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dian militia who have received training in the higher functions and responsibilities of the general staff of an army. I need hardly remark that it is the staff which constitutes the brains and motive power of an army.' He went on to say: 'There are no military administrative departments at present in existence.'

General Hutton inaugurated a system of training for staff officers and paid great attention to questions of organization. His views upon the question of staff were largely shared by General O'Grady-Haly and by General Lord Dundonald. It was the last named officer who proceeded a step further, and, following in this respect General Hutton's lead, strongly urged the creation of higher commands, recommending that work should be decentralized so that they should be self-contained, and that the commander of each should be assisted by a permanent staff officer, by the district officers commanding under him and by their staffs.

As having been, to a considerable extent, in General Herbert's confidence, I am able to say that, in urging the reduction of the previously existing district staffs, to which he gradually gave effect, he was opposed, not to their numbers, but to the fact that the officers composing them were not, in any sense of the word, trained staff officers. His object was by degrees to remove officers whose age and want of training militated against their doing proper staff work, and, in due course, to replace them by a properly organized and trained staff.

By the time General Gascoigne took command of the militia, the minister, upon the advice of General Herbert, had increased the number of officers at headquarters from four to six. Under General Hutton, they were increased to eight. General O'Grady-Haly brought the number up to ten, while, during Lord Dundonald's stay, the number rose to twenty. The only noticeable omission in his list was the absence of any general staff, though one function of its duties was, it is true, discharged by the intelligence branch which he organized.

The fact was that the growing importance and efficiency of the militia made these increases in its directing staff imperative.

The contention implied in the report of the Civil Service Commissioners, that any large increase in the headquarters staff has been carried out as a consequence of the inauguration of the Militia Council, is, therefore, without foundation. The sole increase to the headquarters staff since 1903-4 has been the addition of three officers, viz.: a chief of the general staff, a director of operations and staff duties, and a director of training. At the same time some rearrangement of the previously existing appointments has been made, in order that the organization of the Canadian headquarters should conform generally to that of Imperial Army headquarters at the War Office. During the same period, as a result of the South African War, the general staff at the War Office has grown from thirty-two to sixty-three officers.

It may further be remarked that the increase of the staff in connection with the organization of higher commands has also been often overestimated. The total of the district staff when Lord Dundonald first took command in 1902, amounted to twenty-four. The command and district staff together now number twenty-nine. Though the Commissioners talk of them as 'about 220,' the combined total of headquarters, command and district staffs at the present moment amounts to fifty-two officers. On January 1, 1893, the combined total of headquarters and district staffs was thirty-two. The establishment of the militia for that financial year amounted to 34,330 of all ranks. For 1908, the total establishment amounted to 57,718. In 1892-3 there was no Army Service Corps, no Army Medical Corps, no Ordnance Corps, no Army Pay Corps, no Corps of Military Clerks and no Signallers. The military force of that date could, therefore, not have taken the field—at least, not without many months' previous organization of these services. As to the relative efficiency for war of the forces in 1892-3 and in 1908, there can, therefore, be no question, although the increase of staff in the intervening period is almost exactly proportional to the increase in strength.

Another point usually forgotten by the opponents of any staff organization at all is the fact that, so long as the Imperial troops were garrisoning the fortress at Halifax