WHAT YOU ALWAYS WANTED TO KNOW ABOUT NAVAL TRADITION (BUT WERE AFRAID TO ASK)

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FOREWORD

This project enjoys my full and enthusiastic support. Like many Canadian naval professionals, I have seen, and lamented, the gradual erosion of some of our more traditional practices as we have in recent years narrowed our focus more to the demands of operations. Certainly, except for wartime, these demands are more immediate and more crucial today than at virtually any point in the almost one hundred-year history of our Navy.

But the two areas – operations and tradition - are not incompatible or mutually exclusive. Indeed, tradition underpins and reinforces operations in meaningful and necessary ways, at the same time that operational requirements draw inspiration and purpose from historical events. As the author of the following document, retired Captain (N) R.G. Allen, states, it helps us to know who we are and where we come from. This must be understood in order to know better where we are going, and how we wish to get there. This link with the past builds pride, strengthens morale and hones professionalism.

While training courses give us the warfare skills we need, an informal document like this can help connect us to our history, and aid us in achieving a fundamental understanding of our profession. It can help explain what it means to be a mariner and a sailor.

I am indebted to Captain (N) (Ret'd) Allen for his effort in producing such an excellent and readable explanation of some of our traditions and naval ethos. As the centennial of the Canadian Navy looms on the horizon, I encourage you all to read this publication closely. It paints a picture of the origins of our service and examines some of its subsequent history. But woven among the definitions, explanations and anecdotes are some valuable lessons for today – lessons that we must learn and remember in order to preserve the essence of what it is to be a navy – our Canadian Navy as a critical element of our professional and capable Canadian Forces.

No initial effort in such a broad and important area could ever be complete; I encourage suggestions for additions and improvements to this document.

A.B. Donaldson
Commander
Commodore

ABOUT THE AUTHOR

Captain (Navy) Robert (Bob) Allen, a prairie boy from Saskatchewan, joined the Royal Canadian Navy in 1967. He retired to Victoria, British Columbia, thirty-six years later.

In between, he divided his career equally between the West Coast, the East Coast and Ottawa.

In Esquimalt, he held appointments as Executive Officer of GATINEAU and as the last Commander of Maritime Operations Group Two.

In Halifax, he was honoured to serve as Commanding Officer of GATINEAU for one and a half years. This was clearly the highlight of his career. With the Canadian Patrol Frigates not yet operational, a few "steamers" carried the full load of taskings. These included establishing United Nations-mandated sanctions in the Adriatic off the former Yugoslavia, and off Haiti.

At NDHQ, he occupied several policy positions. While usually dealing with Asia Pacific issues, he was also intimately involved with the policy aspects of the First Gulf War.

His last five years of service were in the United States. He spent three years as the Deputy Chief of Staff to the Commander Striking Fleet Atlantic, and two years in the Headquarters of the Supreme Allied Commander Atlantic.

CHAPTER 1 - INTRODUCTION

GENERAL

There are three things - and only three - that are inevitable in this world. There is death, there is tax, and there is the fact that from time to time, senior naval officers and Chief Petty Officers will lament the erosion of naval ethos among more junior officers and NCMs. This has, without doubt, been going on ever since the second (and hence junior) man pushed off into a lake astride a log. That this phenomenon recurs at regular intervals is no reason to dismiss it, for those who are concerned about this decline are serious, and sincerely want to impart the importance of understanding who we in the Navy are, and how we got here. The world changes constantly and we should and must change with it. That does not mean that we need to abandon that anchor, that connection, to our past that makes us, those who go down to the sea in ships, unique.

This volume is intended to address some of the areas that are thought to need attention. Some will seem fairly trivial, while others are of much more import. This effort cannot, clearly, be comprehensive, and it does not purport to be. It can only scratch the surface by selecting targets that are either close to the heart of the author, or topical because of some recent headline or scandal, or perennially on the list because constant reinforcement is necessary to ensure understanding. A glance at the table of contents will confirm the random nature of this examination. Many important topics are covered well elsewhere, so this present effort will not attempt to collate or regurgitate them. Instead, this document should be seen simply as helpful hints from those who have gone before.

This pamphlet is aimed particularly at he (and now, she) who in a few years will become an Executive Officer of a frigate or MCDV (Maritime Coastal Defence Vessel). That is, the targeted audience will primarily be senior Lieutenants and junior Lieutenant-Commanders in Department Head positions. Put another way, these lessons are intended for that group of officers (and indeed NCMs) that is transitioning from a situation where they manage and administer, to one where they will supervise and direct. They are at that point of their careers where a wider view is necessary, where the interests of the whole ship, and not just one's own department, have to be considered. They are approaching that point where they will be judged not by what they do, but by what they inspire others to do.

Obviously, given the primary target audience defined above, the subjects covered here will be of interest to a much wider group. Those more junior people aspiring to these responsible jobs will also want to heed these lessons for the purposes of education and preparation. It should also be clearly understood that the observations contained here are not applicable only to officers, because we today serve in a navy where, thankfully and inevitably, both senior and more junior NCMs are being asked (and expected) to do much more than ever before. Some hints are directed specifically at one rank group or the other, but many are of very general interest.

If you are potentially in line to be entrusted with an appointment as XO, you have to prepare yourself, both so you can do the job well, and more immediately, so you can convince somebody "up there" that you should be selected for it.

There was a time, not that long ago, when the Canadian Navy seemed to steam around our coasts in largely obsolescent vessels doing training and little else. That training was fairly sound given the severe limitations of the equipment. We could do man overboard drills more quickly and effectively than anyone. Everyone tried hard, and meant well, but there was always that suspicion that we were somehow the second team. There existed the view that we were somehow deficient where warfare issues were concerned. That is no longer true. Today, our ships are modern and capable, and our sailors among the best trained in the world. We participate in important, international operations – individually on occasion, but usually as part of a larger coalition – and we hold our own. Indeed, we shine. We have expertise, widely recognized, in warfare areas that we only dreamed about before about 1990. Events around the time of the First Gulf War impacted our navy significantly, and the curves of our operational commitments and naval skills have been upward ever since.

This strong operational focus is a good thing in every sense. It builds pride, and purpose, and professional capability. But, it is not the whole story. It is possible to focus too narrowly on the demands of the warfare disciplines to the exclusion of those basics that hold the navy together, and make us, collectively, "different". And let there be no mistake, "different" is what we are, and must be. Naval service is a calling like no other, and the navy is a unique mistress. To truly be a part of this, to be a player rather than a passenger, it is not enough to "attend" from 0800 until 1600. In some ways like marriage, the commitment must be absolute if the task is to be properly accomplished. Part of that commitment is understanding, and being true to, the essence of the service. That means having respect for the age-old traditions, but it also means learning from the past and adapting its lessons to the challenges of today's world. It does not mean a slavish following of outmoded customs, but it does involve a recognition of, and respect for, those fundamental underpinnings of our craft that make naval service so different, and so rewarding. Hence the motivation for the production of this collection of thoughts.

WHY SHOULD I BOTHER READING THIS?

There are four main reasons why the target audience, loosely identified above, should read the following pages.

First, our mothers were usually right! They used to tell us that fruits and vegetables were good for us. Science has now reduced every food to its constituent molecules, and examined the benefit (or otherwise) of each in exhaustive detail. Diets catering to every nuance of the spectrum have come and gone. Foods that were declared essential a few short years ago, have now been found to be carcinogens, while past dangers have latterly yielded un-imagined dietary benefit. All that coffee just might be good for us. At the end of the day, despite all the transient health trends and the intense endeavours of

nutritional science, it seems clear that our mothers were right all the time. Eat your veggies!

Second, a wise man once observed that if common sense were so common, everyone would have some. The implication was clearly that many of us seem not to have received our fair share.

Third, some people insist on seeing the glass as half-full; some, half-empty. Meanwhile, the average engineer is of the view that the glass was built twice as big as it had to be.

Fourth, re-inventing the wheel is time-consuming, wasteful, and very likely to arrive at the same conclusion in the end. To make every error yourself, sometimes more than once, but learn nothing in the process, is criminal. To make most errors, but only once, and profit from the experience, is laudable, but painful. By far the easiest way to achieve true wisdom is to let the guy in front of you in the line make the mistake, then profit from his misfortune.

So, to summarize these four reasons in more understandable terms:

a. those with gray hair (or no hair) often know what they are talking about;

b. it is incredibly easy to read something and say, "I knew that". Demonstrating knowledge up front, without the benefit of hind-sight, is more revealing;

c. what seems obvious to one person might well be counter-intuitive to his best mate. Perspectives differ, and you can learn much from understanding the other guy's or gal's point of view even if you don't agree with it; and

d. the lessons recorded here were often learned the hard way. These are often the most valuable lessons.

Remembering the target audience, the following chapters will try to provide some advice on the care and feeding of three groups: Commanding Officers, Junior Officers, and ship's companies. As has been stated, this volume cannot be comprehensive. Still, the randomness and selectivity of the chosen topics might lead to head scratching. There will be items of import that have been missed altogether, and these should be flagged for future attention. Similarly, some obscure topics will seemingly be examined *ad nauseum* because of the author's predilections. This effort should very much be seen as an adjunct to, and not a substitution for, other publications - both official and un-official. It is what it is.

The text is sprinkled with short stories and pithy observations in italics. While the connection to the surrounding paragraphs might sometimes be obscure and difficult to fathom, the intent is only to illustrate or reinforce.

The author accepts full responsibility for any lies told, lines stolen or reputations defamed. No apology is made for the quality (or otherwise) of my memory.

Robert G. Allen
Captain (N) (Retired)

CHAPTER 2 - NAVAL HISTORY, TRADITIONS AND CEREMONIES

GENERAL

You can't turn back the clock, but you can wind it up again.

This is the twenty-first century. Despite this, today, in the Canadian Navy, we often observe rituals and traditions that have distant or obscure origins. In some cases, the actions that we undertake daily are grossly unnecessary or even patently silly. The point is that we still do these things without a second thought. This is not a failure of our collective sense, but a deliberate recognition that what has gone before forms an important part of what - and who - we are today.

The introduction to this pamphlet makes the point that the Navy is different from other occupations and vocations. To illustrate that premise, consider the following. Merchant mariners go down to the sea in ships as well. With crews pared to the minimum for reasons of economy, they steam ships that are generally as large as practical from A to B, in a straight line, as quickly as possible. By contrast, the Navy goes to sea in relatively very small ships. These we fill with fuel, aviation gasoline, ammunition and pyrotechnics. We conduct gun shoots, occasionally let people fire missiles in our direction, launch and recover boats in the open ocean, conduct extremely close manoeuvring with other ships, go deliberately into navigationally challenging waters and conduct helicopter operations. We do all this in the worst of conditions, deliberately, at high speed, and often without lights or radar. No sensible mariner would behave this way, yet this is our bread and butter.

In ways that we do not even realize, every day and in every way, we reflect that body of tradition that makes us what we are. We salute when crossing a brow onto something still called a "quarterdeck"; we ring a ship's bell to initiate the ancient ceremony of colours; we precede important announcements with the peals of a bosun's call; we use a language that is all our own, unfathomable to the uninitiated (and note the maritime origins of the word "unfathomable"). Many of these actions would be completely familiar to a navy sailor two hundred and fifty years ago. When our ships are commissioned, we still break a bottle of champagne on the stem in a pagan ritual that the Vikings would have understood as they sacrificed young men to be crushed under their launching rollers. There is no rational or logical reason to do some of these things. Indeed, some are counter-intuitive. There are other ways to accomplish the same objectives that are cheaper, or more efficient, or faster. Yet we persist because of an inborn realization that these things are of crucial importance in defining us.

These traditions are not drawn uniquely from the Royal Navy. It is no coincidence that navies with very different heritages have come to adopt over the centuries many of the same procedures. Some of these define a common maritime past. If you were to visit an American Navy ship, you would instantly remark the small differences with our way of doing things. You would not even notice that the overarching concepts and many of the detailed procedures are fundamentally the same.

A truly excellent source of information on this fascinating topic is Lt (N) Graeme Arbuckle's The Customs and Traditions of the Canadian Navy. It is highly recommended.

So, let us review some of those elements that shape our world.

BATTLE OF THE ATLANTIC SUNDAY

In the Canadian Navy, indeed in all Commonwealth navies, we can be proud of a tradition built on the unparalleled dominance and success of the Royal Navy. Still, while respecting that glorious past, it is appropriate that things sometimes change to accommodate present realities.

The twenty-first of October, 1805, saw a tremendous victory by Admiral Nelson and the Royal Navy over the combined fleets of France and Spain off Cape Trafalgar. For many years, this heroic event was celebrated annually in Canadian naval messes across the land. It was finally, and correctly, recognized that the Canadian Navy had its own glorious victory that could, and should, be recognized – that of the Battle of the Atlantic.

The Second World War gave our service much of which to be proud. We evolved from being a small, almost insignificant, coastal force, to the point where at the end of the war Canada boasted the third largest Allied navy in the world, bested only by the USA and UK. The RCN expanded rapidly from a force of six destroyers and five minesweepers at the start of the war, to over four hundred combat vessels at its end; personnel strength grew from 2,000 to over 100,000 all ranks. For the first two years of the conflict, the major Canadian contribution to the war effort was at sea. They were difficult years, and the learning curve was incredibly steep. Convoy escort duties commenced immediately on the outbreak of war in September 1939, and destroyers were engaged in surface actions in European waters by early 1940. Although we faced great challenges for those first two years, by the turning-point year of 1943 we were critical players in what was arguably the most significant battle of the war, escorting across the deadly North Atlantic those convoys that were the lifeblood of the allied war effort. At the height of the Battle of the Atlantic, in July 1942, German U-boats were sinking 1,000 tons of Allied shipping every hour. Despite this, over the course of the battle, 90,000 tons of war supplies were delivered to the UK daily. During the campaign, 2828 allied merchant ships were lost totaling over fourteen millions tons; 782 German and 85 Italian submarines were destroyed. The Royal Canadian Navy lost 1,800 men (and in a statistic showing the perils of war at sea, about 320 were wounded – a complete reversal of normal dead/wounded ratios). Thirty-two Canadian Navy ships were lost. A huge number of merchant seamen died moving their cargoes across that cruel sea. Without victory in that battle, the United Kingdom would almost certainly have been defeated with consequences that we can only guess at. The significance of the RCN contribution was reflected in the fact that the Canadian Northwest Atlantic became the only theatre of the entire war to be commanded by a Canadian.

During the Cold War, the Canadian Navy continued to make valuable contributions, this time to the NATO alliance that was formed in 1949 to counteract the threat of the Soviet Union. The RCN introduced the highly-successful ST. LAURENT class of destroyer

escorts. That distinctive rounded bow will not soon be forgotten. Canada taught the world how to deploy helicopters from small ships, and we were instrumental in breaking new ground on the development of variable-depth sonar and hydrofoils. Still, despite these contributions, nothing before or since can compare with the contribution made to victory in the cruel North Atlantic between 1939 and 1945, a victory achieved in large measure by tiny corvettes, operating in truly terrible meteorological conditions, against a determined and capable enemy, and manned largely by farm boys completely unused to the sea.

So, in view of all this, it was completely appropriate to begin celebrating a Canadian achievement at our annual commemorations on the first Sunday in May. Since the main national commemoration is in Halifax, that date almost certainly insures that the weather will be appropriately cold, wet and dreary. It should be so. It just fits the occasion.

TOASTS OF THE DAY

Some might lament the severing of the Trafalgar tie with the RN. There are other examples of this Canadianization (what a word!) trend. Some were dismayed by the adoption of distinctive Canadian Navy "toasts of the day". And, let us be frank, it is hard to beat "a willing foe and sea room", or "a bloody war or a sickly season" – especially when explaining the origins of these exhortations to a wide-eyed civilian. Maybe the point should be that we still have naval toasts of the day. They are still proposed at mess dinners, usually by the junior member present, as they were in HMS VICTORY in the late eighteenth century. The toasts themselves have been modified to reflect not so much political correctness, but the realities of our service in the 21st century. This is not the creation of a new tradition, but the updating of an old, and precious, one.

Learn the new toasts of the day to avoid embarrassment. They are:

Monday	Our Ships
Tuesday	Our Sailors
Wednesday	Ourselves
Thursday	Our Navy
Friday	Our Nation
Saturday	Our Families
Sunday	Absent Friends

And, just to be sure that you can tell the story with the proper amount of colour, you might want to remember their predecessors.

Monday	Our Ships
Tuesday	Our Men
Wednesday	Ourselves (for no one else is likely to remember us)
Thursday	A Bloody War or a Sickly Season
Friday	A Willing Foe and Searoom
Saturday	Wives and Lovers (may they never meet!)

THE LOYAL (OR ROYAL) TOAST

Naval officers drink the health of the sovereign seated. Well, they do this most of the time anyway. Details vary, but the gist of the origin of this custom is as follows. Either Charles II (when King and replying to a loyal toast), or William IV (joining the loyal toast as heir to the throne), hit his head on the deckhead when standing up in the stern cabin of a first rate ship of the line. The deckheads were very low at the best of times, but if he were seated under a beam, even this limited headroom would be diminished. In any case, he decided that it was more sensible for all concerned to remain seated. Thus, it is by Royal Decree that naval officers are the only group of people to enjoy this privilege. It is another one of those things that make us unique. This right was reinforced by George IV who exhorted Royal Navy officers who were standing to honour him: "Gentlemen, pray be seated. Your loyalty is above suspicion".

The exceptions to this rule are described in the chapter on mess dinners.

CLINKING GLASSES

Naval officers never clink glasses when they make a toast. The sound is reputed to be too much like the solemn toll of the ship's bell as the body of a sailor was committed to the deep. Thus, it is assumed that the clinking sound will herald the death of a sailor. Silencing a clink that has occurred, or quickly clinking a second time, is thought to confuse the devil enough that he might take a soldier instead.

PASSING THE PORT

At a mess dinner, port is always passed to the left, and the decanters are passed **on** the table. The origin of this custom is uncertain. It may stem from the once-necessary precaution that as the cup of cheer was passed around the table, two men stood at a time – one to drink, and the other to defend him with a sword (usually carried in the right hand) from attack from the rear. As the first finished, he passed the cup to his defender and sat down. Then, the man next on the defender's left stood up to assume the guard. A more likely origin might be found in the Christian superstition that encircling something anti-clockwise would invoke the devil.

Remember that many of these traditions were developed at a time when virtually every castle in Europe was built with a narrow circular stairway that ran up to the left – that is, clockwise going up. This maximized the advantage of a defender with a sword in his right hand over the attacker coming from below and unable to swing his sword. It would be interesting to see if left-handers were more successful in attacks.

Passing the port decanter on the table was a practical precaution against the motion of the ship. Lifting a heavy decanter off the table might result in the ship, and the table with it, rising rapidly and unexpectedly to strike the bottom of the decanter. Spilling valuable

port would be too terrible to contemplate. The point is that the decanter should be passed under positive and safe control to the next diner. Like some other traditions, this simple expedient has been corrupted. There is absolutely no necessity to hold your glass below the edge of the table then tilt the decanter to pour while its base remains firmly on the table. The decanter can be picked up to pour in a normal fashion as long as it is passed to the next diner **on** the table. This is taking too far the old admonition that the port should never leave the table. Having the decanters remain on the table in front of the President and Vice Presidents between circuits is quite sufficient.

FUNERALS/BURIALS

There is a story in one of the other chapters concerning a Canadian ship that had to commit the bodies of two unfortunate refugees to the deep. For reasons of hygiene, they had little choice. Today we are generally close enough to land, and have sufficient refrigeration facilities, that bodies can be landed. This cannot always be the case though. After the terrible explosion and fire in HMCS KOOTENAY in 1969, some of the brave souls lost in the battle to save their ship were buried at sea. Indeed, in that year, it was the policy of the Government of Canada, carried over from the two world wars, that bodies would not be repatriated to Canada, but would be buried on foreign soil where they fell. That policy has since changed. The moving ceremony of the arrival back in Canada of the brave fallen from Afghanistan illustrates this change.

While committing bodies to the deep is, mercifully, only rarely necessary, the scattering of ashes is a procedure that probably every commissioned ship will be involved with every year or two. Many retired servicemen and servicewomen specifically request this, and it is our duty to show our respect for their sacrifices by making sure that the ceremony is conducted with dignity and decorum. When your ship is selected to perform this duty, a chaplain will send a letter detailing the procedure to follow, and a chaplain will normally accompany you to carry out the religious portions of the ceremony. It is rare that next of kin will embark, but if they do, extraordinary measures should obviously be taken to ensure their comfort and participation. As a minimum, you will be required to write a letter to the next of kin indicating the details of the committal including the exact time and place. Often, a marked chart and photos of the ceremony are included.

