

had intimidated my officers and men, was to call to a meeting all officers of my Command of the rank of Commodore, Captain and Commander. This meeting occurred in July last year.

At the meeting I made these points clearly, emphatically and with conviction:

*First*—That unification had not been defined so we were allowing ourselves to be demoralized by an unknown quantity.

*Second*—The National Defence Act called for three services which couldn't be changed to a single service without an amendment to the Act in Parliament and I was certain that good sense would prevail in this important matter.

*Third*—I traced the events concerning unification up to that time in precisely the same way as I've traced them for you today.

*Fourth*—I told them I could see no merit in forcing the navy to lose its identity and referred to our dress, our traditions, our rank structure, and the designators for our ships. Finally, I told them regardless of my personal views I would represent their viewpoint and that they would have an opportunity to indicate to me what their point of view was.

I then asked them to stand to signify agreement with the following points:

*First*—That they wished me to represent their viewpoint.

*Second*—That they wouldn't feel they couldn't speak openly and frankly about their views on unification in the service and outside. I pointed out that this would be the state of affairs until the law was changed in Parliament. I told them not only was it quite proper to talk about it but that I encouraged them to do so.

*Third*—That they should not consider a loss of identity for the navy inevitable and so become apathetic about it.

*Fourth*—and this is most important—that they wouldn't ask to be retired because they couldn't accept the theory of unification. I pledged that if their viewpoint was ignored that it would be I alone who would take appropriate action in protest.

*Fifth*—That for the information of people outside the room the purpose of our meeting was to discuss morale.

About fifty officers were present and all but one stood to signify his agreement to the five points. The one officer who didn't stand told me later that he agreed with all my points but that he thought I had been wrong to ask officers to make their personal views known under non-private circumstances. In August I had two further meetings. They were conducted similarly to the first meeting. By 17th August I had spoken to 230 officers of the rank of Lieutenant Commander and above. Of this number three had not signified their agreement to the five points but of these only one believed in full unification. That is, one in 230.

I wrote a letter to the Chief of Personnel on the 23rd August to tell him what I had done and the result. The letter ended with this paragraph—I quote—"Surely it is time then, to put the case to the Chief of the Defence Staff and the Minister, to encourage the pursuit of progress in integration, to abandon