenty-five years ago that date, the first priest was enrolled in Montreal as a chaplain. The late Wing Commander Georges Hamel spent most of the Second World War as Command Chaplain (RC), No. 3 RCAF Training Command, Montreal.

Father Hamel was followed into the air force by other RC chaplains in ensuing weeks until 125 had served in various war theatres. In the uneasy peace that followed, another 100 Catholic chaplains served in the RCAF.

Today there are 47 RC chaplains in the regular force, administering to the spiritual needs and general well-being of some 46,000 of the faith, including air force dependants in some stations.

How to Get Rich

If you want to get rich from writing, write the sort of thing that's read by persons who move their lips when they're reading to themselves. — *Don Marquis.*

Severe Laws for Careless Drivers

Effective 2 January 1965, stiffer penalties for traffic offenders have been imposed by the German Government at Bonn in an effort to stem the tide of vehicle accidents which took the lives of 16,000 persons in 1964. The new laws also apply to members of the Canadian armed forces stationed in Germany.

Confiscation of an offender's driving permit and imprisonment up to five years for convicted persons now applies to the following offences:

Failing to yield the right of way.

Overtaking in a forbidden zone (where the centre white line is continuous) or overtaking without due consideration of other road users.

Travelling too fast at intersection approaches and other critical points or

failing to keep to the right at intersections or critical points.

Making a "U" turn on the Autobahn.

Failing to give sufficient warning in the case of an emergency stop such as in an engine failure or tire puncture. The driver is expected to provide sufficient warning well to the rear of his disabled vehicle by means of a warning triangle or blinking light.

In the case of impaired driving, the penalty is the immediate confiscation of the driver's permit and a sentence if one year's imprisonment even though no accident has resulted. A jail term of up to five years will apply in other instances.—From *"The Beaver"*, newspaper of the Canadian Army in Europe.

"Sally Ann" Celebrates Centenary

One of the best friends the soldier has ever known is celebrating its centenary this year.

One hundred years ago in a tent-mission located in the slums of London's East End, a Methodist minister named William Booth founded an organization that has become known for its good works throughout the world.

Today the Salvation Army has approximately 29,000 officers working in 69 countries and using more than 147 languages. In addition, the Army also has 200,000 musicians and "songsters" as well as 2,000,000 ordinary soldiers or members.

Veterans of both World Wars remember the welcome sight of the Sally Ann tea wagon arriving to refresh troops in the line. They also remember the club rooms maintained for their comfort during leave.

The Salvation Army still maintains its tradition of service to the troops.—From *"The Beaver"*, newspaper of the Canadian Army in Europe.

Samuel Johnson Speaks

Your manuscript is both good and original; but the part that is good is not original, and the part that is original is not good. — *Samuel Johnson.*

DELAYED BRAKING

There is [a lot of] difference between a real professional driver and one who just talks a good drive. You only have to ride with the "pro" a little while to discover why he has less vehicle wear, less tire wear and fewer accidents. His operation is smooth.

The place it shows up quickest is in braking. Ever hear of delayed braking? That's one thing a good driver doesn't go for. He starts braking well back from where he intends to stop — goes into it gradually, and by the time he reaches the stop there's no jerk or lurch. It's all a matter of watching where you are going, knowing where you want to stop and, of course, allowing enough following distance for safe stopping.

The delayed braking driver keeps feeding the gas up to the last possible second then brings his vehicle to a screeching stop by using all the brake he has and sometimes sliding the wheels. Delayed braking lays a driver wide open to three types of accidents:

First, a collision with a vehicle in front, probably stopped, when the "delayed braker" misjudges the stopping distance required...

The second type of accident results from the fact that every vehicle driver has two stopping distances — one, the distance required to stop the vehicle, and the other the distance required to stop the cargo. Given ordinarily good brakes you can lock all four wheels and make a sliding stop. I wouldn't advise it. Such stops get pretty messy at times. In a bus they pile the passengers up in the front aisle; in a staff car it puts them on

the driver's neck. In a truck the cargo comes right through the cab. None of these are pleasant experiences and all are a rather expensive result of making short stops.

The third type, and one quite common, is getting hit in the rear yourself by a car cruising along in your slipstream. It is the reverse type of Number One, only in this case you will try to alibi out of it... But you could have prevented it with just ordinary defensive driving — making long, smooth, easy stops.

It seems that anyone who uses delayed braking is guilty of one or more of these four things:

- He doesn't know any better.
- He doesn't care.
- He wasn't paying any attention to what he was doing.
- He hasn't enough judgement to size up traffic situations in advance.

None of these is anything of which a driver should be proud. So let's cut out those "bush league" stops. — *National Safety Council.*

Fast Camera

The U.S. Army's Engineering Research and Development Laboratory at Fort Belvoir, Virginia, has developed a camera that takes 8,000,000 pictures a second. Principal use of the high-speed camera is to photograph explosions to enable scientists to study the physical forces set off within explosives as they detonate under various conditions. — *Military Review (U.S.).*

“RED DEVILS” GENERAL DIES

Lt-General Sir Frederick Browning who has died at the age of 68 was wartime leader of Britain's airborne forces. From 1952 to 1959 he was Treasurer to His Royal Highness Prince Philip.