One expedient that is highly recommended is to involve a wide cross-section of the ship's company in the ceremony. It is very moving, and completely appropriate, to have a young Able Seaman read the passage for a retired veteran of a distant war. What better way could there be to emphasize that tie that binds us all together as warriors, and shipmates and mariners?

Remember that ashes, like remains, are piped on board, and piped again as they are scattered. This is done on the lee side of the quarterdeck with engines stopped. Remember the proper use of the church pennant.

During evening rounds, a Canadian ship discovered that a Leading Seaman had in his locker an urn containing the ashes of his mother. He thought that it would be appropriate to scatter those ashes at sea, but intended simply to toss the urn over the side the next time the ship left harbour. He had not considered asking for assistance. The

Command Team intervened, and assisted the LS in arranging a proper ceremony. The lady's life, and passing, were thus recognized in a dignified and appropriate manner.

While on this topic, it is very highly recommended that delegations from ships visit Commonwealth War Graves Commission cemeteries during port visits when possible. While there are 23,000 cemeteries worldwide that contain one or more Commonwealth war graves, this agency has itself built 2,500 cemeteries in one hundred and fifty countries from Albania to Zimbabwe. For example, if in Boulogne, it is a short car ride to Wimereux CWGC cemetery where two hundred Canadian soldiers from WWI lie buried. Among them is Lieutenant-Colonel John McCrae who penned In Flanders Fields. If in Hong Kong, the Stanley Military Cemetery is the last resting place of twenty Canadian soldiers who participated in the doomed defence of the island in 1941. Again, wide participation is encouraged. This is not an officers-only responsibility. The Coxswain would be the perfect person to organize such an event. Such a visit need not be elaborate. A small delegation can pay suitable respects. And know this. At the graveside, even if the visit was initially viewed as an unwelcome interruption to a great port visit, you will be moved in ways that you cannot explain. You will be very glad that you satisfied this solemn duty.

Remember that such activities should always be cleared through the Canadian Embassy or High Commission to ensure that local sensibilities and regulations are observed.

Some years ago, a Canadian Admiral accompanied a Deputy Minister of National Defence to Japan for the second anniversary of the unveiling of a memorial. The Chamber of Commerce of the city of Onagawa Bay, on the east coast of Honshu, had voted to erect a memorial to honour the bravery of a WWII pilot. The man honoured was not Japanese, but Canadian. He was Lieutenant Robert Hampton Gray, RCNVR, winner of the highest Commonwealth award for bravery, the Victoria Cross. In those days, the Japanese Navy recruited locally. The seventy-one fatalities in the 2500-ton destroyer that Gray sank in Onagawa Bay were sons of the local area. Still, the decision was taken to memorialize what the locals saw as the heroic actions of a brave warrior. As the Admiral looked out on the bay, surrounded by the fragrance of joss sticks, and elderly Japanese man approached. His name was Yoshio Kanda. In halting English, and with the aid of gestures and some translation, he described how he had manned the shore-based anti-aircraft gun that had shot Gray's Corsair down. Finally, he noted how appropriate it was that, some decades later, representatives of both sides in the action could meet as friends. Gray's heroic action took place on 9 August 1945, about two hours before Nagasaki became the target for the world's second atomic bomb. The Japanese accepted the Allies' terms of surrender five days later. Gray was the last Canadian killed in combat during the war, and the Onagawa Memorial is the only one on Japanese soil dedicated to a foreign soldier.

On 11 November, Remembrance Day, all Canadian ships, in harbour and at sea, should conduct a memorial service of some kind – operations notwithstanding. Remember to have a wreath on board.

MILITARY FUNERALS

A full military funeral is a moving event steeped in history and tradition. For many years, these were so rare in this country that Canadian Forces bases completely lost memory of how to conduct them. Sadly, given the challenges and responsibilities of this post-9/11 (correctly 11/9 in Canada) world, the spectacle of a military funeral is one that is now common on our TV screens.

During the Napoleonic Wars, caissons or gun carriages were often used to remove bodies, especially those of senior officers, from the field of battle. The bodies were covered with flags both to hide the injuries and prevent soldiers from seeing their fallen leaders carried away. Both of these customs persist. Many bases maintain a ceremonial caisson for just this purpose. If a flag drapes the coffin, it must be properly displayed. It is placed so that the "tack" is at the head of the casket, and over the left shoulder of the deceased. National flags are never placed in the grave, and must never be allowed to touch the ground. On completion of the service, the flag might be ceremonially folded. It is presented to the widow or next of kin by the Guard Commander or Chaplain, although it can also go to a close friend or associate. At the funeral, bearers walk behind the casket carrying the cap and decorations of the fallen on cushions. For an officer, his sword rests on top of the coffin. The firing of three volleys over the grave also owes its origins to the Napoleonic Wars. Combat was occasionally halted by mutual agreement so that both sides could remove their dead and wounded. The firing of three distinct volleys indicated that the grisly task had been completed, and battle could resume.

"Taps" and "Reveille" are also played at military funerals – in this reverse order. The first signifies sadness and the end of life; the second, rebirth and re-dedication to duty. "Taps" was originally an American call developed during the Civil War. Union General Daniel Butterfield felt that the existing call of "Tattoo" (lights out) was too formal, so he penned another. Buglers were not always available, so his call was often tapped out on a drum, eventually becoming known simply as "Taps". The practice quickly spread to both Union and Confederate armies, and was officially adopted by the US Army in 1874. Its first recorded use at a military funeral was in 1862. A unit in close contact with the enemy was burying one of its fallen. Being so close to the front line, the firing of the traditional three volleys would attract too much unwanted attention, and so "Taps" was substituted. The practice was adopted by the Army of the Potomac, and subsequently confirmed in orders to the whole of the Union Army.

Some years back, a British and a French minesweeper had an ongoing contest to see who could get the better of the other. The amusing skylarks slowly escalated in intensity as the competition continued over several years. It is reported that one day the British ship rounded a headland to find her French compatriot at anchor, and apparently unaware that she had been surprised. The British ship quickly closed the range while readying "grapefruit guns" and other missiles. Delighted at catching the French ship flat footed, the bombardment commenced when the two ships were within reasonable throwing range. Both fruit and insults flew. Surprise was complete. That surprise only increased as the British ship, noisily celebrating her "victory", rounded the stern of her adversary to find a full military funeral in progress on her disengaged side.

HAND SALUTING

The origins of the hand salute are obscure, and range from knights raising their armoured visors to signal peaceful intent, to holding up an open hand to demonstrate that no weapon was being carried. A particular favourite in naval circles seems to be turning the palm down so that hands dirtied at sea would not be visible to august personages. Certainly, the Royal Navy went through a period when a salute consisted of (for officers) removing the cap, eventually abbreviated to merely touching the visor. For rating, the famous knuckle to forelock was the equivalent. In Victorian times, the full hand salute was mandated for all, interestingly enough using the right hand to salute to the right, and the left when looking to the left. By 1923, the present right-hand-only salute was the rule.

The salute is a mark of respect, but it symbolizes much more – confidence, trust, and both a willingness and obligation to obey legal orders. There is nothing demeaning or servile about saluting; it is a mutual obligation by both parties - the junior to render the salute, and the senior to acknowledge it.

Because the hand salute is both a greeting and mark of courtesy, rendering a salute can rarely be wrong. Even if technically incorrect in a given situation, the mistake can be easily forgiven, while not extending this mark of respect could cause offence. The rules with regard to foreign officers are unclear, but could it ever be seen as incorrect to salute an officer of a foreign navy who you felt was senior to you?

When crossing the gangway onto a commissioned ship, both officers and NCMs salute the quarterdeck at the gangway's inboard end. In civilian clothes, coming briefly to attention is the equivalent. Today, we face aft towards the colours as this salute is given. Some say that the origin of this practice is recognizing the authority of the seat of command, while others trace it back to a more religious observance begun when a shrine or crucifix was carried aft. There is some debate about rendering the salute when going ashore. Some suggest that NCMs should not salute, while officers would, but only to return the salutes of the brow staff. The ceremonial manual calls for all to salute the quarterdeck when crossing the brow going ashore as they would when arriving on board.

In the Canadian Navy, we often have occasion to visit US Navy ships. It should be noted that in these cases, two salutes are required by officers when arriving on board. The salute of the brow staff is acknowledged, and then one salutes towards the ship's colours at the stern while pausing at the inboard end of the brow.

The USN also permits hand saluting when a cap is not worn; in Canada, we do not.

In our ships, the CO, and Group Commander if aboard, are saluted when they arrive on the bridge for the first time each day. The attention of the watch is obtained by the OOW with "the Captain is on the bridge", and he or she renders a hand salute on behalf of the watch. When making formal reports, salutes are usually required. This would happen, for example, when the XO reports to the CO that the ship is ready to come alongside, or when an NCM reports a mess deck during formal rounds. The close confines of a ship make saluting impractical on other occasions except for ceremonies such as "colours".

The origin of the "eyes right" is interesting. In jolly old England, serfs and peasants were forbidden to look on their lords and masters, and had to avert their faces when they passed. In contrast, trusted soldiers in service to the lord were extended the privilege of looking him directly in the eye. Thus, "eyes right/left" became a form of salute. Think of this next time you see a dignitary reviewing a Russian honour guard. As the inspecting officer moves down the ranks, every head swivels to follow his progress.

SALUTING OTHER SHIPS

When warships, Canadian or foreign, underway or alongside, pass each other between sunrise and sunset, the junior salutes the senior. The junior initiates the salute by sounding the "still" on the bosn's call. The senior ship then sounds the "still", and a few moments later, the "carry on". The junior ship then sounds the "carry on". While the salute is being rendered, personnel on the upperdecks come to attention and face in the direction of the honours being exchanged. A hand salute is given from the quarterdeck area by the Officer of the Day/Officer of the Watch if the ship is alongside or at anchor. If underway, a designated officer makes the hand salute from the bridge area.

Again with particular regard to ships of the USN, we should understand their system of "whistles" when rendering passing honours. One whistle gets the attention of their ship's company, who should come to attention and face in the appropriate direction. On the second whistle, the hand salute is given by the appropriate person. The third whistle is the "carry on".

The United States Coast Guard presents a bit of a ceremonial conundrum. Unlike our Coast Guard ships, its ships are armed. Still, it is technically an auxiliary force, and not part of the US Department of Defence, so its vessels are not properly "warships". Thus, we do not salute them. That said, they are quite likely to salute us, and we should always be ready to return any honour rendered.

There can be endless debate about whether there was sufficient light to make a salute reasonable. The goal should always be to avoid either embarrassment or one-upmanship. If you are prepared to return a salute, which does not come, you have sacrificed nothing; if there is doubt to seniority, you cannot go far wrong by acting first.

Traditionally, merchant ships saluted warships as they passed, and not just warships of their own nationality. This salute was rendered by striking the topsails. In the age of steam, a different method was needed, so merchant ships began dipping their ensigns in salute. This was acknowledged when the warship dipped her ensign in reply, and then re-hoisted it close up. This tradition continues today, although it is often overlooked since there is no legal requirement. Still, if the merchant ship passing you has a Scottish or Danish mate, you can be sure that those proper seafarers will dip. Be prepared.

GUN SALUTES

While rare, gun salutes are still rendered on occasion by our navy. For those infrequent formal visits to foreign countries by a Canadian ship or squadron, saluting guns can be

mounted in the flagship. This entails endless hours of practice for the Naval Weapons Technicians.

In the days of sail, given the time needed to reload, firing a ship's cannon reduced its capacity to fight, and thus disarmed it to some extent. As with all salutes, you present yourself in an unarmed condition. This is how the firing of a gun came to symbolize respect and trust, and how it was used to render an honour or salute. The formal practice of gun salutes originated, as with so much else, with the Royal Navy. In the earliest days, there was no fixed number of guns to be fired. Some Captains got carried away with the sound and fury of the exercise. It was Samuel Pepys, when Secretary of the Navy, who defined and regularized the number of guns - as a measure to save powder. Each salute consisted of an odd number of shots because even numbers of guns were reserved for showing respect for the dead at military funerals. In early days, the British national salute consisted of seven guns. While ships would fire seven times, shore forts were allowed to return three shots for one in reply. Fascinatingly, this was because gunpowder made with sodium nitrate was easier to keep ashore than afloat. Eventually, when potassium nitrate was substituted, improving the powder, the sea salute was made equivalent to that fired ashore – twenty-one guns for the highest national honour. Various distinguished personages were entitled to salutes by lesser numbers of guns. At one time, monarchies enjoyed more guns in salute than republics, but now, all sovereign states are equal in the eyes of the ceremonial manual.

At one point, the fledgling US Navy fired one gun for each state of the union. By 1818, they had passed the mark of twenty-one guns recognized by the British. By adding states to the Union, they were well on their way to an unworkable number of shots needed for a salute until they arbitrarily reduced the requirement to twenty-one guns in 1841. Finally, in 1875, the US and Britain agreed to adopt the twenty-one gun salute as the highest honour, and the rest of the world eventually followed suit.

We always see a twenty-one gun salute as our Head of State, Her Excellency the Governor General, opens Parliament, and on the official birthday of Her Majesty the Queen.

MANNING AND CHEERING SHIP

At one time, this action was a formal salute. The ship's company appeared on the upper deck and on the yards to show that the guns were not manned and that no ill intent was planned. Those aloft grabbed the rigging with both hands to demonstrate that no small arms were carried. Today, we simulate this action by clutching the guardrails only.

No attempt will be made here to detail the procedures for cheering ship; these are contained in the ceremonial manual. The lesson here is that if you are going to render this honour, you have to ensure that it is done correctly. This means not only that some rehearsal is necessary, but that the cheer itself must to given loudly and enthusiastically. There is nothing worse that a half-hearted "Hip, hip, hurray". Also, be sure to know how many "hips" should be spoken. The Navy uses two. Pay particular attention to the spacing of the ship's company at the guardrails. Inattention here is quickly evident to the spectators, including the dignitary being honoured.

THE WEARING OF CAPS

Naval officers wear caps, not hats. In ships, everyone normally wears caps on the upper deck and members of the watch wear caps on the bridge. Below decks, caps are normally only worn when making formal reports or at defaulters. In civilian buildings, they are normally worn. For example, while a gentleman in civilian clothes would remove a cap in an elevator, a naval officer would not. In military HQs, it is quite common to remove caps shortly after entering. A cap would never be worn in an office, a mess, a messdeck or a cabin. These procedures are in stark contrast to the army, which mandates the wearing of caps indoors so that salutes can be rendered. They do this when entering an office regardless of the rank of the occupant. The Navy does not do this.

HALF MASTING

At one time, mourning was shown by donning sack cloth and smearing the body with ashes. The nautical equivalent was to drape sails along the yards in obvious disarray. There was even a special verb applied to the procedure. Such a display was so at odds with the normal practices of good seamanship, that the yards were said to be "scandalized". The lowering of the ship's ensign half way down today represents this deliberate display of grief.

LAUNCHING AND NAMING SHIPS

Over the centuries, the procedures for launching boats and ships have changed along with their size and method of construction. Early ships were carried to the water, or moved on crude rollers. For centuries this fundamental method was employed although the technical details were refined. New ideas were needed as ships were constructed by joining together pre-fabricated modules, and ships were often built upside down. Most recently, ships have been built in drydocks. Thus, there is no "launching" as such, but instead a first floating up.

Whatever the method, we still undertake some ceremony to recognize the launching and/or naming of a ship. The sacrifice of animals or humans to mark the occasion has been replaced by ritual sacrifice. This practice has evolved from using blood, to employing wine (symbolic blood), to the champagne of today. The original silver chalice was replaced by a more pedestrian glass bottle from about 1690. Eminent men once took on these duties, but in 1811, the first woman participated in the naming of a warship. This tradition continues despite the fact that that first lady missed the ship and hit a spectator with the bottle. After that, for the sake of safety and the avoidance of lawsuits, the bottle has been secured to the bow of the ship with a lanyard. The launch begins with the famous words "God bless this ship, and all who sail in her". At the moment of commissioning, the jack and ensign are hoisted for the first time, and the national flag is broken at the masthead. From that moment, the vessel will be a legal part of this nation wherever in the world she may be; she has become sovereign territory.

The point here, again, is that we deliberately follow a series of traditions that are literally thousands of years old.

WARSHIP NAMES

The naming of warships only became common in the Tudor England of the 1500s. Traditionally, ships came to be named after eminent predecessors – those that had distinguished themselves in battle. In the Canadian Navy, the naming policy has been in some degree of flux since HMC ships RAINBOW and NIOBE formed the nucleus of the RCN in 1910. For example, in WWII, the Naval Board decreed that destroyers should be named after rivers, while other fighting ships were given place names. Exceptions were immediately made for Tribal-class destroyers, and some other vessels. At the end of the war, a policy of sorts was established. An order of precedence for names was developed beginning with the repetition of names of frigates and destroyers that had been lost to enemy action. So, somewhat illogically, in the 1950s and 60s, we returned to river names for the ST. LAURENT class. The originally-proposed CPF names were in accordance with the earlier hierarchy, but the decision was quickly taken to use all city names instead. This allowed the twinning of ships with namesake cities, a policy that was continued with the MCDVs. In hindsight, this seems to be a brilliant move. The rapport developed between ship and city has been a very positive experience for both players, and the increased visibility, especially in prairie towns far from the salt chuck, has given the navy tremendous exposure. For a demonstration of how far this development has progressed, one need only walk down Wellington Street in HMCS OTTAWA – the passageway that in earlier times would have borne the name "Burma Road" of Royal Navy tradition.

Civilian ships the world over still carry their names on either side of the bow, and across the stern. The city of registry is also placed there. In warships, at least those of destroyer size and smaller, the name might appear on either side of the quarterdeck far aft. This placement is so the name can be seen from approaching boats. In harbour, name boards are sometimes hung from the bridge wings or flight deck, although today, devices drawing on the ship's name are often used instead – a rearing stallion, for example, for CALGARY. In the ST. LAURENT-class ships, a name plate was welded onto the deck at the top of the accommodation ladder platform. Extra designators like "HMCS" are not included; the nationality of the vessel is indicated solely by the ship's ensign. As well, brow curtains bear the ship's name, including the HMCS prefix. Other than that, small ships display only pennant or hull numbers on either side below the bridge superstructure, and often across the transom.

THE PREFIX "HMCS" - HER MAJESTY'S CANADIAN SHIP

The first ship in the newly-created Royal Canadian Navy was commissioned as HMCS RAINBOW – Her Majesty's Canadian Ship. Despite succeeding decades where the diminution of the Royal link was occasional government policy, this title has remained. Most famously, Canadian sailors in WWII wore cap tallies that showed only "HMCS", and no specific ship name, for reasons of security. While the Royal Canadian Navy technically ceased to exist with unification in 1968, the distinguishing title HMCS, and its equivalent in other Commonwealth countries, has endured. Long may this practice continue.

As an aside, during WWII, all Commonwealth warships wore the white ensign like the RN. To distinguish Canadian ships, a green maple leaf was often painted on the funnel. This practice continues today with our red maple leaf.

In this same vein, the painted barber pole design on the mast was used during WWII by Canadian ships of escort group C-5 on the St. John's to Londonderry run. The decoration carried on with the Fifth Destroyer Squadron, and is now employed by the operational task group of the Atlantic Fleet.

The writing of warship names creates a bit of a dilemma. Editorial style guides usually claim that they should be in italics, with only the first letter capitalized: hence HMCS *Calgary*. For reasons that nobody seems able to explain, virtually all Canadian naval officers have been trained to use all upper case letters: thus HMCS TORONTO. It may be technically incorrect, but that is how we do it.

THE OFFICER'S COMMISSION

Before the existence of standing navies, eminent gentlemen were occasionally granted charters or commissions, usually by a Royal personage, for a specific post, in a named ship, for a defined period of time. Often, these were for a command position only, and they then had to find their own ships and crew. At the termination of their commission, they became civilians again. The need for more permanent naval forces resulted in the idea of half pay. When no longer needed for active service, these "officers" were retained for future call up. Particularly during the Napoleonic Wars, officers often went from languishing on half pay on the beach to sea service several times.

In the Canadian Forces of today, officers are granted a Queen's commission. This distinguishes them from NCMs. The commissioning scroll is now signed by both the Governor General and the Minister of National Defence. It is sobering to review the wording of that scroll occasionally since that act helps to ensure both dedication and humility. Among other things, the words establish the legal requirement for NCMs to obey the orders of their officers. The exact words are: "We do hereby command them to obey you as their superior officer". The scroll also makes clear the responsibilities of the officer towards his subordinates and his duty. We are admonished "to use [our] best endeavours to keep them in good order and discipline", and to "exercise and well discipline both inferior officers and [NCMs]".

