

#### NO DESIRE TO FORCE POLICY.

In all of my work I have endeavoured to keep steadily in view the nature of my post. I have not sought to impose my policy upon the Minister or upon the Cabinet. I have sought to carry out the plans approved by the Government. In the technical administration of the force I held that I should be given a fairly free hand. At the same time I was careful to ascertain and consider the views of all persons interested. I claimed a smaller measure of freedom than is accorded to the general managers of important commercial companies. To make a railway pay it is necessary to leave detail matters of administration largely to the expert official in charge of the system. The managing of a military force is expert work, and the safety of the country is surely as important as the success of a railway. My claim for freedom extended only to the technical side of my work. I had no desire to force my policy upon the Ministry.

#### CONSTANT INTERFERENCE.

In my efforts I was constantly hampered by interference with that particular part of my work. This interference began very soon after my arrival. It has continued incessantly ever since. Mr. Fisher's interest in the affairs of the 13th Scottish Light Dragoons was simply the final incident in a long list of various phases of obstruction.

My only reason for remaining in my post was to benefit the militia of Canada, but my efforts were so persistently blocked that I came to look upon the case as a hopeless one. I was forced to reflect very seriously upon what I could do to effect my object—the improvement of the militia. It seemed to me that, imperfect as is the training, great as is the lack of armament, numerous as are the faults of detail, there lies behind all these evils a far greater evil—the indifference of the men who govern the country to the welfare of the force.

It seemed to me that the best way to help the militia of Canada was to let daylight into the working of the system.

#### DUTY TO GIVE WARNING.

I realized, moreover, that the new Militia Bill would soon be discussed in Parliament, and that it was my duty to give a warning of certain dangers before it was too late.

I might have lodged an official protest with the Government. I cannot see that this would have been of any avail. It would have been simply one more document in a pigeon hole.

A course offering many attractions was to resign and issue a public statement giving my reasons. So far as I personally was concerned, it would have been by far the easier and more pleasant course. The objection was that by so doing I would give neither the Government nor the people of Canada any real opportunity to pass judgment upon the matter brought to their attention. My protest would have been made, it is true, but not in a manner that would have attracted attention to the evil.

It seemed better to make a public protest, and to leave with the Government the option of heeding it, or of upholding the system which is destructive to the efficiency of the national defence.

I was in this frame of mind when Mr. Fisher's interference with the 13th Scottish Light Dragoons came to a head. I precipitated my resolution to speak out, no matter what the consequences.

I may now pass from the general aspect of the matter to a few particular instances, where not I but Canada, has suffered from autocratic and unusual interference with the machinery which I was supposed to control.

#### REPORT MUTILATED AND SUPPRESSED.

One extremely serious case of interference was the suppression of the im-