Sir Frederick was the husband of Daphne de Maurier, the novelist, whom he married in 1932.

He landed with the Allied airborne troops in Holland and made contact with the Arnhem force—the “Red Devils” of the British 1st Airborne Division—before it was withdrawn.

The Army knew him as “Boy” Browning because of his youthful appearance and enthusiasm.

Since 1959 he had been extra equerry to the Queen and Prince Philip. He was Comptroller and Treasurer of Queen

Elizabeth's household from 1948 until her accession to the throne.

Sir Frederick was a Grenadier Guards subaltern when he went to France in September 1915 at the age of 18. He won the DSO after taking command of three companies whose officers had all become casualties.

He was given command of the 2nd Bn., Grenadier Guards, in 1934. In 1936 the battalion went to Alexandria, one of its tasks being a survey of the Qattara Depression.

Afterwards he put forward the view which history has confirmed that El Alamein and not Mersa Matruh was the position that could be held in the event of trouble in Libya.—From “*The Beaver*”, the newspaper of the Canadian Army in Europe.

Marvels of the Victorian Age

It is true that up until the beginning of the nineteenth century the speed of travel was no better than that of the ancients, a horse pace. But when improvements started, they came fast. Labert St. Clair points out in his book *Transportation* that every major im-

provement existing today except the airplane was perfected during the life of Queen Victoria, from 1819 to 1901, and she missed seeing the airplane by only two years.—From “*Highways and Our Traffic*”, *Royal Bank of Canada Monthly Letter*.

Don't Forget the Staff

I realize how difficult it must be for Commanders-in-Chief to find the time to make themselves known to their staff, but a very small effort in this direction produces a very big dividend. It is extraordinary how susceptible a staff officer is to a little notice

taken, or by an occasional personal contact with his commander. It is human nature. The staff usually get very little praise and all the kicks.—*Maj-Gen. Sir Francis Guingand in “Operation Victory”*.

Promotions and Appointments

Listed below are promotions and appointments for Regular Force officers of the Canadian Army of the rank of lieutenant colonel and above, effective on the dates shown. Owing to the limitations of space, it is not possible to include the names of those below the rank of lieutenant colonel.

Brigadier

- Anderson, F.E.**, Director General Finance, Canadian Forces Headquarters, 1 Dec 64.
- Bailey, A.J.B.**, Chairman, Army Training Planning Group, Chief of Personnel Branch, 13 Jan 65.
- Brown, H.E.**, to Senior Military Adviser, Viet Nam, 25 Sep 64.
- Clement, J.B.**, to Commander, Central Ontario Area, 31 Aug 64.
- Cooper, P.S.**, Director General Personnel Plans, Canadian Forces Headquarters, 1 Dec 64.
- Kenyon, L.E.**, Director General Intelligence, Canadian Forces Headquarters, 1 Dec 64.
- Peck, C.A.**, Director General Centennial, Canadian Forces Headquarters, 1 Dec 64.
- Phillips, H.A.**, Director General Senior Appointments, Canadian Forces Headquarters, 1 Dec 64.
- Purves, R.L.**, Secretary Defence Staff, Canadian Forces Headquarters, 1 Dec 64.
- Ross, N.H.**, Director General Operational Requirements, Canadian Forces Headquarters, 1 Dec 64.
- Spencer, G.H.**, Director General Training and Recruiting, Canadian Forces Headquarters, 1 Dec 64.

Colonel

- Amy, E.A.C.**, Director of Operational Support Requirements, 1 Dec 64.
- Berthiaume, J.A.**, Acting Colonel, Colonel General Staff Headquarters, Quebec Command, 18 Jan 65.
- Bourgeois, L.A.**, Director of Information Services, Canadian Forces Headquarters.
- Cunnington, D.W.**, Commander Canadian Base Units, United Nations Emergency Force.
- Dick, W.C.**, Office of Chief of Operational Readiness, Canadian Forces Headquarters.
- Edwards, L.H.**, Commandant Canadian Forces Medical Services Training Centre, Canadian Forces Headquarters.

- Green, T.J.**, Commandant 26 Central Ordnance Depot.
- Lye, W.K.**, Commander Headquarters Canadian Base Units Europe.
- Nourse, R.E.**, Director of Army Personnel, Canadian Forces Headquarters, 1 Dec 64.
- Poulin, J.L.G.**, Commandant Royal Canadian School of Infantry, 18 Jan 65.
- Price, H.E.C.**, Commander and Military Adviser, Canadian Training and Advisory Team, Tanzania, Jan 65.
- Wade, G.K.**, Canadian Military Attaché Establishment (Tri-Service Language School).