When an officer achieves flag rank, he is granted a second commission, and the wording is quite different. It makes reference to the defence of Canada and the security of Canadians, and mandates a responsibility for the diligent stewardship of the Forces. It requires that the officer be occupied with the education, training, discipline and welfare of those serving under him. Interestingly, in addition to directing the advocacy of Canadian values, it also specifies the faithful promotion and sustainment of military ethos – exactly what this publication is attempting to do.

PAYING OFF PENNANT

As explained above, it used to be that an individual was given a Royal commission to undertake a particular task. He had to find his own ship, which was then said to be "commissioned", and a crew. To indicate this status, a "commissioning pennant" was worn. This tradition is continued today with a six foot by three inch white pennant with a red maple leaf device that is worn continuously except when displaced by a personal or distinguishing flag. It is sometimes called a Captain's or masthead pennant.

Historically, once the endeavour for which the officer's commission was issued was complete, the ship was put in reserve, or more likely, taken out of service altogether. The ship's company was disbanded, and paid off. The paying off pennant dates from the mid-1800s, and was originally made of cleaning rags tied together since they would no longer be needed. The length equaled that of the ship itself. As commissions became longer with the need for a more permanent naval force, formulae were developed to calculate the correct length. Today, ships are paid off when they go into a major refit or conversion, or when they enter reserve or go directly to disposal. The length of the paying off pennant has become a standard 380 feet. These pennants have been seen many times at Canadian naval bases in recent years as the older steam-powered ships of the fleet left service to make way for the Canadian Patrol Frigates. Their years of faithful service were recognized as they steamed up the harbour for the last time, pennant flying proudly.

GROG AND SPLICE THE MAINBRACE

It can be argued that, contrary to popular belief, the life of a jolly tar in the Royal Navy of the 18th century was no worse than the lot of his land-bound mates, and in many ways a lot better. Still, all things are relative. Nobody in his right mind would argue that it was a comfortable life; it was exceedingly difficult and dangerous. Partly to dull the misery of life at sea, and party because the water was so bad, beer had been issued to ship's companies for years. Brandy replaced beer as the issue partly because it took less space to store, and after the conquest of Jamaica by the British in 1687, rum replaced brandy. Ah, the benefits of Empire! Admiral Vernon, known as "old grog", directed in about 1740 that this very strong brew be cut with water in the ratio of three parts water to one of rum. (Indeed, "six water grog" became a punishment for those that had landed in trouble due to overindulgence.) The resulting libation bears his name – "grog".

The rules surrounding the daily "tot" evolved over the years. Twice daily issue was reduced to once in 1824. Officers, and men under twenty, eventually had their issue removed in 1881. Warrant Officers followed in 1918. Chiefs and Petty Officers drew their tot "neat", that is, undiluted. For the junior ratings, the water was added in the presence of an officer to ensure that no one was shortchanged, and the rum was ladled from that famous, low oaken tub with the words "God Save the King (Queen)" in metal letters on its side. Whatever was done, grog remained an exceedingly strong and intoxicating drink. It, and the lethargy and dim-wittedness it produced, clearly had no place in a modern, technically-demanding navy. The RN ceased rum issue in 1970. Interestingly, it lasted in the RCN until 30 March 1972.

As an aside, the effects of this potent brew were the source of the term "groggy".

Today, our ships still carry small amounts of the potent spirit for special, and rare, occasions. The most notable of these is "splice the mainbrace". Traditionally, the main brace was the largest and heaviest piece of the running rigging of a sailing ship. Splicing it was an extremely demanding job that involved many members of the crew and was rewarded with an extra tot. Today, this same quaint term is used to direct a rum issue in recognition of some singular event. It can be ordered only by a member of the Royal Family, the Governor General, or the Chief of Defence Staff. Every member of the ship's company, officers included, is entitled to draw a tot on these occasions. For many, once in a lifetime is quite enough.

In addition, the "pusser" rum can be doled out by a CO to small numbers of sailors on rare occasions when exceptionally hazardous or demanding duties are undertaken. For example, a boat's crew given the unpleasant task of recovering bodies from the water has been so recognized. This privilege is exceedingly rarely exercised by COs.

CROSSING THE LINE

This tradition is so old that no accurate assessment can be made of its origins. Certainly, the Vikings are known to have recognized the crossing of important parallels of latitude. The most significant of these milestones, at least for northern hemisphere sailors, is the crossing of zero degrees latitude – the Equator. Ships conduct ceremonies that are many hundreds of years old to welcome "tadpoles" into the ranks of "shellbacks". Ceremonies are also held to mark the crossing of the Arctic and (rarely for the Canadian Navy) Antarctic Circles. In a ninety-degree shift of tradition, the crossing of the International Date Line, the meridian of longitude at 180 degrees, is often the subject of a ceremony.

Traditionally, crossing the Arctic Circle entitles the ship to paint the bull ring blue for a time to recognize the event. The first Canadian warship to visit the Black Sea wanted to mark that historic occasion, but since a black bull ring would have caused little stir, she too chose blue. While technically incorrect, she rather assumed that there would be few Canadian naval authorities around to complain.

Some years ago, an attempt was made to prove that the crossing the line event as observed in the Canadian Navy was demeaning and abusive. The Navy took the media on directly, and successfully showed that the observance did not involve dangerous or humiliating actions. Instead, it was demonstrated to be an age-old tradition involving safe practices that targeted all the uninitiated, regardless of rank, with amusing activities designed to mark the milestone. Diligent efforts must be undertaken to ensure that this remains true. The senior leadership of HMC ships must take personal and direct interest in the planning and execution of these events to guarantee that mild embarrassment, equally shared, is all that results. There can never be any excuse of cruel or degrading conduct.

THE SHIP's BELL

The ship's bell is an important traditional symbol that is often one of the few treasures invariably saved when a ship is laid up or sent for disposal. Today, it is a prop in many shipboard ceremonies such as "colours", but it began as a simple way to attract attention

to orders and initiate events. A ship's bell is mentioned as early as 1485. Records from 1675 decree that "if it prove foggy weather by day or night, we must ring our bells and fyre (sic) a musket now and then". This use as a fog signal was eventually made mandatory in the RN in 1858. Indeed, even in this modern age, a ship of a certain size is legally required by the International Rules of the Road to have a bell.

In the days of sail, the bell was sounded each time the half-hour glass was turned. This developed into the system whereby the passage of each thirty minutes of a watch was marked. After the first thirty minutes, there was one bell; after an hour, two. This continued until eight bells indicated the end of a four-hour watch.

The inverted ship's bell is used as a font at Baptisms held on board, the holy water it contains being piped over the side on completion. To this day, the names of children baptized on board are engraved into the bell. The organization of a baptism requires time, probably three months, because the ship's availability has to be married with religious participation.

THE SHIP's BADGE, COLOURS AND MOTTO

RCN ships sported unofficial badges as early as the 1920s. During WWII, ship's badges were created and worn with little or no reference to naval authorities. This was probably to be expected given the rapid expansion of the service, and the predominance of Reserves not wedded to the stringent and "proper" approach of the RN. The bitterness of the conflict also affected the choice of impromptu badge, with some skirting the borders of good taste. Many were constructed along "cartoon character" lines, and succeeded well in disparaging the enemy while extolling the virtues of our side. Still, to say that many of these devices lacked dignity would be an understatement.

To return some level of decorum to the process, or maybe just to reinforce bureaucracy for its own sake, the post-war RCN established the Ships' Badges Committee in 1946. This body was charged with approving all ship's badges. The makeshift wartime efforts were done away with, and dignified new badges were designed for the remaining ships along proper heraldic lines. Indeed, initially, the College of Arms in London was called upon to assist in this endeavor, but soon, the design process moved to Canadian Naval HQ. Since the mid-1980s, the design of a new ship's badge is approved personally by the Governor General rather than by the Queen. Thank goodness that control was taken of this important process. At present we enjoy wonderful ship's badges in which any sailor can take great pride. Some other nations remain saddled with the "Woody the Woodpecker" versions.

Note that it is incorrect to call a ship's badge a crest. A badge is a distinct device, emblem or mark in heraldry. Like a ship with her boats, a badge can contain a crest, but the opposite is impossible.

A ship's colours are derived from its official badge. They are taken from the colour of the field or background, and of the principal device displayed on it.

Ship's mottos are approved in a similar, controlled way. Originally, a motto was a short, sharp battle cry designed to rally the troops around their knight, especially in the dark (their knight at night). Today it has become a dignified exhortation to action or a reminder of high purpose. In the Canadian Navy, mottos were initially, following age-old heraldic principles, in Latin. However, given the unique character of our nation, some were and are in French, and some in native tongues. Today, most are created in English rather than Latin. A motto must be in one language only, so bilingual badges are not allowed.

BATTLE HONOURS

The Canadian system of battle honours was, like so many of our traditions, based on British practice. The British Army began awarding battle honours as long ago as 1695, but at that time they looked back to 1513 to discover actions worthy of recognition. Believe it or not, the Royal Navy did not formalize a system for granting battle honours until after World War II. Mind you, at that point, they did the Army one better by looking all the way back to that glorious action of the British Fleet against the Spanish Armada in 1588 to determine who had been worthy in the intervening years.

Navies, as in so many areas, are unique in how battle honours are awarded. The distinction is given to the ship's name, and not to the physical hull that was involved in the action. There are probably two reasons for this. First, Army regiments often exist for centuries, while individual ships usually last in service thirty to thirty-five years at the maximum. Also, if a ship does poorly in an action, the entire unit can disappear in a heartbeat. With regiments, or air squadrons, they might be decimated on a given day, but will rarely cease to be. Thus, navies needed a different approach to the problem or all of our battle honours would be short lived. So, it was decided that the honour would be tied forever to the ship's name, at least as long as continuous service was involved. If the name was "retired", it was considered bad form to go back and claim ancient honours if the name later was resurrected.

The Royal Navy list of the deserving ships was adopted by Commonwealth navies, and so ships with the same name could inherit the battle honours of RN ships. That is why, today, the Naval Reserve Division HMCS UNICORN (in that great sea port of Saskatoon) proudly carries the honour "Armada 1588". Similarly, NRD HMCS STAR (in that salt water port, Hamilton) trumpets "Dover 1652". These anomalies exist because the ships' names have been in continuous service. For modern ships with new or revamped names, only honours won by Canadian units can be granted and displayed.

Battle honours are found on colours, but for us in the maritime environment, the Navy's Queen's colour is rarely sighted. Instead, we see battle honours everyday proudly displayed on a board at the brow in harbour.

Units and organizations can also be recognized by commendations. For example, the Princess Patricia's Canadian Light Infantry won a Presidential Unit Citation from the American President for its actions at Kapyong in Korea. It was the first such award ever won by a Canadian unit. After 1968, the Canadian Forces Unit Commendation was introduced to recognize meritorious achievements in non-combat situations. Today,

several of our ships proudly wear the three maple leaves of the Chief of Defence Staff Commendation.

In the United States Navy, battle honours are called battle stars.

INDIVIDUAL MEDALS AND AWARDS

Having talked about honours granted to units, it is appropriate to include a few words on individual recognition for meritorious service.

Our new nation made an early policy decision that Canadians could not accept honours that carried with them aristocratic titles. Conrad Black had to become a British subject before he could style himself "Lord Black". Similarly, foreign medals can only be accepted and worn by Canadians with the approval of our government. Since our medals are awarded by our Commander in Chief, the Governor General, foreign medals must be granted on behalf of a similar level – that is, Head of State or Head of Government.

During the two world wars, Canadian troops fought increasingly independently, but we were often still a part of larger British formations. So, British medals and decorations continued to be used for the most part, although some distinct Canadian medals were awarded in WWII (and during the Korean War). After WWII, it was considered appropriate that uniquely Canadian awards be developed. The first was the Canadian Forces Decoration, the CD, but numerous others followed, especially in 1967 and 1972, when most of our present decorations were introduced.

First in the national hierarchy comes the Order of Canada, which is comprised of Companions (CC), Officers (OC) and Members (CM). The Order of Military Merit follows with its Commanders (CMM), Officers (OMM) and Members (MMM). Next come the decorations for military valour that involve combat against an armed enemy (Victoria Cross, Star of Military Valour, Medal of Military Valour). Then, bravery awards are given for acts where no enemy is involved (Cross of Valour, Star of Courage, Medal of Bravery). Next are meritorious service decorations, and finally, mention in dispatches (only during combat). Departmental honours rank below these national ones.

Precedence of individual awards is based on the principle that the highest award in any order will come before the second in a preceding order. Interestingly, the Victoria Cross (VC) is still the highest award that a Canadian can win, followed by the Cross of Valour (CV). But a CMM comes before an OC, an OMM before a CM, and so on.

The Order of Military Merit is very familiar to service members. The Governor General is Chancellor of the order, and the CDS its Principal Commander.

WEDDINGS

Traditionally, a young officer sought the permission of his Commanding Officer to marry, partly because many did not necessarily have the means to support a spouse. Although we would often like to, they don't let us say no anymore. Nevertheless, it is still polite to seek permission to marry, if only to signal an intention to change your

circumstances, and to give your CO the opportunity to congratulate you before the fact. In the past, it was also required to have permission to marry in uniform. This has become more popular of late, and the arch of swords has been adopted by wedding planners everywhere as something a little out of the ordinary. This custom of forming an arch, with the sword's cutting edges upward in the "quinte" or fifth guard position, symbolizes the guarding of the couple as they embark on married life.

WHISTLING IN SHIPS

Every naval cadet or midshipman at sea for the first time has been told by a hairy old buffer that whistling in a ship could result in confusion with the sound of the bosn's call. None of them ever believed this since the sounds were so dissimilar. A more believable explanation for this phobia, believable because it relies on a sailor's childlike superstition, concerns "whistling up a wind". When becalmed in the doldrums, it was thought that whistling enough could stimulate a wind. A knife was sometimes driven into the main mast to indicate the direction from which the desired wind should blow. Too often, the result after a long period of drifting in those horse latitudes was a gale, ie. too much wind. Eventually, jolly jack tar decided that it was better to leave the whole business up to the Almighty, and whistling in ships has been frowned on ever since.

PIPING

The Greeks are known to have used flutes to pass orders in their galleys, and drums have been used at sea for millennia to communicate short orders that might not be heard or understood if given verbally. There are references from the crusades in 1248 describing orders being given by whistle. In sailing ships, many of the directions for calling the watch or handling sails were given this way. Even today, we use a bosn's pipe (more accurately, a bosn's "call" since about 1500) to signal several routine events during a ship's day. Every sailor joining his first ship has struggled to learn the complex and lengthy "hands to dinner". For reasons that none of us can explain, we instinctively know if the lad or lass gets it right or not, and it is easy to tell a good effort from a poor one. We use the shrill notes of this whistle to attract attention before announcements about exercise emergencies. We pay respects by piping senior authorities on board and piping other warships. Even a routine summons is called "a pipe", although in a taut ship these are kept to an absolute minimum. When a ship's company has done particularly well at something, the old man gets on the blower to "make a pipe" praising the effort.

Think about this. In the twenty-first century we still make important announcements by blowing a series of notes, on an "instrument" that has been unchanged for five hundred years, and we blow them into an electronic broadcast system designed specifically to carry the human voice to speakers throughout the ship. We don't think twice about doing this. What better example of the power of history and tradition could there be? It would be interesting to see how the modern sailor would respond to the archaic pipe "Hands to dance and skylark". Wouldn't it?

Piping the side when flag officers or the Commanding Officers of ships arrive on board developed from the practice in sailing ships of hoisting dignitaries aboard. A device

much like a bosn's chair was used, and the orders to haul or check away were given on the bosn's call.

The ship was all spiffed up for the afternoon walk-about; the Wardroom, all set and ready for the lunch with the officers; the side party and I, the XO, were mustered in the hangar, ready to greet our guest. Since we were at sea off San Juan during MAPLESPRING 76, the Minister of National Defence, Barney Danson, would arrive via HURON'S helicopter, which duly landed on board as scheduled. Stooping down to avoid the rotor wash, an Air Force officer escorted the MND, his son and an EA across the flight deck and opened one of the three doors on the hangar face, pushed the three passengers inside, securely clipped the door closed and returned to his more natural surroundings. Whilst the bird continued to vibrate and idle noisily on the flight deck for quite some time awaiting its clearance to leave, the side party and I remained in the hangar in total disbelief, for the MND and his party were now experiencing at first hand the close company of six large firefighters decked out in masks and full firefighting gear, hoses and other equipment in an already very cramped port firefighting locker! Upon release, a firefighter led them to the correct hangar door. The smiling MND stepped in and before I could say "Pipe", commenced to shake hands with the side party! As the last one to shake his hand I said "Welcome aboard FRASER, Sir!"

NAVAL PUNISHMENTS

The Royal Navy abolished flogging in 1881. Some would opine that this was premature. Recent research has argued that life at sea was not as hard as usually thought. More accurately, it argues that sea service was indeed extremely difficult, but comparable to the equal misery ashore. At sea a meal might consist of weevil-infested biscuit and slimy water, but at least a sailor got three meals a day. Because he was a valuable commodity not easily replaced, he could also be given some crude level of medical care. This was more than could be claimed for many of his compatriots ashore. For a truly fascinating, scholarly examination of these issues – one that eschews the Hollywood version of life in the navy for a study of the reality – read The Wooden World: An Anatomy of the Georgian Navy by N.A.M. Rodger.

In the area of discipline though, there is little debate that the RN was a hard mistress for those who transgressed the rules. Some of the punishments unique to naval service were cruel in the extreme, in addition to being often fatal. For what were defined as serious crimes, simple hanging was always possible, but it was punishments such as flogging around the fleet, or keel-hauling, that still evoke such vivid images. The former involved binding the guilty man to a grating in a boat that was rowed in succession to each ship in the fleet or squadron. At each, a bosn's mate went down into the boat to administer his share of twelve lashes before the boat moved on to the next ship. In a large fleet anchorage, this punishment could entail as many as 800 lashes. No one is known to have survived more than 350, and any man would be rendered a permanent cripple long before that. To make sure that the point was driven home, the circuit continued even if it was only a bloody corpse that was being flogged. Keel-hauling, or keel-raking, involved using a line passed under the ship to snatch the offender off the yardarm, and pull him under the ship to the other side. To add to his discomfort and disorientation, a gun was fired in the ship as he was pulled underneath. He would rarely drown. The accumulated

barnacles on the hull ensured that the flesh was shredded. This particular evolution was considered so vicious that it was believed by British sailors that it had been invented by the Dutch! These horrible punishments were reserved for truly heinous crimes such as desertion or mutiny.

For minor cases of general stealing on board a man could be ducked from the yardarm, or, in serious or repeat cases, "put ashore" - marooned - alive or dead. For the fourth offence of sleeping on watch, a man could be tied to the outermost end of the bowsprit equipped with a knife. He either starved to death, or cut himself loose to drown. The right hand could be hacked off for drawing a weapon on a captain. A murderer could be tied to the corpse of his victim and thrown overboard. For mutinous assembly, a man could be hung overboard by his heels until the action of the waves beat his brains out. You have to respect the imagination of the folks who came up with some of these.

While these punishments may be colourful in the extreme, the most common sentence was flogging with a cat-o'-nine-tails. In a twist that only the navy could devise, the guilty man made his own cat. Then, all but the "best" nine eighteen-inch-long tails were cut away. The single knot in the end of each tail ensured that the skin was lacerated when a strong bosn's mate stood forward to do his duty. After twelve lashes, if more had been ordered, or more often if necessary, the bosn's mate ran his fingers through the tails of the cat to clear the clotted blood. Called "combing the cat", this action was actually intended to reduce injury to the victim since matted tails were more likely to do permanent damage. Left-handed bosn's mates were popular with those few captains who were truly sadistic since this resulted in cross cuts.

While it is true that salt was rubbed into the open wounds, this was done to prevent infection and speed healing, rather than to add to the pain. A sailor who could not work was of no use to anyone, so the object was to return him to full duty as quickly as possible.

The RN outlawed the cat in 1879, but in the previous two hundred or so years, this instrument of punishment had been adopted by virtually every organized navy on earth.

Theft from mess mates has always been a particularly heinous crime in the confined space of a ship even though the average sailor had very little worth stealing. Thieves were punished with "thieves cats" which had knots along the entire length of each tail. After the flogging, they ran the gauntlet of their mess mates who beat them further with short lengths of rope. To ensure that the pace through the gauntlet was neither too fast nor too slow, a man with a sword point in the offender's chest walked backwards in front of him, and another followed with a sword at his back.

