

What is this Canadian Armed Forces Council that you are referring to in this case?

Rear Admiral LANDYMORE: This is the new organization which was set up by General Allard when he became Chief of the Defence Staff which, as I understand it, brings in all the commanders from all the operational commands to Ottawa for regular meetings in order that there will be a fresh operational point of view for the Defence staff to use when they are making their policy decisions. It is my understanding that at a recent meeting Admiral O'Brien made this point to the Council and they acknowledged that it was a sensible point, and agreed that this should be part of any undertaking in relation to unification. As I understand it, the undertaking was that there would be no change in the naval rank structure. Now, naturally I do not have access to minutes of this sort, but I am quite sure that the Chief of the Defence Staff would be only too pleased to read to this Committee findings of that nature.

Mr. HARKNESS: Do you consider that the setting up of this particular council was an attempt to substitute at a lower level the expertise which was present in the Chiefs of Staff Committee under the previous setup, and to make more of that available? Do you consider that was the case in the initial stages of the integration process?

Rear Admiral LANDYMORE: I do not think that was the primary purpose. I was asked by General Allard to go to Ottawa shortly after I was compulsorily retired to talk to him, and at that stage in time he had just decided that this was a system of organization that he would use, and at that time he gave as his reason for this the breakdown of communication between the operational commanders and the headquarters. This had been, of course, one of the points that I had made. I considered that I had had the greatest difficulty in communicating to Ottawa my concern over matters of morale. At that particular time General Allard said to me, "Bill, what happened to us as commanders will never happen again. I will not allow it to happen again. I am going to have a system of bringing all the commanders in from the field at regular intervals and they will have a very important part to play in the formation of policy". Naturally I was very pleased to hear that he was taking that step and I thought it was a very good step to take. As I said in my brief, I thought that eliminated in part some of the deficiencies that I have felt exist professionally within the Defence Staff itself.

Mr. HARKNESS: I agree with you, and it is this latter point you have just mentioned that my question was directed to particularly. The formation of this council now brings to bear a greater degree of what you might call the expert opinion of people who have specialized in maritime, land or air warfare and makes their advice available to the Chief of the Defence Staff in a way which was really accomplished before by the Chiefs of Staff Committee.

Rear Admiral LANDYMORE: Yes, there is a parallel. Previously I believe we relied on keeping our General Staff, Air Council and Naval Board current by bringing in officers from operational commands to perform those duties.

Mr. HARKNESS: I have just one other question, and that is in regard to reserve organizations. You state in your brief:

The Naval Reserve should be part of Maritime Command. The militia should be part of Mobile Command. To put them where they belong will create more organizational upheaval.