Lieutenant Colonel

- Beer, J.P.**, NATO Defence College, 15 Feb 65; thence to Operations and Plans Branch, SHAPE, Jul 65.
- Belanger, L.P.**, promoted Acting Lieutenant Colonel, 5 Jan 65.
- Elliot, H.C.F.**, Assistant Adjutant and and Quartermaster General, Headquarters Eastern Ontario Area, Jan 65.
- Falardeau, C.**, Commandant Canadian Forces Headquarters Administrative Unit, 7 Dec 64.
- Francis, J.P.**, to attend NATO Defence College, 15 Feb 65; thence to Logistics Officer, SHAPE, Jul 65.
- Gardner, J.C.**, Senior Training Adviser, Canadian Training and Advisory Team, Tanzania.
- Hills, E.M.**, promoted to Acting Lieutenant Colonel (WSE), 12 Nov 64.
- Ives, H.M.P.**, promoted to Acting Lieutenant Colonel, 23 Sep 64.
- Kelly, R.A.D.**, Commanding Officer Headquarters RCASC, 4 Feb 65.
- Kirby, C.L.**, Commanding Officer 1 Queen's Own Rifles of Canada, 20 Jan 65.
- MacDonald, L.G.**, promoted to Acting Lieutenant Colonel, 10 Jan 65.
- Pincock, J.E.**, Acting Commander Newfoundland Area, 20 Dec 64.

Roze, J.R., Senior Logistics Adviser, Canadian Training and Advisory Team, Tanzania, Jan 65.

Simcock, W., Acting Lieutenant Colonel, Chief Instructor in Gunnery, RCA, 4 Feb 65.

Taschereau, J.P.L., Assistant Adjutant General, Headquarters Quebec Command, Jan 65.

Theobald, H.E., Commanding Officer Fort Garry Horse, Nov 64.

Thiel, C.J., promoted Acting Lieutenant Colonel, 1 Jul 64.

New Vision Device for Services

The [U.S.] Army has developed a new vision device to improve the ability of a soldier to see and shoot at night.

Called image intensification, the device uses natural light from the moon, stars or sky-glow and does not need an artificial light source such as is needed for infra-red night vision equipment.

To date, all development of the light intensification principle has been conducted by the Army. It is expected

that the Marines would employ the instruments for much the same purposes as the Army. The Navy will conduct tests using this equipment to assist night aircraft landings on carriers. The Coast Guard is interested in improved night surveillance of coastal areas, harbours and other installations.

By intensifying the natural light sources thousands of times, an image of enemy personnel or equipment is produced that is clearly visible through the eye-piece of the intensifier.

Glass Submarines Possible

If research at the Naval Ordnance Laboratory, White Oak, Maryland, [is successful], glass submarines may enter the Navy within the not-too-distant future.

The laboratory reports that glass looks attractive for deep-sea structural uses because:

- New chemical surface treatments greatly increase the bending and impact strength of glass.

- Plastic overlays further increase glass's resistance to damage.

- The use of glass as the primary load-bearing material would increase greatly the resistance of a buoyant hull to mechanical damage while deeply submerged.

- Its transparency would allow the use of advanced optical inspection techniques.

- Direct wide-angle viewing with artificial light would be possible.—*From The Journal of the Armed Forces (U.S.), 12 Sept. 1964.*

Advice from an Author

I find the actual writing a toilsome bore. The only way to get it done is to set your course for a given number of words every day. If tomorrow is just as good as today, then three weeks go by before you know it. You just have to go ahead each morning and get the miserable thing done. — *C.S. Forester.*

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Squirt Tests Sprint

The Squirt rocket, three times faster than a rifle bullet, is being used to test materials for the [U.S.] Army's new Sprint anti-missile missile. A free-flight vehicle propelled by 14 small rocket motors, it is being flown at White Sands Missile Range, New Mexico, as part of the Nike-X ICBM defence missile system development programme.

A major function of Squirt is to find out more about the air friction heating encountered by super-fast missiles such

as Sprint. The Sprint will be the highest acceleration guided missile ever developed by the Army. It is being designed to intercept 17,000-m.p.h. ICBM's after they have re-entered the earth's atmosphere.

Twenty feet long, the Squirt gets its boost from a bundle of seven Recruit rocket motors. At burnout the booster package falls away, and the rocket gets an additional kick from a cluster of seven Cherokee rockets.—*Reprinted from the July-August 1964 issue of ORDNANCE (U.S.). Copyright 1964.*

X-Flex: A Demolition Expert's Dream

A new explosive resembling a giant adhesive bandage, described by its creators as a demolition expert's dream, has been developed jointly by the [U.S.] Army's Picatinny Arsenal and the DuPont Company. It is a tough, flexible explosive designed primarily for demolition projects.

When a cover strip is peeled from the explosive, the charge can be stuck

against virtually any surface, such as train rails, structural steel, concrete or timber. Impervious to weather extremes, it is insensitive to shock. It can be cut, hammered, stapled and otherwise abused. Although it has successfully withstood the impact of a .30-calibre bullet fired at close range, it can be readily detonated with blasting caps or detonating cord.—*Army Information Digest (U.S.).*

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