"Cobbing" was an unofficial punishment used by the lower deck, or members of the Midshipmen's Cockpit or Gunroom, to administer summary "justice" to their own for violations of the rules of those closed communities. Originally, it involved beating a sailor's backside with a sturdy length of wood called a cobbing board. As with so many naval punishments, time increased the severity of the ordeal as new wrinkles were added courtesy of more inventive minds. Eventually, just before it was abolished altogether, the beating was administered with a hammock "clew". This consisted of twenty-two nettles

or small lines that joined small holes in the end of the hammock to the metal ring with which it was slung. This device, because of its many ends, was sometimes called a "cat-o'-twenty-two-tails".

CHRISTMAS DINNER ON BOARD SHIP

Strangely, a pagan custom has been stolen to assist in the most Christian of celebrations. Ancient Romans would exchange clothes and duties on important feast days to reinforce the hierarchy of society by highlighting the position and responsibilities of each of its members. Today, in deference to everyone's desire to be home on the holiday, our celebration occurs on a convenient day prior to 25 December. Traditionally, the Commanding Officer gives up his tunic to the youngest member of the ship's company, who becomes CO for the day. Actually, the timing has to be watched, or the novelty can quickly wear thin. Letting the lad or lass act as CO for a few hours will certainly suffice, and excesses must be guarded against. A token "rounds" of a few mess decks will add mirth to the occasion, but an extended inspection will become burdensome. The hands will then enjoy a proper Christmas dinner served to them by their officers and Chiefs.

While the junior sailor becomes CO for several hours, the reciprocal ceremony is not a good idea, for reasons both practical and legal; the CO does not, and should not, be treated as the most junior sailor. In practice, wise COs lend support to the meal service, and then make themselves scarce.

MISCELLANEOUS

In Canada, the Naval Operations Branch enjoys precedence over all other personnel branches, and can be legitimately referred to as "the senior service". The naval march is "Heart of Oak".

CHAPTER 3 - OPERATIONAL ISSUES AND DEPLOYMENTS

This will be a relatively short section. It cannot, and will not, attempt to provide instruction in operational issues. Many training courses and other publications do that far better. Instead, this section will concentrate on highlighting some areas where others before you have been caught out.

PILOTS (THE MARITIME KIND)

There are two kinds of marine pilots in the world. There is the group that operates in Canada, the United States and the United Kingdom. Then there are the rest. The first group is exceptionally professional for the most part. Once you make it clear to them that, as a warship, you know what you are doing, they will generally leave you to it. Many times, they will be content to stand with the CO and tell stories, while the ship's team is left to navigate and con the ship. They will oversee what you do, and provide those nuggets of local wisdom that will make everything much easier. They will occasionally offer suggestions, and these should be acted upon. It is a wise man that listens to the advice of these seasoned and experienced professionals. The courtesy that you show them will be reciprocated. Yes, there are some pilots intent on wanting to drive themselves. Often, they will quickly realize that our terminology and methods are far different from merchant ships. Warships are usually successful in convincing these pilots that the most efficient routine is for them to speak to the CO, who then communicates the intent to the OOW, who then translates this into engine and helm orders recognizable to the ship's team. Remember that no pilot, regardless of competence, is ever to be given charge of an HMC ship.

One must be careful of geographical discrimination, but it is still probably fair to say that the pilots of the second group delineated above, in the Atlantic, get worse as you go south and east. While those in northern Europe are adequate, beware those in Mediterranean countries, and those from Central and South America. In the Pacific, the pilots from Australia and New Zealand are solid, but even competent pilots from Japan will have potentially severe language difficulties. Other countries in South East and South Asia will likely exhibit more challenges than just the language. In some places, the job is passed along within the family, or earned by longevity rather than skill. The object seems to be to collect gifts as much as get through another transit.
Conversely……

A CPF was proceeding to the container port of Laem Chabang on Thailand's Eastern seaboard. The local pilot had boarded and seemed like a quiet, competent sort. He was content to let the ship's Navigator continue with his passage while engaged in a quiet discussion with the CO. At one point, he explained that because of his race and colour, he was not taken seriously by some of the captains and masters that he would encounter. Just prior to this, a typhoon had passed through the area, and it was this pilot who had advised ships where they could safely anchor to ride out the storm. A mile or so off the ship's starboard bow could be seen a line of four or five medium-sized merchantmen that

had apparently dragged their anchors during the storm and had been beached. He pointed to them and said "see those ships. They did not trust me".

It would be wonderful if we were left to get ourselves into and out of harbour, but local rules often require the embarkation of a pilot. Each CO, and all the members of his team, will have to learn how to deal with this challenge – and it will almost always be a challenge - that will vary unbelievably from port to port. Indifference by the pilot in one place will be replaced by childish enthusiasm in another. Let's face it, piloting a frigate is a lot more fun than berthing a bulk carrier. A sports car analogy is apt. There might be moments when you are forced to add nuance to the pilot's directions based on your best assessment of the situation. Great subtlety is called for on these occasions. At least one CO has had to agree to the pilot's questionable requirement to anchor with four shackles of cable on deck only to turn his back and repeat the instructions to the DECKO while holding up **six** fingers. After several repetitions of this, and a lot of winking, even the slowest DECKO will get the message that six shackles on deck are actually needed, while the formal report to the bridge must indicate only four.

Very unusually, a Canadian warship was entering a Bulgarian port on the Black Sea as part of the Standing NATO Naval Force Atlantic. Obviously, they had disregarded the "Atlantic" part of the title. As they rounded the breakwater to go alongside one of the impressive series of jetties, the Navigator's surprise communicated itself, involuntarily and profanely, to the CO. The layout of the harbour bore no relationship whatsoever to what was shown on the chart. None! It seems that as the modernization of the naval base was being planned, it was decided to update the chart first. Then, the whole country ran out of money as the Soviet Empire collapsed, so further construction had to be abandoned. What about the pilot's local knowledge you ask? See the section on pilots (Mediterranean and east) above. He was one of those who just collected baseball caps.

TUGS

If the quality of pilots can vary from the sublime to the ridiculous, the situation with tugs is often even less predictable. Be extremely careful with these in countries where quality is an elusive quantity, and never expect the tug that appears on the day to bear much resemblance to what was advertised. These vessels are used to pushing tramp steamers alongside the wall, with brute force rather than finesse. To them, you are just another tramp steamer that is painted a funny colour.

FOG

Every junior MARS officer is schooled in the correct responses of an OOW to fog. They memorize the list contained in the Rules of the Road book, and are able to parrot back most of the items on command. For reasons that defy explanation, however, many fail to apply these suggestions to the real world. So, when told that the ship is approaching fog, be very alert. If left to his own devices, the OOW will probably fail to close up a suitable Ops Room team, will start sounding signals too late, and will occasionally even forget to switch on navigation lights. Fog can be of both the convection and mental varieties.

On a related topic, in fog or fair weather, junior officers seem loath to try to put themselves in the other guy's shoes. Often, asking yourself how your movements will be viewed by the other ship will guide you to safe and prudent action. Think about what he is seeing and how this could be interpreted. Take early and readily discernible action to remove all doubt, and life will be better for everyone. Often, a bold alteration of course, one that would at night show him your other running light, is the most reliable course of action. Once he knows that you see him, that you have assessed the Rule of the Road situation in a certain way, and are taking action based on that assessment, all confusion will have been removed. Not knowing what the other guy will do is the worst situation of all, especially when you are the stand-on vessel and must wait for him to act until that horrible moment where, judging him to be asleep at the switch, you can, then must, act on your own to avert collision. This is why some COs think of the arc from right ahead to broad on the port beam as the "quadrant of death". That is the major area where you must wait for the other guy to do something. It is much easier when we are the burdened vessel.

BOATS

The twenty-seven foot whaler was invented by the devil. As a sea boat, it was (let us be kind) an extreme challenge. The workboats that we used to carry were even less user-friendly, and often remained in their chocks almost permanently. In this day of RHIBs and zodiacs, boat work is easier, faster and safer. Still, the effective control of those boats has become a lost art. Try anchoring with a group of ships, especially foreign ships as might occur with what used to be the Standing NATO Naval Force Atlantic (now renamed the Standing NATO Maritime Group One). When a boat routine is required, it will take days of agony to get everyone on the same page. Officers of the Watch and Officers of the Day have forgotten how this is done, and how important it is. Brow staffs that may once have read about boat hails, dismiss "boat ahoy" as something out of Hornblower. Boats come alongside without being called in. The loading of the liberty boat becomes a stampede of the anxious, poorly regulated by the frustrated. The XO will have to take a very active and intimate interest in getting the boat routine running efficiently and safely.

Proper ceremonial procedures with respect to boats are particularly misunderstood, despite the fact that they are clearly articulated in the Manual of Ceremonial. Boat coxswains should salute officers and guests who enter, depart or cross their boats. Rules for saluting from and between boats, as a senior officer's boat passes or at "sunset" for example, must be reinforced. The crew of the boat, and its passengers, also have to know what to do. This briefing is the coxswain's responsibility. Beware the wearing of ensigns in foreign waters. While not a ceremonial issue, the proper display of navigation lights is vital.

Most of all, you need somebody **on the quarterdeck** who is both knowledgeable and in charge. Regardless of the rank of those in the boats, no boat should ever come alongside or leave the ship without the permission of the OOW/OOD.

Another age-old and logical rule is that it is the coxswain of the boat who is in charge. His direction must be followed regardless of the rank of the passengers. Safety and proper operation depend on it. It has often been observed that it is the highest ranking officers who are most careful to respect this simple direction.

While on the topic of boats, naval etiquette needs reinforcement. People really should enter the boat in reverse order of rank with the senior going last. Notwithstanding this, the best seat should be reserved for the senior officer. That person should also exit first. Careful attention to simple rules like these show us to be professionals. Boat hails were developed precisely so that embarrassing surprises at the head of the ladder could be avoided. Use them.

This might be a good place to review the arrival and departure of senior officers in a more general sense, since the proper procedure stems from boat etiquette. We have seen that a senior enters the boat last, and exits first. Think of **entering** the boat as **leaving** the ship, and the rules of the quarterdeck become clear. When a senior officer arrives on the jetty with an entourage, it is correct that they stand aside as the senior officer crosses the brow and is received with the proper ceremonial. They salute as he is piped aboard. When leaving, the reverse procedure should be followed, but it rarely is. It is correct that the senior officer linger to thank the CO for his hospitality. The staff or other hangers-on should take that opportunity to get out of Dodge. They should cross the brow, and wait on the jetty clear of the brow. The senior officer should, properly, depart last. Regrettably, this rule seems to be more honoured in the breech than the observance, so it is best to watch the development of the situation closely and act accordingly. To avoid embarrassment or confusion, it is a good idea to seek out the senior's wishes in advance, or if nothing else, take charge and shoe the staff officers ashore thus making it clear that they should be invisible on the quarterdeck when the senior officer departs.

CARS (SINCE WE HAVE JUST DONE BOATS)

Only the navy could be confused by the simple activity of getting a senior officer into a car. The same rules apply as for boats above. The Flag Lieutenant or ADC is easy, since he will be the last one in. He or she has to close the door, then hop into the front seat beside the driver. Confusion only really arises if someone else is traveling in the back with the senior officer. That person should get into the car first, on the left rear, leaving the principal to get in last, always on the right rear. You don't stand around waiting for the senior officer to get in the car. Honest!

REPLENISHMENT AT SEA (RAS)

The Canadian Navy is exceptionally good at doing replenishments at sea. This, clearly, is a direct result of our determination to practise this whenever possible when ships are in company. Every transit program includes a top-up or dry RAS at least every two days. RAS approaches are a constant feature. While sometimes a challenge for special sea dutymen, these incessant drills pay tremendous dividends when the evolution must be

done for real. This is especially true in difficult circumstances. Actions honed in fine weather become automatic on those horrid nights when neither man nor beast should be out. In the areas where our navy operates most often, we have lots of those nights. The dividend of our constant attention to practising this evolution is most evident during that embarrassed wait as ships of some other nations creep slowly alongside the tanker, fearful of disaster. Meanwhile, we dash in, confidently and professionally, and are often finished and away before the ship on the tanker's other side has started pumping.

STUPID TIME

Even though we are good at conducting a RAS, there is an inherent danger that is ever present in this, indeed most, evolutions. Some call it "stupid" time, others "goofy" time. Whatever term is employed, the concept is the same. During a long RAS, you reach that point where station keeping has settled down, the refueling is going well, the signalmen have exchanged all the semaphore jokes they can stand, and everyone is waiting for the "stop pumping" signal that is expected at any second. At this point, inexplicably, collectively, everyone will lose his or her mind. People get lazy, they start to think of the next serial or of lunch, they lose focus on the job in front of them, and their sense of relative motion decays. Some COs actually announce the arrival of stupid time, and thus spur the team to renewed vigilance. This is the point in any evolution when you should pay maximum attention.

While any longish RAS will provide a textbook example of stupid time, it occurs very frequently when attention wanders because actions have become routine. In a strange but too true corollary, stupid time often strikes when the greatest collection of "experts" is at the scene. When the Sea Training Staff are present, people start to assume that the other guy is the one keeping a weather eye on safety issues. Some of our most embarrassing moments (remember Pete's Tent and Awning in Victoria?) happen when jurisdiction and responsibility are clouded by the presence of outsiders. A wise CO will remember that it is he, and he alone, all the time, without exception, that is totally responsible for safety in his ship. No Sea Trainer will ever fault him for this.

FOREIGN AFFAIRS

The title of this section refers to the government department, not to casual liaisons abroad. This is the other arm of government with which we have probably the most contact. This is certainly true when deployed. While the department has been called "a hot bed of cold feet", it is composed of very professional and enthusiastic people who can make our jobs in foreign countries much easier. More will be said of this elsewhere in this publication. But first, a sobering story.

It's 1800 in the South China Sea, running a deep swell. XO has just started dinner in the AOR when he is called to the bridge. Lookout spotted a wooden boat, apparently drifting, with many people on deck. CO sends XO out in the small Zodiac to investigate. Hard to determine their status; many wave to the Zodiac and seem happy, but some just lie on deck, unmoving. CO moves AOR closer, decides to bring wooden boat alongside using

whaler to tow. Too rough for accommodation ladder, so scramble nets are rigged. As boat nears, it becomes apparent that its human cargo is in trouble. Crew now aware of what is happening and turn out to assist. Some of the boat's passengers can make the vertical climb on their own, then virtually collapse on deck; crew members take the initiative to climb down and bring up the weaker ones piggy-back – difficult climb. Decision is made to scuttle the boat rather than leave a drifting derelict.

Both helos are ashore in the Philippines; hangar is quickly rigged as hospital facility. Chief Steward is carrying weak, emaciated man down ladder from hangar to use washroom when the man dies in his arms. The next morning we bury him at sea, his daughter wailing all the while (the mother had passed away a few days earlier). Later that day, another man succumbed, and the next morning we buried him. Helos arrive with US military medical staff to assist ours. Two days later we disembark remainder of survivors in Manila. Some now live in Canada. Who were they? Originally they were 105 Vietnamese economic migrants bound for a better life in Malaysia. We rescued 90 after some 10 days at sea; other ships had passed but ignored them. We landed 88.

You don't learn or train to deal specifically with this situation at any school. Yet, the great training we do receive, and the initiative we tend to foster and encourage, make all the difference. And so, oddly, we are prepared without ever having thought about it. Who ever imagined that they would bury a body at sea in peacetime? A great credit goes to the exceptional initiative of the crew, who stepped up, mostly unasked, with great caring and compassion.

This emotional story well illustrates one critical area where the Department of Foreign Affairs and International Trade (DFAIT) will never provide what all naval officers want. Whenever ships deploy to waters where it is possible that sea-borne refugees will be encountered, advance guidance is requested from DFAIT as to how this situation should be handled. This has happened on numerous occasions, and the result is almost invariably the same. DFAIT will not commit itself in advance to a plan of action. This state of affairs may well have been created, or at least reinforced, by events surrounding the tragic saga described above. For that deployment, the squadron commander, correctly, pestered Ottawa until a reluctant DFAIT negotiated loose contingency arrangements with at least three foreign countries. Unfortunately, politics caused all of these agreements to collapse within days of the squadron's departure from Canada. By the time the ships were in the area where boat people might reasonably be encountered, they were no further ahead than if they had made no preliminary arrangements. Indeed, it could be argued that they were further behind.

Whatever the history, the point is that DFAIT will pursue advance agreements for refugees in only the rarest of cases. This is an uncertainty that ships and COs will have to live with. Still, a wise man would prepare himself by having contact details close at hand, and by studying the adventures of previous ships. Reviewing the sad tale of the USS DUBUKE would be a good starting point. The XO was sent by boat to examine, from a safe distance, a boatload of refugees. He reported to his CO that all seemed under control. No obvious distress was visible, water and food were seemingly available, so

directions to the nearest land were communicated, and the warship steamed on. A short time later, extremely bad weather blew up and many of the boat people were lost. The CO of the DUBUKE faced a court martial, and all mariners have been much more careful since with their determination of the seaworthiness of refugee boats and the condition of their occupants. Today, when in doubt, we tend to err on the side of caution.

While on the topic of refugees, another possibility must be carefully considered, and planned for. This is the interim turnover of refugees to other competent authority. This issue has arisen in several places, but most often in the Caribbean and usually with respect to Haiti. The poorest country in the hemisphere, almost always torn by civil strife and political chaos, Haiti's most desperate people have been trying to flee by sea for decades. The lure of a better life in Florida, so near and yet so far, is irresistible. While this exodus is cyclical, it shows no sign of ending completely any time soon. The turnover of these unfortunates to the US Coast Guard has been, and continues to be, a hot button issue. This is partly because of that agency's policy of returning most of the refugees to Haiti, and surrendering them to local authorities. Again, from a purely naval point of view, DFAIT has been less than helpful. Beyond very general direction, the policy has usually been to decide cases as they arise rather than take a firm position in advance. This will be little consolation to the ship that might have to keep large numbers of sick people aboard until they can be landed or a turnover agreement reached.

If the ship involved in the story that opens this section were to be canvassed, the first thing reported might well be the caring relationships that developed between rescuer and rescuee. The next thing that would be highlighted would be the extreme difficulties of caring for these sorts of people aboard a warship. With already-crowded conditions and a lack of resources to succor the unfortunate, the problems of dealing with the chronically weak and diseased are legion. The moment the refugees arrive on board they become the ship's problem, while bureaucrats in comfortable offices thousands of miles away debate the niceties of a way forward. Those seeking a diplomatic solution will be dining well in four-star hotels; those dealing with the immediate crisis will have several hundred desperate people trying to survive in their hangar.

On foreign deployments, it is always a good idea to establish a co-operative and friendly relationship with the Canadian diplomatic representatives in country. Do this well before sailing, by formal letter drafted in conjunction with HQ staff, and continuously during the deployment. Canada's diplomatic representatives can be of immeasurable assistance in everything from finalizing the guest list for a reception, to arranging calls, to smoothing the passage through customs of stores items. The Canadian Ambassador or High Commissioner (in Commonwealth countries) is in a unique position to understand both the cultural requirements of the host country and the topical issues that can lead to incendiary situations if improperly handled. A briefing by the Ambassador's staff very soon after arrival is always a good idea. Better yet, try to arrange that someone from the embassy join the ship by boat or helicopter before arrival alongside if that is possible. Local dos and don'ts can be covered, as well as safe topics for cocktail party chitchat. Often, these diplomats will accompany you on calls. The advice of the embassy is

disregarded at your peril. Be sure to review the ceremonial requirements for receiving diplomatic representatives.

Remember that culturally as well as legally, a warship is a part of Canada. The embassy staff will be keen to meet your ship's company and share stories of "home". They are expatriates and you are a piece of Canadian ground. They will not, however, know very much at all about ships and operations. Their professional knowledge, married to yours, will ensure the best results; together, you can be a very effective team.

Remember too that your presence can often do much to advance the embassy's agenda. They will use you, just like you use them. A ship's visit will raise Canada's profile, and provide that slightly different and intriguing venue for what is, fundamentally, just another in an endless series of diplomatic cocktail parties. Occasionally, you can even facilitate access that might otherwise be nearly impossible. Some years ago, for example, just the visit of a Canadian Admiral got the Canadian Ambassador in to see the head of the Indonesian Armed Forces, ABRI. She had been trying to arrange such a meeting for two years without success.

Oh yes, there is a corollary to the above. Because you are a piece of Canada, you, and every member of your ship's company, become ambassadors whether you want to be or not. You all wear some sort of Canada flash on your uniform, and that distinctive red maple leaf flag of yours is one of the five most recognized national symbols in the world. Disreputable action will never escape notice, or often, publicity; sadly, that repair job to the local orphanage that your team undertook on their day off often will. Hey, that is life!

Diplomatic representation abroad covers the full spectrum from the sublime to the ridiculous. The embassy in Paris will be capable of far more than the High Commission in Bandar Seri Begawan. Adjust your expectations, and requests, accordingly.

By the way, if you are confused about the name of this government department, don't be. It was indeed once the Department of Foreign Affairs. In truly biblical fashion, that begat DFAIT to recognize the vital role of international trade. That begat Foreign Affairs Canada to recognize the pre-eminence of the diplomatic functions. Just recently, we have reverted to DFAIT once again. No one dares guess why. So, if there are mistakes in this book, it is probably because the name was altered during production. Think of what it costs to keep changing the letterhead.

OTHER GOVERNMENT DEPARTMENTS

Generally, we in the Canadian Navy also have very close ties with the RCMP, Fisheries and Oceans Canada and the Coast Guard. Given present security challenges, these contacts have become closer and more frequent in recent years. Our involvement spans issues such as drug seizures, illegal immigration interdiction, fisheries regulations enforcement, counter terrorism, and search and rescue. These organizations are all very professional. Their expertise in their areas of responsibility must be respected, and jurisdictional issues must be scrupulously delineated and observed. Where, for example,

law enforcement is concerned, there can be no room for error. Procedures and responsibilities should be worked out and agreed well in advance. Remember that it might be a boat's coxswain who ends up on the front line. It is no good for the CO to understand the niceties of jurisdiction, if the man at the coalface does not.

Representatives of other government departments should always be treated with the utmost respect and courtesy. Sometimes, they will ride with you. Understand their rank structure, and ensure that they receive accommodations and messing arrangements commensurate with their rank to the maximum extent that resources allow. Almost invariably, they will be unfamiliar with shipboard life, so they will need guidance as well as tolerance. This topic requires the personal and constant attention of the CO, XO and Coxswain.

Some years ago, a Canadian warship was steaming towards the Dardelles en route to Istanbul. First thing in the morning, the CO arrived on the bridge to declare it another great navy day. After scanning the horizon and carefully consulting the chart, he moved towards the Bosn's Mate and asked for the microphone for the ship's broadcast. "No Sir, please, not again" the lad blurted out. "The mic please" the CO replied. "But the Coxn told me not to let you do this so often" pleaded the AB. Holding out his hand, the CO eventually said, simply, "Now". After the statutory "Do you hear there, Captain speaking" the CO launched into one of his favourite activities. Known for a slightly eccentric streak, he loved to pass on what the ship's company derogatorily termed useless, historical details. The CO explained that the ruins of the Troy of Helen, Paris and Achillies was broad on the starboard beam, while the Gallipoli Monument to brave ANZAC troops was fine on the port bow. The port lookout, he continued, was technically in Europe; the starboard, in Asia; the intercontinental OOW, running back and forth between them, confused. As the CO informed everyone that the ship was approaching the spot where Leander and Lord Byron swam the Hellespont, he exhorted the ship's company to come on deck and drink in the history of it all. One by one, they appeared. They glanced around, declared that there was nothing but land and water, just like all the other times, and disappeared below again to resume their breakfasts.

CHAPTER 4 - NAVAL TERMINOLOGY

INTRODUCTION

Many a command board candidate has stood himself into danger with his first answer as he told the members of the board that he would "hoist" his anchor and proceed. He might not fail for using the wrong words, but certainly the impression created would be one of a lack of diligence and professionalism. Since first impressions can be made but once, he would have to work desperately hard to dispel that damning assessment.

Most professions have a distinctive vocabulary. Indeed, this requirement is often part of the definition of the word "profession". At a convention of computer nerds, a novice would be quickly overwhelmed by wi-fi, or blue ray or spybot; with economists, it might be current account balances or trade-weighted exchange rates. Our naval terms tend to be older and more colourful, but again, they are something that - deliberately - set us apart. Their proper and consistent use is a necessary, but not sufficient, condition for calling oneself a sailor.

We serve in a profession that has given the broader world a rich heritage of expressions. Some relate directly to the activities of sailing ships. These include: "between the devil and the deep blue sea", "chock-a-block", "to be on an even keel", "fly by night", "to like the cut of one's jib", "three sheets to the wind", "by guess and by God", "taken aback", "to tide over", "to wipe the slate clean", "hard to fathom", "to show someone the ropes", "to be at loggerheads", "to be aloof (a'luff)","to flog a dead horse", and "there will be the devil to pay". Others such as "turn a blind eye", "take a long shot" or "to show one's true colours" reflect naval warfare. More general expressions such as "to lose the bubble", "to toe the line", "to the bitter end", "born with a silver spoon in her mouth", "living high off the hog", "to be above board", "son of a gun", "to make one's number", "jack of all trades", "can't make head nor tail of it" and "the cat is out of the bag" have enriched the English language. Many derive from corrupted foreign words that British sailors took as their own such a "makee learnee", "punkah-louvre" or "jury-rig". While these expressions have crossed the dividing line to civilian use, most of our unique naval terminology has continued only in shipboard settings.

Many publications have dissected and catalogued these expressions in exquisite detail. Notable among these is Jack Speak, The Pusser's Rum Guide to Royal Navy Slanguage. The majority of these terms resolve themselves into three categories. Many are pure Royal Navy, and so British that they are never used here in Canada. Many are so obvious that even the newest trainee is quickly aware of them. That leaves some terms that are either very important, or that are consistently misused, or that are just too much fun to omit from the list. These few terms are the ones that will be reviewed below.

SOME MARITIME EXPRESSIONS

Aboard: This simply means in or on board a ship. It is included in this list only to introduce the observation that the author has never found a reference allowing "on board" to be spelled as one word.

Adrift: When one is late for something, or not where he is supposed to be, he is adrift. Occasionally, it can have its more proper meaning of "not secure".

Avast: This very salty command means to stop immediately. It can be used interchangeably with "belay". It is from the Italian *basta* meaning enough.

Aye, Aye: This is the only correct acknowledgement from a junior to a senior. "Very good" is used by a senior in reply to a formal report by an NCM or junior officer. This is also the reply to a boat hail when an officer is on board.

Banyan: In former times, this was a party for the ship's company held off the ship on a foreign beach. Today, more likely to held on the "steel beach" (flight deck), it is a cookout for the whole ship on the quarterdeck. Departments take turns organizing the event, and officers and C&POs often do the cooking to give the ship's cooks a break. Entertainment is sometimes included. Certainly, it is a brief respite from routine where the ranks can mix.

Barrack Stanchion: Some folks might want to be this, but they don't want to be called it. It is a decidedly derogatory term for someone who enjoys shore jobs while his mates keep going to sea.

Below: In ships, we never go "downstairs", we go below. This can also be a warning shout or "heads up" to attract the attention of those below that a load is coming down.

Bent: This means broken or non-functioning. "The radar was bent because of a lack of spares".

Big eats: This is a special meal. It is the same as "fancy dins".

Bin: This means to throw something away or get rid of it. It can be both a transitive or intransitive verb. "We had to bin the idea of a regatta when half the MOG had to deploy on short notice".

Bloggins: Every navy needs an "everyman". In the Canadian Navy and the RN, this unfortunate is Bloggins - of any rank. "What will Able Seaman Bloggins think?" could seek information on the likely response of the entire ship's company, or at least of the enlisted ranks. In the USN, this aggregation of sailor takes two possible forms – Shmotz or Scmuckatelli. Neither name is ever spelled the same way twice. The RAF uses "Bloggs", and if the poor lad is not too bright, he could become a "Kelvin" (close to absolute zero).

Boat: This is a more difficult term to define as time passes. Generally, these are small vessels serving larger ones. A ship is known by her boats. Traditionally, a submarine is also described as a boat, certainly in the Canadian Navy. South of the border, TRIDENT-class submarines are so large that they merit the name "ship".

Bog standard: Description of an item that is unadorned by frills or subsequent modification. "They were issued the bog standard kit rather than the new material that had just been purchased."

Bravo Zulu: Derived from single flag meanings, this expression is today most often used in speech and means "well done".

Bristol fashion: This is a strange expression since while it has direct, logical meaning in the UK, we have never developed a Canadian equivalent. Ships sailing out of Bristol were once renowned for being particularly neat, tidy and well-handled. Today, anything particularly smart and seamanlike would be said to be "all shipshape and Bristol fashion".

Bumph: Information in general, or a more specific reference to the constant stream of paperwork coming from headquarters. "Is this good bumph, or just another rumour?"

CDF: Let us say that this means Common Dog … Factor. Usually, and politely, abbreviated simply "common dog", it means common sense.

Circular file: This is a wastepaper basket or "gash bucket". The first term clearly demonstrates what the average sailor thinks of official paperwork. While "gash" can be refuse, it can also refer more generally to anything that is surplus to requirements.

Closed up: If a flag is at the very top of its halyard, it is said to be "closed up" or "close up". This also means to be mustered or put to work. "Special Sea Dutymen were closed up for the transit of the narrows."

Dhobey: Like many RN terms, this one hails from India. It is both a noun and a verb indicating laundry. "I must do a dhobey this weekend." Spellings vary.

Dog robbers: This term means civilian clothes worn ashore for casual or relaxed occasions. It usually means, for gentlemen, a sports jacket and tie. No one really wants to investigate the origin of the term.

Do you hear there: This is how we attract attention to an important or non-routine "pipe" over the ship's broadcast system. The USN uses "now hear this".

Drip: Like many naval terms, this can be used as many parts of speech. As a noun, it signifies a complaint; as a verb, you could "drip all over someone" if you think you are hard done by.

Drumming Out: Soldiers convicted of serious crimes were "drummed out" of their regiments. A particular cadence was played on the drum as they exited in disgrace. The RN picked this up to attract the attention of sailors to the effects of misbehavior. It was used for about one hundred years from the latter half of the 18th century. As sailors were dismissed from the service for crimes on board ships, the cadence was played. It was also used to announce the arrival alongside of the boat bearing an unfortunate being "flogged around the fleet". This gruesome punishment is fully described in the chapter on naval traditions.

Duff: In the RN, this means pudding; in Canada, it refers to all desserts or sweets. It can also mean broken, as in "This radio is duff".

Evolution: This has nothing to do with Charles Darwin. In a naval sense, it refers to any seamanship task that requires special effort or co-ordination. A RAS or towing is an evolution.

Eyes of the ship: This means the forward-most part of the vessel. In fog, we might put a lookout in the eyes of the ship to increase the chances of sighting a danger. The description is ancient. Greek biremes had large eyes painted on either side of the bows to help the vessel "see" where it was going.

Fair wind: An agreeable state of affairs. You would wish a colleague a "fair wind (and a following sea)".

Fast Black: This is a staff car, or any official government car. Once, these were invariably black. "The Flag Lieutenant had the fast black outside the HQ in good time for the Admiral's departure."

Fish-head: The Army and Air Force call naval types "fish-heads". We call them "pongos" and "pigeons". The term "crab fats" is reserved for naval air personnel.

Flannel: This means verbal elaboration or "padding" that adds nothing to the meaning. It can also mean elaborate storytelling.

Flotsam and Jetsam: The difference between these two categories of material on the surface of the sea is the way in which they get there. The former is any part of the wreckage of a ship or her cargo found floating on the sea. It could be accidentally lost overboard, or could float up from a wreck. Jetsam refers to equipment or cargo that is deliberately jettisoned overboard.

Fore-and-aft-rig: Originally, this defined one pattern of rigging of sailing ships. While the larger ones were square-rigged, the smaller, faster vessels carried fore-and-aft sails allowing them to sail closer to the wind. The term also refers to sailors' uniforms. In the RN today, the junior ratings still wear square-rig uniforms with round hats. In peaked caps, all Canadian Navy NCMs are fore-and-aft-rigged today.

Fringe benefits: In the days of smooth bore cannon, the maximum range achievable was about three nautical miles. For this reason, that distance was chosen as the national sea boundary of states, and marked the maximum area that they could reasonably be expected to defend. Outside of national boundaries, certain special rules applied for the enjoyment of tobacco and spirits. These were compensation for the harsh life at sea. Because they applied only beyond the edge of sovereignty, they were called "fringe benefits".

Gangway: This term can refer to the brow, or it can be used as a warning or direction to clear a path as in "make a gangway". One rule in the navy, always observed, is that a man with a load has the "right of way" regardless of rank.

Gannet: A sailor who eats a lot and eats often.

Gen: Information. If you know the facts, you are in possession of good gen. Obviously, duff gen is flawed.

Go around the buoy: This can mean to repeat something such as a training course, but more generally, it refers to experience. "That old salt has been around the buoy more than a few times." Remember that in Canada, we pronounce "buoy" as if it were spelled "boy". We do not use the American form "booee".

Half a dog watch: At two hours in length, the "dogs" are the shortest watches of the day. "Half a dog watch" is thus a very short period of time.

Handsomely: When working a line as in hoisting a boat, this means to heave slowly and carefully. To go more quickly, the term "roundly" is used.

Hoist in: In addition to the obvious physical action, this can mean to understand. "He had trouble hoisting in even the simplest instructions".

Holiday: This is an inappropriate hole or gap, as in: "When manning the side for cheer ship, there must be no unnatural holidays in the ranks".

Imprest: Some individuals given personal responsibility for accounting for an amount of cash are said to hold an "imprest". This refers to the "prest" money paid to those who volunteered for naval service rather than becoming pressed men.

Irish Pennant: The Royal Navy had a truly imperious habit of naming bad things for their enemies and those that they did not like. "Dutch Courage" (gin) was not a description developed out of respect. Similarly, loose ends of rope or line sculling about in a warship detract from its smart appearance and reflect a slovenly crew. These telltale indicators of neglect or inattention, called Irish pennants, can attract the notice of a senior officer from great distances.

Jolly Jack Tar (or just Jolly Jack): This is a term used originally to describe topmen in the Royal Navy – those who worked aloft. Eventually, it came to mean any British

sailor, and then any sailor at all. While some believe that the name derived from the tar on a sailor's pigtail, it appears instead to refer the tarred canvas clothing (or tarpaulins) that men working the sails wore for protection from the harsh weather.

Killick: We still use this term to refer to a Leading Seaman even though the distinguishing shoulder badge with a "killick" anchor on it is long gone. "He should get his killicks next year". For the same reason, he could be called a "hooky".

Knot: A knot is a unit for the measurement of speed; a nautical mile (approximately 2,000 yards), a measure of distance. Thus, saying "knots per hour" is patently wrong. The knot gets its name from the way in which it used to be measured in sailing ships. A small piece of wood that would provide resistance as it was pulled through the water, was cast over the stern connected to a line with a series of knots at regular intervals. Speed was calculated by the number of knots to go out over the transom in a given time. A thirty-second sand glass was used to measure the time.

Lay-apart stores: This is a location, often ashore, where unused or extra items are kept.

Line handling: This process requires precise terminology to ensure a smart and, above all, a safe evolution. Know the terms that describe the basic activities - "heave in (by hand or under power), hold and check away". The line might also have to be "snubbed." How these actions are carried out is controlled by the orders "handsomely, roundly and avast".

Lower deck: This centuries-old term is still used as a collective noun for all Non-commissioned members (NCMs). "He was a lower decker all his life even though he could have been commissioned as a CFR (Commissioned from the Ranks)".

Manking: Tellingly, this is another of the many words for complaining, this time in a repetitive and whining manner.

Marry or Marry-up: To bring two lines, or indeed almost anything, together. "The ship sailed before she could marry-up with the sea container of stores shipped from Canada".

Mayday: Did you ever wonder how such a word came to be the international spoken distress signal? It comes from the French *m'aidez* (help me).

NATO standard: Coffee with both milk and sugar.

Nutty bars: These are chocolate bars. When tasked to do a canteen muster, we still talk about counting nutty bars and fizzy pop.

Over, Out: In a radio transmission, where only one of the parties can talk at a time, "over" is used to pass "the talking stick" to the other guy. Every transmission should end with "over" until the conversation has exhausted its usefulness. If there is a senior, he terminates the exchange with the word "out". If there is no senior, the one smart enough

to know that there is nothing else useful to say can use the "out". So, despite what you heard in every Hollywood movie ever made, the phrase "over and out" is inherently contradictory, illogical and amateur.

Panama Plate: This is a flat steel plate bolted across the lugs of an open fairlead to prevent a line from jumping out. It was designed specifically for situations where a ship moves a significant distance vertically - the sort of situation one might encounter moving through filling and emptying locks like the three massive sets in the Panama Canal. A DECKO or XO should be prepared to sign a waiver though in case there is damage. The Panama Canal, believe it or not, is the one place in the world where these plates are not allowed.

Part ship or part of ship: This expression can literally mean a location on the ship as in "what is your part ship station for leaving harbour?" It can also denote as area of personal responsibility. Hence "Get LS Jones to do that; it is not my part ship".

Pear-shaped: Something becomes "pear-shaped" if it goes horribly wrong. "Once the weather deteriorated, the whole rescue plan went pear-shaped".

Pelorus: This is a circular ring fitted to the rim of a gyro-compass repeater to facilitate the taking of bearings. Fascinatingly, it is named after a Greek pilot who assisted the Carthaginians. He helped Hannibal get his army, war elephants included, from Africa to the European mainland.

Pierhead jump: A last-minute posting or appointment.

Posting: Officers receive appointments, not postings.

Pour Encourager les Autres: Many do not know that this famous Voltaire line from *Candide* has a naval origin. Admiral John Byng was court-martialled in 1756 for failing to do his utmost to save Minorca from a French invasion. Sentenced to death because the RN needed a scapegoat to assume blame for the defeat, and to ensure that others did not forget their duty, he was shot on the deck of HMS MONARCH in March of 1756.

Pregnant: An officer who has been in the zone for promotion for a long time without success is said to be "pregnant".

Pusser: This term refers to the navy as a whole, and everything naval. Something that is of official origin would be "pusser issue" or a ship would be painted "pusser gray". Also, someone who is fastidious and correct in the observation of regulations could be described as "pusser". The origin of this adjective is a corruption of "purser", the official who was in charge of the pay and provisioning of a warship. The origin is thus buried deep in the world of supply and logistics, and given the dubious reputation of the average purser in the RN, there can be negative connotations. These individuals received small salaries, and made the rest of their pay through commissions. In fact, they were allowed to acquire stores at 16 ounces to the pound, and provide to their ships at the rate of 14 to

the pound. The handsome 12.5 % profit made many rich. They further augmented their remuneration by selling clothing to the sailors. The term "slops" once referred just to the breeches sailors wore, but the term came to mean any items of kit that became part of the unofficial uniform. The "pusser" sold these clothing items from a slop chest. Today, we still refer to outlets of the official stores system as "pusser slops".

Rabbit: Something that has been procured in a questionable or non-regulation manner is a "rabbit". "We were able to get several rabbits out of the dockyard mateys in exchange for the new ball caps".

RHIP: Short for "Rank Hath Its Privileges". This can explain why something has been done a certain way to make things easier or more comfortable for a senior officer.

Roger: This means that a transmission has been received and understood. That is all it means. It does not mean "yes". For that, we say "affirmative".

RPC: An abbreviation for "Request the pleasure of your company".

Sabre Rattling: In the 17th and 18th centuries, regiments of cavalry always wore extremely dashing uniforms. When on foot, in order to attract attention to themselves, troopers and officers alike let their spurs jangle and their steel-shod scabbards rattle over the cobblestones. The swaggering, bullying attitude thus demonstrated forms the basis of the present-day expression.

Scrub (a)round: To find another way to do something. "We had to scrub round the lack of a proper bar-be-que for the banyan by using old fuel barrels cut in two".

Scuttlebutt: When a butt or fresh-water cask was opened or scuttled, it became a meeting point, the equivalent of the modern water cooler. There, sailors exchanged rumours or buzzes, so the term came to refer to all ship-board gossip.

Scran: Food is called "scan". It means the same as "growlies".
Secure: Shoe laces are tied up; HMC ships are secured - alongside or to a buoy. In naval dockyards they are secured, usually, to jetties. These can be solid or on pilings. In a civilian harbour, a ship might find herself alongside a solid structure such as a wharf or quay (pronounced "key"), or a pier that is usually open underneath. A dock (except on placid lakes for ten-foot boats) is an open basin of water between the wharves. Hence the specific need to say "dry dock". "Secure" can also mean to put gear away properly, or the act of ceasing work for the day or at the end of an evolution. There is a famous joke about how the three armed services interpret the word "secure". It is never told the same way twice. Suffice to say that if directed to secure a building, the Army would dig slit trenches and fire pits to co-ordinate arcs of fire, the Air Force would negotiate and sign a long-term lease for the building's use, and the Navy would turn off the lights and lock the door.

Seven Seas: We have all heard this expression, but if asked to list the seven seas, most of us would fail. Correctly, the expression refers to the seven great oceans: Arctic, Antarctic, North Atlantic, South Atlantic, North Pacific, South Pacific and Indian. In common usage, however, what is usually meant is all the oceans and seas together.

Show a leg: Today this is a direction to get out of the rack. It dates from that period when women were occasionally allowed to remain overnight in sailing ships in harbour. They could remain abed longer than the sailors in the morning if they could show a (hairless) leg to prove gender.

Skate: Anybody who is lazy and not ready to accept his share of the work is known as a skate.

Slop chit: If something is on your slop chit, it is part of your responsibilities. "The cleaning of those flats is on the Combat Department's slop chit, so talk to them".

Tiddley: This can mean clean, sharp or orderly. "He got into some tiddley duds to go into town".

Two – six, heave: This is truly one of the strangest expressions we use. Originally, the numbers referred to the designation of positions on a gun's crew who would heave the piece back into position after the recoil. We use this countdown to action today instead of "one, two, three heave". If you don't learn this one, you will be waiting for the third beat when your mates are heaving away after two.

Turn out: This can mean the opposite of "turn in", as in: "The duty watch was turned out at midnight to berth the other ship". As a noun, it also describes appearance, or the standard of dress. "His turn out at Divisions was an embarrassment". As well, as boat has to be "turned out" from its secured position before it can be lowered or launched.

VMT: An abbreviation for "very many thanks".

Warming the Bell: At one time, the length of a watch was measured by a half-hour glass. It was possible to gently heat the bowl (or bell) of the glass to make the neck expand slightly. To do this, Midshipmen would cradle the glass in their hands, or put it under their coats. This would cause the sand to run through faster, thus shortening the watch. Today, the expression refers to any early preparation for an action. You could "warm the bell" on a wheel over by deliberately starting the turn early with a small amount of initial helm.

Wash-up: This is done to dishes in the civilian world, but for us it means the analysis or post-mortem at the end of an exercise. A "hot wash-up" is one done immediately after the event.

Watch and Quarter Bill: This list of all the officers and sailors in a ship shows in detail where each is assigned for various evolutions. The most important of these is action stations. This is where is expression "beat to quarters" came from.

Weigh: The correct terms used to describe the process of anchoring are important, but often misunderstood. An anchor is "let go". More cable is "veered", and eventually the ship will "have her cable". Remember that it is more the cable stretched along the bottom, than the imbedded anchor itself, which holds the ship. To reverse the process, the cable is "shortened in", and finally, the anchor is "weighed". Critical steps in the process require reports that the anchor is (in order) "away, in sight, clear/foul, clear of the water, a-cockbill, and home". Reporting the scope of the cable also requires precise terms. The cable can be "up and down", or at "long, medium or short stay" in an indicated direction based on the face of a clock or naval descriptors. Hence, "medium stay, two o'clock" or "short stay, aft". It is not only the officer in the chains who must master these terms; we all must.

Weighed off: This means that you have completely mastered, or fully understood, something. "After one week in the trainer, we had blind pilotage pretty much weighed off". It call also mean to be disciplined, as in "The XO will weigh those two off at defaulters".

Weather eye: It was necessary to watch, and as far as possible anticipate, any changes to the weather so that sail could be taken in or set as required. It is a wise man that "keeps a weather eye peeled" for any change or deterioration in a situation.

WMP: This abbreviation means "with much pleasure". It is often used in reply to "RPC". The opposite is "MRU" – much (many) regret(s) unable.

CHAPTER 5 - WHAT IT MEANS TO BE AN OFFICER

INTRODUCTION

True leaders
Are hardly known to their followers.
Next after them are the leaders
the people know and admire;
after them, those they fear;
after them, those they despise

From the Tao Te Ching by Lao Tzu

It has often been opined that two qualities are essential in a successful officer. He or she must be a capable mariner, of course, but must also be a gentleman or lady. The first can probably be achieved, eventually, given certain mental aptitudes, time and a lot of hard work. The second is far more complex. The titles of lady or gentleman seem rather quaint today when said that way, but the idea has remained remarkably unchanged across the ages. The title of "gentleman" was simply an easily-understood shorthand representing those qualities deemed indispensable in a man able and willing to make a positive contribution to society. The same was true on the female side, if in a slightly more delicate way. The terms elicit notions of justice, honour, and fortitude, but also of refinement. While these qualities were seen as benefits to the broader society, they became indispensable in the military profession. It is no accident that the term "officer and gentleman" links the two concepts inseparably together. Know too that this description is not the cunning invention of a Hollywood script writer, but instead an ancient term virtually as old as the profession of arms itself.

In other publications, the section on officership lists virtually every positive noun in the English language, and explains why the particular quality is a fundamental prerequisite for becoming a successful officer. Here, three of these attributes will be highlighted, briefly – the three specifically mentioned in an officer's commissioning scroll. These are loyalty, courage and integrity. While these three will be the focus, it is nevertheless necessary to examine some others essential qualities of the officer.

LOYALTY

There are many ways to impress senior officers; there is only one way to impress a ships' company.

Loyalty is one of the fundamental underpinnings of sea duty because it nurtures the trust on which service and sacrifice depend. Men must trust their officers, and officers their men. Trust is not an automatic accolade that is handed out with the commissioning scroll. Instead, trust must be earned. This must be done the old-fashioned way. That is, through dedication, and devotion, and consistency and plain hard work – every day. It grows and strengthens over time, and requires trials and tests along the road to hone its quality. This trust must exist on a visceral level, because ultimately, it might be tested in the most difficult of circumstances – combat. This is not a grand, academic exaggeration. Today, we have Canadian troops in combat in Afghanistan; those three Canadian ships that sailed off to the unknowns of the First Gulf War had very real expectations of being involved in a shooting war. In this day and age, this admonition about the ultimate expression of our profession is both timely and essential.

Loyalty down begets loyalty up.

We have many times said that loyalty must operate in both directions – up and down. Indeed, it is a mutual emotion that must work both ways. We must respect our seniors and ensure that we do not diminish their authority in the eyes of those we command. We owe it to our superiors to carry out their orders to the best of our ability, and to be seen by our men to support fully and faithfully both the letter and spirit of those orders. This is particularly difficult if we do not personally agree with them. Equally, we must support and defend our people. It is our duty to train them, care for them and see to their development. It means that we must speak up for them to ensure that they are treated fairly. Equally, it means that we must ensure that correction is justly applied when required, for the good of all. So, we must be considerate, caring and fair.

Some years ago, a Canadian ship was in San Diego. The ship's company was in their usual high spirits and enjoyed the attractions of that wonderful port. As the squadron departed, many of us remarked on the absence of an extremely large flag that had been flying from a local bank building. In Long Beach, the next port, the CO and XO called on the Port Captain who informed them that Canadian sailors were suspected of having stolen the flag, and that he considered this to be a serious offence. The CO directed the XO to locate the flag. The XO and COXN let the ship's company know that the only way to avoid a full-scale search of the ship and an investigation that would likely result in charges by the police was to have the flag turned in to the COXN's office which would (conveniently) be unoccupied for the next hour. The flag miraculously appeared in the office and was returned to San Diego authorities who had come to Long Beach to continue their investigation. Along with suitable apologies, an explanation was offered that the "theft" was not a malicious act, but merely a prank carried a bit too far. The police wanted the thief/thieves named but were told that the CO had not identified the culprits and had no intention of doing so. The police then guaranteed that no charges

would be laid, but requested rather strenuously that they be allowed to interview the culprits to determine how they had managed to bypass the state-of-the-art security systems and reach the roof of the bank building. With that understanding, a very proud MS Bosun came forward and provided the information necessary for embarrassed officials to fix the bank's security system.

Loyalty also refers to complete dedication to the broader cause – in this instance, the Navy and the nation. In case you didn't notice, when you joined, you transitioned from the "me" generation to the "we" generation. We must all be prepared to put our own comfort, convenience and desires aside in favour of the greater good. Let's face it, no one ever joined our navy to get rich. We spend a great deal of our time doing things that are monotonous, uncomfortable or even dangerous. We do this because these more unpleasant activities are a necessary part of the larger job. Somebody has to stand the middle watch! You have moved to that rewarding place where you will be more involved with the welfare of others, than with your own concerns.

Duty is the great business of a sea officer. All private considerations must give way to it, however painful it may be.

Admiral Nelson

This might be an appropriate point to highlight the sailor's God-given right to complain. We all do it. That is the way that it is supposed to be. The Able Seaman involved with a seamanship evolution on that black, cold, rainy night can be forgiven for wishing he were home lying in front of a warm fire while his dog was at sea instead of him. We often joke that when the sailor's stop complaining, it is time to issue the small arms to the officers. Having said all this, realize that the moans and drips of a sailor are a time-honoured and amusing part of his persona. We can all tell a serious complaint from the day-to-day, mandatory variety. Do not confuse ritual carping with serious unrest.

Officers too, complain, but they must be much more cognizant of time and place. What is fully appropriate under one set of circumstances might be extremely ill judged under others. Beware. Select your moments carefully.

COURAGE

By this we mean physical courage, of course, but we also mean much more. While physical courage is called for but rarely, moral courage is tested literally every day. We have to have the fortitude to do the right thing, even when it is not the popular thing or the thing that is most convenient to us. Difficult decisions have to be made, especially by those in positions of command, and it takes great strength of character and moral fiber to make and stand by them. And remember, there is rarely a tangible reward for doing the right thing, but there is invariably some form of censure for doing the wrong thing.

When principle is involved, be deaf to expediency.

Courage also encapsulates the ideas of self-discipline and self-control. If you are to expect and enforce the highest of standards in others, you must set the example yourself. It has been said before that your people will observe and assess everything you do. You will be constantly judged, and so that ability to restrain yourself will be critical. Moderation is the goal.

It takes courage to breed perseverance. The ability to carry on in the face of trial and adversity is necessary in our business because it is at the moment of greatest peril when we must, by definition, be most steadfast. In large measure, our excellent training will see us a good part of the way home. Instinctively, we will dredge up past lessons to guide our actions. Still, the determination to carry a task through to the end must be there.

A fanatic is someone who, having lost sight of the aim, redoubles his efforts.

Fanatics the Navy does not need. We instead rely on seasoned professionals with the skills, bravery and perseverance to see a tough job through. And just so there is no doubt, the seasoned professional referred to here could be twenty years of age. Grey hair is no guarantee of fortitude.

INTEGRITY

In many ways, this attribute should have topped the list, for on it all else is based. Without integrity, an officer is nothing. It is truly the fundamental prerequisite to successful officership. To have integrity is to be scrupulously honest – with yourself, and with others - but it means much more.

To have integrity is to have honour. Without this, no man or woman can lead, at least not for long. Intimidation and fear might serve for a time, but without elemental honesty, there can be no trust. Without trust, leadership will fail, usually at the critical moment of greatest trial. In our business, that is the one moment when failure is least acceptable. As Margaret Thatcher once famously said: “Failure is not an option”.

Here is another sobering thought. Any disgrace, any misrepresentation, any act that calls personal integrity and moral judgement into question is looked on with far more opprobrium and shame in an military officer than in virtually any other individual in society. We tend to expect it in politicians and lawyers; conduct unbecoming in a truck driver would generate few headlines. So it should be. We have been entrusted by this nation with great authority, but also, great responsibility. Where else would you find a twenty-two-year-old Sub-Lieutenant placed in charge of a billion dollar ship and two hundred lives while the CO slept? At that moment, that very junior officer is legally in command, by virtue of his position, of everyone on board except the CO and XO – regardless of rank, age or experience. While he spends much of his time recommending courses of action to the CO, in emergency situations he is empowered, indeed required, to act on his own judgement to ensure the safety of the ship and her people. That is a great responsibility to thrust onto one so young.

Of all careers, the Navy is the one which offers the most frequent opportunities to junior officers to act on their own.

Napoleon Bonaparte

Now that we have briefly examined the three principal attributes, a few other observations are in order in examining what it means to be an officer.

RESPONSIBILITY

With the authority granted by a commissioning scroll comes the burden of being held accountable. An officer must be prepared to accept, willingly, this responsibility.

On 24 May, 1941, HMS HOOD was in action against the German battleship BISMARK. At least one shell of the German ship's fifth salvo plunged down on HOOD, smashed through her thin deck armour and penetrated deep into her after magazine. HOOD, so long the very symbol of British sea power, was rocked by a huge explosion that split her in two. She sank in four minutes with the loss of 1400 of her crew. There were only three survivors. The senior among them, a midshipman who had been on board for less than a week, was court martialled for the loss of the great ship.

We must remember that in those days, a court martial was as much as means of determining the facts of a case as apportioning any blame. The midshipman was not subjected to this ordeal because he was thought to be in any way culpable, but because by virtue of his rank he was senior. The much older petty officer who survived was a witness before the court, and not a "defendant", because it is the legal burden for an officer to be held responsible. Think about this. Think about it a lot.

Boston can be a difficult port to berth in because of two rivers that flow into the main part of the harbour from different directions. Both are controlled by weirs, which could be open or closed on any given day. To get into the US Navy piers on the north side of the harbour, even on a good day, you have to put your stern in fairly close to the downtown Coast Guard jetties, in order to line up your approach to the navy jetty. If either or both of the weirs are contributing strong river currents, you must charge in at fairly high speed and "slam on the breaks". I executed this manoeuvre one day, but misjudged that critical moment for the astern movement. What had been envisioned as a calm, deliberate half-bell manoeuvre, ended up needing a lot of extra revs and very nearly a full bell. Still, we stopped just where they wanted us – as far up the berth as possible to allow room astern for a smaller vessel. It had been a bit of a near-run thing, but looking around the bridge, everyone was congratulating each other on a flashy and impressive alongside. The USN berthing party was adding its praise. I caught the XO's eyes, and realized that he and I were the only ones who knew better. I had miscalculated, and we could have had trouble. Only when we were safely alongside, did I realize how bad that trouble could have been as I saw what was just ahead of us. Behind a caisson was the dry dock, and in it was the USS CONSTITUTION. Many of the timbers from her

bottom had been removed for repair and replacement, so she was open to the sea. The consequences of us going even a little further up the berth would have been disastrous. Puncturing the caisson would have flooded that dry dock. I could imagine the headlines about "British" revenge for the War of 1812 as a Canadian Captain sank "Old Ironsides" in Boston Harbor. So, do you know what the difference is between a brilliantly-executed alongside and total disaster? About twenty-five feet!

PERSPECTIVE

It is necessary to view things in their proper proportions, and deal with them accordingly. After a few moments of sober reflection, what seems an insurmountable problem can be reduced to its constituent parts, analyzed and attacked.

On a night in December of 1941, a convoy that had formed in Bedford Basin steamed past the submarine nets of Halifax into the open Atlantic. The weather was abysmal (surprise!). In the icy sleet that was blowing almost horizontally in the strong wind, three Canadian corvettes were attempting to muster the ungainly merchantmen into some semblance of order. Ships misunderstood or ignored signals. There were near collisions, and confusion everywhere as ships lumbered about seeking their stations. On the frigid, open, sodden bridge of one of the small Navy ships, the escort commander was handed a message by the signalman. It said: "Commence hostilities against Japan!"

On the subject of perspective, here is another story that illustrates very well how people can come at an issue from completely different directions.

Shortly after the breakup of the Soviet Union, a Russian naval squadron consisting of a SLAVA-class cruiser and an UDALOY-class destroyer visited Halifax. The solely-Russian Navy was so new that there was still debate over which ensign the ships would wear. As is common in these situations, Canadian host ships were assigned. The Canadian CO paired with the UDALOY was visiting his opposite number on board the Russian ship. He asked for a tour, expecting the usual cursory look around the upperdecks and a limited number of public spaces. Instead, the Russian handed the Canadian Commander a pair of coveralls, and produced a senior petty officer as a guide. The Russian officer had spent his whole career in the Soviet system at the height of the Cold War. It was a time when everything was secret. The Soviet Union did not even publish street maps for Soviet cities for fear that the West would somehow use the information. Having been steeped in that system of total secrecy, the officer had no way of judging what was really sensitive. So, when the strictures of complete secrecy were lifted, he was truly incapable of ascertaining what was sensitive and what was not. On two separate occasions, the Canadian CO toured the UDALOY. The Russian CO had given the guide instructions on what could be seen, and what could not. What was strictly forbidden? Only the crew's accommodation and the galley were off limits! The Canadian toured every other space in the ship including radar, sonar and missile equipment rooms. All of the engineering spaces were open. Indeed, the incredulous Canadian was twice led through that holly of hollies, the communications control room.

The Russian officer had assumed that anything that he was embarrassed about, must be what he should keep from view.

INNOVATION AND IMAGINATION

No book can contain all the answers. First, people would disagree on what the right answer was anyway. Second, there are just too many questions. Sometimes, you have to find a new way, or dredge up an ancient solution and adapt it to the present. Canadian naval officers have come up with ideas that Horatio Nelson (or Horatio Hornblower for that matter) would have been proud of. Here is an amusing example of thinking on your feet.

Some years ago, there were many news stories about a young male Orca whale named Luna. He had separated from his pod, and chose Nootka Sound as his new domain. The remarkable thing about this whale was his overwhelming desire to be in contact with humans. Unfortunately, this often resulted in damage to rudders and propellers; ten tonnes of whale can easily bend appliances protruding from pleasure craft.

At that time, the Canadian Maritime Coastal Defence Vessel that I commanded was in Nootka Sound at anchor. The crew sighted several bears feasting on salmon along a riverbank, so we launched two zodiacs for photos. Recovery of the boats was delayed by an electrical fault in one of them. The Senior Electrician started troubleshooting, and sent a helper for tools. The jostling of the nested zodiacs alerted the Electrician that the helper had returned, so he reached back for the tool without looking. His arm brushed a wet surface, which caused his head to snap around. Of course, the next noise was a great deal of screaming and yelling for help.

What had occurred was that Luna had spotted a new playmate, and put his head up between the nested zodiacs in a "spy hop" and the Electrician smacked Luna's head with his arm. Unable and unwilling to cross the divide, the Electrician was temporarily stranded in the outboard zodiac, during which time the entire ship's company mustered on the sweep deck to observe and heckle. Many helpful escape suggestions were offered. Aside from the amusing diversion, there remained a serious requirement to safely recover the sailor and our boats. Luna seemed to enjoy nuzzling and "nursing" on the pontoon ends of the zodiacs with his lips. He also pushed the boats around quite a bit, which was putting stress on the steadfasts. We had no idea how long or to what extent he would abuse our boats.

Given the playful nature of the whale, a diversion plan was hatched. Our spare Kisbie ring was tossed into the water a couple of times. This got Luna's attention long enough for the Electrician to escape, and the Chief Bosn's Mate was able to connect the crane to lifting bridle. What happened next was bizarre. Luna seemed to enjoy completely the interaction with the Kisbie ring. With each toss, he went beneath it and came up with his nose in the centre. He would then swim it back to the ship's side, holding it proud of the water, then pumping his tail to raise it to a waiting crewmember, who would toss it out again. The performance was as perfect as any whale show elsewhere in the world.

Mindful of the requirement not to encourage human-Luna activity, we nonetheless got in about 20 tosses before the boats were finally recovered on board.

As we weighed anchor, Luna continued to stay with us, alternately pushing the stern of the ship with his nose or investigating the seawater intakes and exhausts. Once underway, Luna easily stayed with us at a log speed of 16.4 kts (our maximum), casually swimming on his back and rolling over only to breathe. Just before we left Nootka Sound, he altered 90 degrees away from the ship at incredible speed. Looking between him and the shore, we saw that he was in hot pursuit of a sea lion, which jumped well clear of the water onto a log boom, wailing loudly the whole time. We were not sure if Luna wanted dinner or a playmate, but clearly the sea lion wanted to be neither.

For better or ill, we live in an age where you will rarely be given all the tools you need to get the job done efficiently and well. You will have to show some imagination.

Leadership is management without resources.

INSPIRATION AND MOTIVATION

Inspiring others is a tough job, but the best among us accomplish it easily by providing a sterling example in everything they do. Others strive to emulate the great man. Lesser beings have to work harder at motivating their teams. In a ship, the best way to do this, by far, can be summed up by that well-known expression "management by walking around". XOs and Coxswains more than anyone else will profit by doing this. Every ship is a rabbit-warren of tiny holes and out-of-the-way spaces. These are inhabited by denizens that must be seen in their element to be fully appreciated. By visiting all these spaces, frequently, you will sense the pulse of the ship, you will become aware of problems, and you will be able to detect quickly the state of morale. You will gain great insight into how things are going in the ship, things that you will distil into reports to the CO, but you will also carry motivation of both the active and passive varieties. Your mere presence, and interest, will let the most solitary worker know that his efforts are important, and appreciated. While this will encourage him to continued effort, you will also have the chance to extend some of the positive reinforcement that is such an effective stimulant. A shared joke or a compliment on a job well done can accomplish wonders. No XO or Coxswain could ever achieve as much in a week in his office as he could in an hour's walkabout.

The CO will also be faced with the irresistible urge to poke about. He learned the benefits of the activity when he was an XO. While no force on earth could stop him from doing this from time to time, he has to be very selective. There is nothing wrong with an OOW having to make the pipe "the Captain is requested to the bridge" because the "old man" has wandered off, but it cannot happen too often. The CO has to let the XO and Coxswain do their jobs, and he would only undercut their efforts if he found everything out on his own, first. So, COs might want to confine themselves more to showing their faces and passing out positive accolades, and leave the more in-depth information acquisition and assessment efforts to his two trusted agents.

Another obvious point could productively be highlighted here. A CO and XO should quickly reach agreement on when the day should start for each of them. COs are keen to be involved in every aspect of the lives of their ships, but they have to remember that they are no longer XOs. Let the XO get in first. Let him read the message file, and consult the Coxswain, and get a report from the OOD, and determine which of a thousand things demand the attention of the CO. The "boss" should come in, in a perfect world, after colours. At that point the brow is quiet and ready to receive him with the appropriate ceremony. By that hour, the XO will be ready with an organized update. Both CO and XO will be much happier with this routine.

A CPF was conducting a Maritime Security Patrol in far northern British Columbia. Such patrols can be quite monotonous despite the magnificent scenery. Late one afternoon, the embarked officer from the Department of Fisheries remarked that there was an excellent hot spring located up a nearby sound in an area that the ship had not planned to visit. However, a quick speed-time-distance check indicated that there would be just enough time for a very brief visit before darkness if the ship moved quickly. While the ship "sprinted" to the location, a pipe was made that the first dozen members of the ship's company that reported to the Coxswain's office would have the opportunity to go ashore for a quick dip in the spring. Sailors of all shapes and sizes scrambled to respond, some changing into swimming gear in the flats on the way to the office. Once selected, the lucky dozen embarked in the RHIB for the trip ashore to the remote area of virgin forest that was completely inaccessible except by sea. They enjoyed an awe-inspiring and unforgettable half-hour in the majestic setting crowned by a wonderfull, natural hot tub. While experienced by only a small segment of the crew, the opportunity visibly boosted morale for several days, and re-energized the entire ship's company for the remainder of the patrol. All of this well illustrated the value of seizing occasions to have fun when they present themselves.

POLISH

We have said that an officer need be a gentleman (or lady) in the broadest sense. That means, among so many other things, that he or she will not accidentally give offense to anyone. One aspect of this is simple good manners, including table manners. Some of us are lucky enough to have had grandmothers who hit us with a spoon if we used the wrong utensil. It was painful, but effective, training. Some of us, sadly, acquired our table manners at a truck stop. You have to get over this, and learn to dine properly. As an officer in our navy you might well be on a run ashore with your buddies one night, and forced by the XO to sit next to the German Ambassador for a formal dinner the next. This example is drawn from actual events, not the author's imagination. When on that diplomatic stage, you had better not embarrass your ship or your country. You had better know how to do it right. That is one reason why Chief Stewards (a lot like the grandmother earlier mentioned) and mess dinners are important instructional assets.

Oh good, here is one more opportunity to trumpet the benefits of a broad education. It has to be said, again and again. If all you can talk to the Ambassador about is wheel

overs and steering gear breakdowns, it is going to be a painful dinner – for him. He will be ready to wax poetic on most topics under the sun, and it will be interesting and fun as well as informative. Be ready to hold up your end of any conversation. How do you do this? You read widely, you examine different opinions on world issues, and you think. Also, you practise. That is what all those receptions for the Prince Rupert Chamber of Commerce are for.

INSTINCT

Our business relies largely on careful measurement, assessment and calculation. That leads naturally to reasoned judgement, hopefully tempered with a healthy dose of common sense. Finally, there comes decisiveness, then perseverance. Sometimes though, in time critical situations, there is no time for the fine consideration of factors and consequences. Sometimes, we will be faced with the imperative to act. By the stage that this is required, our training and experience will likely have equipped us, subconsciously, with most the abilities we will need in order to react effectively and instinctively. The remainder will be supplied by a sound moral compass.

A FINAL THOUGHT

A leader without followers is just a guy taking a walk.

The youngest among you, those at the beginnings of their naval careers, will have one of two reactions to the advice given above. Some will say "yeah, yeah, we have heard all this before", and go on to the next amusing story. Some others, when they stop and really think about what is expected of them, might be overwhelmed by the magnitude of the challenge. Senior officers and NCMs will keep trying to develop the first individual – sometimes with success and sometimes not. They will also tell the second lad or lass not to worry. Perfection is not expected right away. There will be mishaps along the road, and the process of becoming a good officer will take a lot of time and effort. Work at it one day at a time. Be as diligent as you can, and work hard. Do not be afraid to ask questions, or admit error. Emulate the good example of your seniors, and learn from their bad example when they falter. Always do what you believe to be the right thing, and scrupulously avoid deliberately doing something questionable. Be ever aware that everything you say and do is being closely watched. Above all, take care of your people. Said like this, it all seems to be within the art of the possible doesn't it?

A West Coast CPF was conducting a Sovereignty Patrol. It was a drizzly morning and we were southbound in Johnstone Strait en route to Seymour Narrows to catch slack water. As CO, I had given control to my Combat Officer the night before and for the upcoming transit of the Narrows. During my morning call, I was informed that the required SOA had crept up over the night, and a rather sheepish CBTO had had to order a high speed to make up time. Being in ill-humour due to the poor SOA management, I proceeded to the bridge to "mentor" the Combat Officer and bridge team. Suddenly, through the drizzle, I caught sight of what I thought were two sea kayakers paddling near the shoreline only a short distance from the ship. Due to wake concerns, I issued a flurry

of orders stopping the ship, castigated the OOW for not paying attention to his speed/wake when in proximity to kayakers, and immediately ordered the XO to proceed by RHIB to the kayakers with a handful of my business cards to apologize. A few minutes later, a soaked but smiling XO reported back that two mooring buoys were "no worse for wear and had quietly accepted my apology".

CHAPTER 6 - SOCIAL AND WARDROOM LIFE

WARDROOM LIFE

While the eccentric rules observed at mess dinners might lead you to believe otherwise, the social interactions within a Wardroom do not reflect the rituals of a closed society or a secret fraternal organization. Instead, they are the rules of polite society, adapted for practical reasons to the unique requirements of service at sea. Yes, they also involve a much more respectful observance of tradition as well.

The British Admiral Lord St. Vincent once said: "Discipline begins in the wardroom. I dread not the seaman. It is the indiscreet conversations of the officers and their presumptuous discussions of the orders they receive that produce all our ills."

There is that word "discretion" again! It does keep popping up. There is a very good reason for this. The Wardroom is an officer's home, but as in so many other areas, it is a unique one. Almost instantly, the enjoyable sharing of confidences with a mess mate can be replaced by the rigid requirements of a hierarchical military service where formal relationships are mandated by law as much as by tradition. An emergency pipe can alter everything in seconds. This nexus of these two very different worlds can make the Wardroom a unique refuge, but one where unique rules must be respected. The first test is, of course, to know when the space is an extension of the office or upper deck, and when it is a social hideaway. This is not always easy for the novice, so the best approach is always to err initially on the side of formality. The proper level of interaction will vary with circumstances, and personalities, but these will quickly resolve themselves.

As a general rule, the CO and XO are always called Sir/Ma'am, as are officers senior or equal in rank to the Mess President who are guests of the mess. First names are always acceptable one rank up and one rank down from your own, and these days, this gesture usually extends more widely. Given the size of our ships, and thus our Wardrooms, this rule rarely causes problems. It is probable that every officer is on a first name basis with every other except for the CO and XO. When speaking to a senior officer about one of your mess mates you always call them by their rank and last name. During the working day, reference to the officer's position or title is usually enough.

It is common courtesy to stand up on those fairly rare occasions when the CO enters the mess. It is also polite to stand for civilian guests, and always for ladies. Remember that female officers are officers first and foremost, and should be treated as such. If civilian ladies are present, even in these days of gender equality, good manners dictate such things as holding doors or assisting them down a ladder. This conduct is in no way demeaning. It is simply polite.

And now, back to "discretion". You must always be careful of what you say in the Wardroom. The same guidelines apply as anywhere else in the ship. For example, you must never be openly critical of your seniors, or even your mess mates. There are always

ears turned in your direction, and sailors have a grapevine that Earnest and Julio Gallo would be proud of.

As "The Laws of the Navy" says:

Take heed what ye say of your seniors,
Be your words spoken softly or plain,
Lest a bird of the air tell the matter,
And so ye shall hear it again.

Stewards occupy a singular position in the Navy. Incidentally, we are the only service that still has stewards. In addition to their primary duties, they fulfill a multitude of other necessary and important roles, often associated with casualty clearing and first aid. Their value to the ship should never be underestimated, nor their efforts left unrecognized. Your relationship with the Wardroom Stewards is an important one, and it reflects on both you and them. They must always be treated with respect and consideration. They are not your servants, and should not be taken for granted because they happen to be serving you your lunch. You must be polite without being overly familiar. You never berate a Steward publicly for a perceived failing. This should always be done through the Supply Officer, divisional officer or Chief Steward.

Stewards are intelligent and inquisitive beings, like us all, and they are usually around the Wardroom all the time. That derogatory remark about the Admiral or the questioning of the CO's ship handling during the just-completed RAS will always be overheard. Discretion is an integral part of the Steward trade. They rightly keep whatever happens in the Wardroom to themselves the vast majority of the time, but they are only human. One should assume that a story that is too good not to pass on, will be. Remember though that if you are the officer calling down your superiors and mess mates, that will shape the Stewards' opinion of you. You must also be very careful what you say about NCMs. The divisional problem child that you moan about today, will be sitting in his own mess beside the listening Steward tomorrow.

DRESS

This is an incendiary topic to cover since usage has undeniably changed often, and will continue to do so. Your senior officers were raised in different times, and have very different and sometimes diametrically opposed views on what dress standards are required in any given situation. The Navy tends to be more formal than society in general. Indeed, many would say that general society has no standards at all when it comes to dress. That is not true. A rock concert may be an eclectic event, but attend a meeting of business leaders and a clear pattern of acceptable dress will be evident. Still, while as naval officers we tend to interact with a fairly high level of society, we should not strive to be too detached from current practice. So, a fine line must be followed in examining "norms" in this area. At a minimum, two things can be stated absolutely.

First, the idea that "anything goes" as far as an officer's dress and deportment are concerned is totally wrong. As an officer, you are held to a higher standard – professionally, socially, even legally. If you don't like this, or can't abide by it, you should not be a naval officer. You should instead be driving an eighteen-wheeler. That said, there is a lot more latitude today than was the case even a few years ago, and happy compromises between what you want to wear, and what your CO might find appropriate, are generally pretty easy to achieve.

The second unassailable rule is that you should never cause embarrassment – to yourself, your host, your ship or your nation – because of your turnout. It has been pointed out before that when abroad, you are an ambassador for Canada. Some countries are far more formal than here, and offense can easily be taken. But even at home, certain standards must always be respected. You will no longer be required to wear a jacket and tie to an afternoon cocktail party around the pool, but you can never put yourself in a position where you are directed to the delivery entrance by mistake. A little common sense will go a long way. When in doubt, dress up, not down. A jacket or tie can always be removed, but it is a little difficult to disguise blue jeans.

So, knowing that whatever dress standards are now suggested will seem like they came out of the eighteenth century, let us proceed. Since the dress options for females are much broader, appropriate clothing for the gentleman officer will be described here. Hopefully, translation to the female equivalent will not prove too difficult.

To many events where civilians would wear a business suit, we wear our tunics and are thus saved from the necessity to decide on shirt colour. Despite this, every officer must have a suit. That should be repeated. Every officer must have a suit. You can never go wrong with a dark, conservative suit. A slightly less formal outfit is the ever-popular navy blue blazer with slacks and a tie. At all but the more formal events, such a funerals, this will often be a suitable and stylish alternative.

It should go without saying that good accessories, such as shoes, are also required. Except at the Christmas party, conservative ties are always *de rigueur.* In fact, if everything in your wardrobe were conservative, you could not go far wrong. Remember that if everyone is staring at you, you have probably missed the mark. Your clothing should not glow in the dark.

Personal grooming is usually not a problem. People like XOs and Coxswains tend to police haircuts relatively well. Mind you, they should not have to. You know what is expected, so don't deliberately push the boundaries to see what you can get away with. You are a professional, and unless you are one of those souls sent to us by the legal system as an alternative to prison, you joined this outfit voluntarily. Please act accordingly. There is one area of grooming that does deserve special mention in the era of Yves St. Laurent. Men should use strong scents very, very sparingly. The modern tendency, strange given the cost, is to splash this stuff on like it were water. Nobody should have to move upwind of you to breathe. This is the place for subtlety.

Female officers have much more latitude in choosing a wardrobe. There is much greater scope for colour, for example. Again, the word "conservative" is sure to be a reliable guide.

The United Kingdom and Japan tend to be quite formal. The United States inhabits the opposite end of this spectrum. As in so many other areas, we Canadians tend to fall somewhere in between. You must know if an invitation comes from someone of the British tradition rather than the American one, or "relaxed" dress for a function will do you in. This term is used to separate the sheep from the goats.

"Formal", for us in the service, will mean mess kit. "Semi-formal" will demand a dark business or lounge suit. "Casual" would require a jacket and tie at a UK function. This rig is often called "dog robbers", and no one would ever want to know why. "Relaxed" would call for a sports shirt and slacks, maybe with a sweater. The Americans would call this "casual", while "relaxed" would tend more to blue jeans or shorts. It is to be assumed that Royal Navy officers never wear civilian shorts. Judging by the legs seen when they are in uniform shorts, this is a good thing.

BEHAVIOUR IN OTHER MESSES

When visiting the officers' messes of other nations or services, their rules should be observed. When in doubt, err on the side of the angels. This is pretty good advice in just about every field of human endeavour.

CHIEFS' AND PETTY OFFICERS' MESS

Except on rare duty occasions, this mess should only be visited on the direct invitation of one of the members. Such an invitation should be sparingly extended, and sparingly accepted. Remember, they deserve their privacy the same as you do. It is a very good idea for the rank groups to have a sanctuary where they can go to get away from each other for a bit. In their mess, always act the part of the guest by being proper and polite. Never overstay your welcome. It would be appropriate to thank their Mess President, and of course, your host, for the hospitality. There is no quicker way to lose the respect of senior NCMs than by overindulging.

THE JUNIOR RATES' MESS

The same fundamental rules of conduct apply here that are appropriate in the C&POs' Mess, except more so. This is a mess that you do not belong in except in the rarest of circumstances. Junior NCMs do not understand the rules, and pitfalls, of over-familiarity as well as their supervisors do. There is a greater potential for embarrassment when somebody misreads a situation, or deliberately takes advantage of it. One jolly jack with a finger in your chest can ruin an occasion for everyone. You must be exceptionally careful of what you say for every word will be remembered. Never try to appear to be "one of the boys (or now, girls)" by commenting negatively on your superiors. You are not one of the boys, and will never be.

You should also realize that a favourite diversion of this mess is to try to get a visiting officer to drink too much. What might seem gracious and generous hospitality could be but the opening move in the great game. Forewarned is forearmed. Remember that everything that you say and do, always, without exception, is being watched and judged.

COCKTAIL PARTIES AND RECEPTIONS

Increasingly, ships designate both senior and junior NCMs to join their officers in hosting on board functions like receptions. This is an excellent thing to do. It shows the public a true cross-section of the remarkable people that our nation has serving it in uniform. Nobody is a better ambassador than a sailor who is proud of what he does and anxious to share his enthusiasm.

That said, a powerful warning is necessary. The designated members of the ship's company - all of them regardless of rank - are at the function as hosts, not as guests. As such, it is their duty to circulate, to speak to a wide cross-section of the guests, and to see to the needs of those who have been invited. It is never acceptable to see the event as a chance to enjoy a few free drinks and talk to your buddies. XOs, since time began, have had to patrol these functions to get the hosts moving in the right direction. No guests should ever be left standing alone wondering what to do next. Offer to get them a drink, make sure they are enjoying the party, and above all, make intelligent conversation. Almost invariably, this will not involve shop talk. Of course, civilians will be unused to ships, and will have innumerable questions about what they see and hear. Make your explanations interesting, and sincere, and remember that nobody who does not wear blue serge will understand your terminology unless you make a deliberate and constant effort to translate maritime terms into English (or French). Nor should the conversation be restricted to what interests you. We should all be capable of addressing the broadest range of topics. You should know something about the city or country that you are visiting. You should be capable of commenting on world events, while avoiding controversial subjects. You should appreciate the history of the region you are in. Being a host is not always easy. You have to get used to it, and you have to work at it. The object of the exercise is to ensure that the ship's guests enjoy themselves, but if you are doing this right, you should be having fun too. Guidelines on this subject always end with an admonition to see to all the guests, not just the young, attractive ones. Not to put

too fine a point on it, but the older folks are often more interesting. Honest. Besides, as a designated host, it is your duty to approach the "job" conscientiously and give time to all your guests.

MESS BILLS

Officers pay their bills in full and on time. Enough said.

THE MESS DINNER

A separate chapter is included in this publication to detail the somewhat complex order of events for naval mess dinners. Some guidance has also been provided for those charged with organizing and conducting such a dinner.

CHAPTER 7 - PERSONNEL ISSUES

Today, Canadian ships deploy farther away, more often and for longer periods than at any point in our peacetime history. This operational tempo presents some unique personnel challenges that COs/XOs, Department Heads and senior NCMs must be equipped to face.

PERFORMANCE ASSESSMENT

Half of the people you know are below average.

The annual ritual of writing personnel assessments is dreaded by most of us, especially those who are not confident of their skills with a pen (or today, a word processor). Yet this is, as all of the primers will tell you, one of the most important activities in which we as supervisors engage. It is essential that the best of our people be properly recognized so that they can be selected for the training that will move them into the positions where their talents will be needed in future. Equally, the less gifted should be honestly assessed, both so they can have the information needed for self improvement, and so the Navy can avoid placing them in positions where they could be a negative influence if they will not, or cannot, correct their deficiencies. We owe it to our people - the best and the not so good - to assess their performance accurately, completely and without bias.

Particularly, the XO, and then CO, must put considerable personal effort into this task. It takes a very great deal of hard work to get it right.

The first section on a PER that assesses performance is of great importance. It is here that details of how the sailor did his job during the reporting period are recorded. However, it is the next section, that which rates potential, that truly tells the tale. A glance at the categories of assessment will make it clear why this is so. And, if you have ever sat on a merit or selection board, you will know why it is that this text will separate the adequate performer from the one that should be deliberately groomed and encouraged for higher things. This section must truly encapsulate the promise of the individual and gauge his ability to rise to the next rank. This must be accurately done to ensure that fair decisions are made regarding promotions, postings and coursing. Of particular interest to the boards will be individuals who have broad experience. Consistent sound performance in a wide-range of challenging jobs says much about the individual's potential.

The additional review block (deliberately small so that the essence of the individual must be distilled) can be of crucial importance on those occasions when its completion is justified. Draft comments should be included for the next senior officer's consideration, but he should never hesitate to tailor those remarks. By definition, he must apply his broad view of all units to ensure that accuracy and fairness prevail. Not all the best performers are necessarily from ships or combat organizations. Nor are all the stars in NDHQ.

Merit and selection boards love comparative assessments. Comments like "Sub-Lieutenant Jones is clearly the strongest and most promising of the eight on board" are of great use in ranking. Imagine what an observation like "PO1 Smith is the finest NCM that I have encountered in twenty years in the Navy" will accomplish. Equally, "This Lieutenant has reached the limits of his capabilities" might sound cruel, but it might prevent a terrible error that could have real, and serious, consequences. But, whatever you say, you have to mean it. Never be seduced into allowing ties at every position on the ranking scale. You will be found out. You can't have two "best" in any category.

Boards appreciate those who can write succinctly and well, and they despair of those who cannot. This is not pedantry; it makes a difference to how your people are recognized for what they have done or failed to do. Take the time, put in the work, and deliver PERs that the ship can be proud of. Many an XO has slaved over each and every one, and the true reward comes not when none is returned because of error or omission, but when a string of promotion messages pours into the ship.

Our system goes to incredible lengths to ensure that board results are as accurate and fair as we can reasonably make them. Once the number of expected promotions is known, a sample of well more than that number of files is reviewed to be sure that no deserving candidate is overlooked. Rotating members are used on some boards to ensure that at least someone is intimately familiar with the trade being assessed, and non-affiliated members make sure that a complete outsider's assessment is used to balance what might be a too narrow view. Also, board members are always two to three ranks above those being rated to remove any direct conflict of interest. Still, the best organized and run assessment system will be only as good as the input it gets. All of us must be diligent in this critical aspect of our professional responsibility.

If you doubt the importance of performance assessment, get yourself onto a merit board. Actively pursue the opportunity. It is not drudgery, but instead a truly eye-opening experience. It will teach you a lot about what to do and what not to do when you are writing or reviewing your own PERs, and it will reassure you – absolutely – that the system is as fair as it can reasonably be. Also, each year NDHQ puts out a message detailing problems encountered with the previous batch of PERs. This message is usually long, and boring, but filled with excellent advice. Your job will be made much easier if you study this message closely and apply its guidance.

Only the Royal Navy could come up with that list of famous PER observations that are now part of urban legend. Some of the more colourful are:

- *Somewhere, there is a village without its idiot;*
- *Men would follow this officer only out of curiosity;*
- *This officer is not so much a has-been as a definitely won't be;*
- *When she opens her mouth, it is only to change whichever foot was in there;*
- *He has carried out each and every one of his duties to his entire satisfaction;*
- *This young lady has delusions of adequacy;*
- *She sets low personal standards, and then consistently fails to achieve them;*
- *He has the wisdom of youth, and the energy of old age;*

- *In my opinion, this officer should not be authorized to fly below 250 feet;*
- *This man works well when under constant supervision or when cornered like a rat in a trap;*
- *He reminds me very much of a gyroscope – always spinning around at a frantic pace, but not really going anywhere;*
- *This officer should go far, and the sooner he starts, the better;*
- *This officer's vocabulary is mean and impoverished, but adequate to express his thoughts;*

Then, of course, there was the senior RN officer who, when told that he could not record in an assessment that he had seen a certain officer drunk, resubmitted the document observing that he had seen the officer sober.

These examples will prove that the British have come up with enough witty turns of phrase for all of us. We should instead spend our effort accurately and fairly assessing our people.

Remember that even if you are "one in a million", in China alone there are one thousand people just like you.

CALLS

I was once given the opportunity to pay a call on the Chief of Police of the capital city of a South-East Asian nation. After a short wait in the outer office, I was ushered into "the presence". I was confronted with a gentleman seated behind a huge desk. "Wedged" might be a better term, since he clearly weighed at least 300 pounds, and had considerable difficulty disengaging himself in order to welcome me. His impressive uniform was ablaze with colourful decorations, and he wore (I kid you not) two pearl-handled pistols at his sides. I tried to restrain thoughts of George S. Patton. I was having trouble containing what might pop out as a snicker if I was not very careful, but I almost failed in my efforts at politeness when my host returned to a sugar-covered pastry the size of a football – his mid-morning snack. He explained that it was his national equivalent of a doughnut. I made it through the call without commenting on the seemingly-universal connection between the police and this particular confection.

Three days later, one of my sailors ended up in serious trouble. He was facing the prospect of several unpleasant days in a hell-hole of a prison, while the locals decided how much more of his life might be spent there. But, hopefully as a result of the cordiality of my earlier call, after one challenging night as a guest of the constabulary, he was returned to the ship a much humbler sailor. Instead of being charged with something between a crime and a misdemeanor, he was returned to me to receive a punishment that I saw fit. I guess the formal call was worth the effort that it took after all.

Calls are poorly understood, and far too often looked on as an onerous duty rather than as an enjoyable opportunity. Calls can range from military to civilian, from very correct to very informal, and the drill will vary accordingly.

On taking up certain appointments, you will normally make a call on your senior officer. For example, when you take command, you will call on your Commodore or Admiral. This is a moment that you will probably remember for the rest of your life, and so it should be. It will most likely be a very positive experience, and it is probable that the senior will enjoy the call as much as you. This one-on-one time is rare; it should be savored. Oh yes, tucked in with the pleasant small talk will be some sage guidance that you must hoist in. Attention at this moment will make your life much easier later on.

As ever, you can only make that crucial first impression once. You were not put in command because you were a mindless automaton. You were chosen, over many others, because you demonstrated the requisite knowledge and the necessary attitude. Be yourself – always. When Polonius said "To thine own self be true", he knew what he was talking about.

In foreign countries, you will often call on their military officials. Remember that you are all in the same business. You have much in common even if they wear a different uniform or speak a different language. You have to make the call; they have to receive you. Knowing that, you might as well enjoy yourself. Don't be stiff, but err on the side of formality until your host sets the tone. Be natural but polite. It is always good advice to do your homework before you arrive so that you have intelligent observations to make about his service or his country.

Normally, gifts are exchanged. A CO will have thought about this long and hard before he left Canada. Ship's items are always popular, but predictable. Every navy seems to have ship's badges, and the halls of HQs the world over are lined with them. For less routine calls like that once-in-a-lifetime visit to exotic country "X", the wise CO will have acquired before sailing some items that are uniquely Canadian. Coffee-table books are one example of such a gift. This shows that he took the time to select an appropriate gift, and it might just leave a little bit of Canada front and center on his host's office table. It is an excellent idea to take a junior officer along as the gift-bearer. Choose a different one each time to spread the wealth. This is a great learning experience if the eyes and ears are kept open, and the mouth shut. What stories some of us could tell . . . .

I once accompanied a Canadian flag officer or a formal call on a very senior foreign officer – their CHOD (Chief of Defence, or CDS equivalent). It had been a long day. It was swelteringly hot. Certain gastric maladies common in the tropics were an issue. What had been advertised as a ten-minute courtesy stop en route back to the hotel, turned into an agonizing, hour-long lecture on military participation in the country's social and economic development policy. The diatribe was much more monologue than dialogue. While this painful event unfolded for my senior officer, I sat comfortably in the outer office, under a fan, while two secretaries brought me cold drinks. Then they placed on the table a bowl that contained a pile of warmed cashews at least six inches high.

Civilian calls are often more complex, and almost invariably, more important. Elsewhere in this document, the necessity to consult Canadian embassy or consular officials has been stressed. Formal calls on civilian authorities are one area where this is absolutely essential.

CANADIAN DIPLOMATIC REPRESENTATIVES

Ship visits to foreign ports can be formal, informal or routine. While the first are quite rare, the latter are extremely common. When transiting or conducting mutual exercises, for example, visits are usually designated as routine. These demand much less ceremonial. Usually, a visit clearance is requested through command headquarters, and ultimately, the Department of Foreign Affairs and International Trade. Diplomatic clearances are always needed for formal visits, and usually for informal and routine visits to non-NATO countries. In some countries that we visit often, the United States or the United Kingdom for example, routine visits to naval ports can sometimes be arranged at the navy-to-navy level. Check the requirements very carefully, and always send clearance requests well in advance. Once the visit has been approved, you will be given direct liaison authority with the Canadian mission in the port, or the capital. Rarely, if there is no Canadian diplomatic representation in the country, you will be directed to deal through British, Australian or other Commonwealth authorities.

Because of the provisions of the Montreux Convention, the Dardanelles, Sea of Marmara and Bosporus must be transited in daylight, and in one day unless a stop is made in Istanbul. Because of the delay in getting proper diplomatic clearance that resulted in a late start, the American flagship of a NATO formation was once turned back at the halfway point of the transit and held in the Black Sea while the rest of the squadron steamed away toward the Aegean. The ship was reduced to steaming in circles for three days while the diplomatic efforts were re-energized, and while the NATO exercise of which she was in charge commenced without her. STANAVFORBLAS was suggested as the acronym for Standing NATO Naval Force Black Sea.

Contact the Embassy or High Commission as soon as *dirlauth* is granted, and remember that they will be unfamiliar with message formats. Always use plain language and avoid all abbreviations (like *dirlauth!*). They will be of great help in making arrangements, and will be of invaluable assistance in preparing you for the visit in general, and calls in particular. If a translator is needed, they will make the arrangements. They may advise on gifts. The Ambassador, or a designated alternate will likely accompany you on the call. Most importantly, they will brief you on the lay of the land. Unwittingly, you could, with a few ill-chosen words, set Canada's foreign policy back years. It has happened, many more times than once, that deliberate attempts have been made to ensnare naval officers into conceding a seemingly-insignificant point. This could, for example, involve a minor jurisdictional dispute in our country that has direct implications for tense negotiations by your host country with another nation. So, do your homework,

and stick to the script. Let the Embassy or High Commission advise you, and co-operate closely with them to ensure an enjoyable call that will not cause embarrassment.

This is also where you might be reminded that those bacon-wrapped scallops that your Supply Officer wants to serve at the reception are not such a good idea in a Muslim country. You may be given pointers on what your left hand can be used for, and what it can't. You may be warned about patting that cute Thai child on the head. You may even be shown how to use both hands in offering and accepting business cards. In some countries, these seemingly innocuous acts could have significant consequences if the wrong action is taken.

A call on that senior Canadian representative will probably be the first one made when you arrive in country. Who calls on who is always determined by seniority, and unless you have a very senior officer embarked, it will almost always be you who calls first. This is a chance to make your mark, and get the ship's visit off on the right foot. Calls made are normally returned.

When you make a call in a foreign country, you are an ambassador of Canada. Your dress, conduct and deportment must be exemplary. You are being judged. This is yet another instance when the benefit of a broad education will make itself felt. Stilted small talk is awkward. An intelligent exchange, with questions asked and answered, both ways, will make the call a pleasant experience for everybody.

A last, very important admonition is this: drink the tea and eat the cake! Always, some refreshment will be offered. You offend your host to refuse. Even if you are stuffed, even if you are revolted by the tidbit convinced that it is a goat's eye, even if you are allergic and will break out within hours, you absolutely must take at least a sip and have at least a bite. And look like you are enjoying it. Remember than when a return call is made, you must offer some refreshment. This is one of the few universal rules.

STAFF JOBS

Yes, it is almost too horrible to contemplate, but eventually we will all be sent off to a headquarters somewhere to do the dreaded staff job. Keep yourself going by just thinking of how much sweeter that next sea appointment will be. Think about this every day as you battle bureaucracy, war with the widget counters and repel the red tape. It is a necessary evil, and you will, probably, survive it.

Everybody gets the good news; it is how fast you get the bad news that counts.

Think about the above statement because it describes in a very few words both the greatest reward of being a staff officer, and its biggest pitfall. To ensure that this lesson hits home, it will now be repeated several times in slightly different words. To avoid giving offense, let it just be said that there are other military organizations, abroad and in this country, that believe it the duty of the staff to make the senior officer feel good. On

cue, they marvel at his wisdom, and reinforce his infallibility. And it is a recipe for, at best, constipated thinking, and at worst, disaster.

Canadian Navy officers have a bit of a reputation. When we serve on staffs, both foreign and domestic, we have an embarrassing tendency to give honest opinions and tell it exactly like we see it. So it should be. It is the duty of the staff to tell the senior officer what he has to know, not what he wants to hear. Of course, we have to be polite about it, even diplomatic on occasion, but the necessity for fundamental honesty is paramount. The staff consists of a cross-section of talents for a reason. Perspectives differ, and the wisest solutions at least consider these disparate points of view before the grand pronouncement is made. You owe it to your boss to tell him what you think; he owes it to you to listen.

As so often, there is a corollary to this rule. You do have to know when to shut up. You make your case, forcefully and honestly, but once the decision has been taken, you must get quickly onside. It is perfectly possible for you to be open with your counsel, but still be wrong. Or, the senior officer could have other factors to consider, factors of which you are completely unaware, that trump what you have trumpeted. Either way, he should listen to what you have to say, deliberate, and decide. Then, you correctly become a cheerleader.

This process of advice and decision is not unique to the musty halls of HQs. It is exactly the same at sea, except that occasionally, even usually, the time frame is compressed. It is the clear duty of every XO to give his counsel to his CO. Do it respectfully, when the two of you are out of earshot of the maddening crowd, maybe momentarily alone on the bridge wing. Once the decision has been made, however, you must become its staunchest supporter because you will probably oversee its implementation. The slightest hesitation in you will be magnified as the direction moves down the chain.

While on the subject of staff officers, Goldilocks demands mention. All staffs tend to present the range of solutions she championed - one is too hard; one, too soft; one (oh joy), just right. Your proposal should stand on its own merits without this artificial device to indicate to the great man which option you really want him to choose. All options presented should be viable.

THE CARE AND FEEDING OF TASK GROUP STAFFS

The point here is that the members of the staff need love too. They have difficult jobs. When they are riding in the flagship, they have a right to respectful treatment. Especially, they have a right to relax in the Wardroom like everybody else. It is their living room too when they are “guests” on board. This is a great time **not** to talk shop. Even if the staff gave a failing grade to your evolution only an hour before, now is the time for professionals with different duties and responsibilities to behave like civilized beings. With a staff embarked, the tone and content of your Wardroom chatter will require close attention. For example, the performance of the TG Commander is a topic

probably best saved for private ship's moments. Being the flagship brings you recognition and respect. But, it carries a price.

THE DIVISIONAL SYSTEM

Some people think that in these days when junior people are well educated, mature and responsible, the need for the structure and attention of the divisional system has passed. Don't you believe it. The service provides real challenges and hardships - constantly. Frequent deployments, and an exposure to the hazards they bring, complicate the problem. E-mail and other technologies allow access to news and support from outside the ship, but at the end of the day, you are probably stuck in a four hundred and thirty-foot sardine can with two hundred of your closest friends. This is never easy. Organization and structure are necessary to make the system work, as is caring.

The divisional system was developed and refined for very pragmatic reasons because there was a need to ensure that each individual in the chain of command was looked out for and given the chance to progress. Some form of unofficial divisional system existed in the Royal Navy as early as 1755, and a Vice Admiral Smith certainly introduced it into his ships in 1775. While Lord St. Vincent is usually credited with introducing the concept more widely, it did not become an official policy initiative in the RN until 1806, in the middle of the Napoleonic Wars. We inherited the system with the creation of the Royal Canadian Navy in 1910.

The idea of the divisional system arose at a time of trouble and confusion. Mutinies in the Royal Navy resulted from neglect of the sailors. They were not being cared for, their needs were not being met and no one was taking responsibility for their welfare. We had the same problems in Canada when our structure was shaken by a series of incidents in the late 1940s. The famous Mainguy Report that examined the root causes of these disturbances had as one its main recommendations the re-emphasis of the divisional system.

The system is, in actuality, just a codification of common sense. At its simplest, it implies that seniors are responsible for juniors at every level. There must be communications and understanding, in both directions. Just as there was always a quicker draw in the old west, everybody has someone above and below him in the food chain, so we are all charged with responsibility for someone. Being a divisional officer is one of the first tasks entrusted to a young Sub-Lieutenant joining his ship. It is a responsibility that carries through our entire careers with us. It is one that we must approach with diligence and determination.

The divisional system is indeed the backbone of naval personnel management. This up and down senior-junior communications and interaction mechanism applies to all ranks, and it mirrors the functional organization of the ship. Thus, the same structure that employs people on a day-to-day basis also nurtures them. The system must respect the rights of individuals. It must work to improve their qualifications and skills through training, and must prepare them for advancement. It must foster ambition and the

attainment of goals. Because the functional organization of the unit is built around this same system, it is also a perfect way for crucial information to be passed on. Of course, the system must also be there to alleviate the very real and immediate problems that our people face all the time.

Obviously, the system is only as good as those who employ it. Diligence will foster the respect and trust between seniors and juniors that are at its heart.

SENIOR OFFICERS

The most important thing to remember about senior officers is that they were once junior officers. This means that unless you have upset them greatly, they will be pretty good at understanding your problems. Of course, there are always exceptions to the rule.
All senior officers hate surprises. The best thing you can do is give them a heads up if you sense something that is developing into an "issue". If you keep them informed, they will generally leave you alone to work your way through the problem. That is, unless you make it obvious that you are floundering around either unsure of how to proceed, or determined to march boldly down the wrong path. Give them confidence that you can and will make an intelligent decision, and they will leave you to it.

When you have a senior Canadian officer riding with you, you should never worry about impressing him. Chances are very good that left to their own devices, your ship's company will impress him for you. Having a foreign senior officer embarked is an even greater joy. With the NATO Squadron for example, you might have the Commander and/or some of his staff ride with you. These folks never cease to be amazed at the initiative, humour and professionalism of our sailors, and with good reason. Our sailors are not afraid of senior officers, and they should not be.

The Commander of the Standing NATO Naval Force Atlantic (as it was then called), a USN one-star, had to make a Canadian steamer his flagship for several weeks because serious political issues dictated that the American flagship was unavailable. The Admiral and his staff were just a touch taken aback when the Chief of Staff celebrated a birthday on board. He got a pie in the face on the bridge just like everyone else.

You should also be reassured that when Canadian senior officers ride with you, they will leave the operation of your ship completely up to you. They will stand quietly and watch, and be in no doubt that they are assessing you, but they will not interfere in any way. Elsewhere in this publication, the visit of a Russian naval squadron to Halifax was described. As that UDALOY-class destroyer came alongside in the dockyard, no less than four officers on the bridge were hollering helm orders at one time or another. One wonders what the real CO was thinking.

The other thing to remember about senior officers is that, with luck, you might be one some day. Remember the golden rule. No, not the one that goes: "He who has the gold makes the rules". The other one. "Do unto others as you would have them do unto you".

JUNIOR OFFICERS

A truly unique relationship exists between Executive Officers and Sub-Lieutenants. The latter were put on the world to get as close as possible to the mandated boundaries of conduct and decorum; the former are here to stop them and beat them back. It is like the eternal battle between good and evil. Your rank and position will determine which of these two camps you think yourself to be in. The struggle has been waged forever, and will never cease.

Old age and treachery will invariably triumph over youth and skill.

An XO should never engage in a battle of definitions with junior officers. The latter will always win. While flaunting the spirit of the law without guilt or pause, they will stop millimeters short or transgressing the letter of the law. They have an uncanny ability to sense imminent danger, and will pull up just short. There is a way to beat them. Fight dirty. Don't get into definitions. Don't give them the chance to come impossibly close to the line without stepping over. Instead, treat them like adults and appeal to their intellect. Say something like "appropriate conduct is expected in the mess". They are smart enough to know what is appropriate and what is not. They really are.

That somewhat cynical point out of the way, it should be said that junior officers should be challenged. They should be pushed to accomplish more than the minimum requirement. Properly motivated, they will thrive in such an environment.

A man's reach should exceed his grasp, or what's a heaven for.

Having cast junior officers as agents of the devil, a contrary and exceptionally important point must be made here. The most precious attribute that a young person brings to his career is spirit. This is a wonderful resource that should never be discouraged or submerged. Yes, it should be held in check when appropriate, but it should be fostered and encouraged when the moment is ripe. In other words, Sub-Lieutenants should be allowed to have fun. Lots of it. You learn important lessons by coming close to disaster.

There is nothing more sad than to come across a junior officer who has every milestone of his career planned out ahead of time. He knows which career course he has to have under his belt by which year. He studies diligently, and displays the personality of a fire plug. When you come across such a sorry individual, sometimes it will be your duty and responsibility to show him how to have fun. He might have missed that lesson when growing up. Having a good run ashore is not something that can be taught. It must be witnessed, and then duplicated. Maybe, it can even be improved upon. Whatever the case, let junior officers have fun at the right moments. Indeed, insist upon it. Remember that we were all young once.

It has been said that if you are not having fun, you are not doing it right. These words are particularly applicable to our chosen profession. The work is hard, and the challenges legion, but the opportunities for accomplishment and enjoyment are frequent and intense. And besides, the human brain has a wonderful capacity to erase bad memories and enhance the good ones over the years. That is why so many who are approaching retirement look back and very honestly assess that it has been a great ride.

Before leaving the topic of junior officers, a caution about "Valley Boys" (and "Valley Girls") is in order. We have all seen these on bridges around the fleet. They take the watch as OOW wearing very expensive sunglasses secured around their necks with little cords. Their dress is impeccable. As long as the CO is on the bridge, they flit about checking this and tweaking that. They tell the helmsman to watch his helm even if the course is perfectly true. They relish seeing a contact first so that they can loudly point it out to the lookout. The moment the CO leaves the bridge, however, valley boy ceases to perform. He is no longer interested in showing off, judging that it will get him nowhere. How wrong he is. His performance is always being assessed by the watch. Word gets around, and everyone in the Junior Ranks' Mess knows who the solid OOWs are, and who are the skates. You cannot fool an Able Seaman from Newfoundland. A wise CO and XO discuss the performance of the junior OOWs with the Coxswain. He will be attuned to who are the stars and who are the duds. One CO once threatened to have all of the helmsmen, bridge signalmen, lookouts, bosn's mates and Petty Officers of the Watch vote on which subbie should get his ticket, and which should go around again. This threat is an excellent antidote to the "valley" disease.

SENIOR NCMs

We are today giving our senior enlisted personnel far more responsibility than in the past. This is a very good thing. They are dedicated professionals with a wealth of experience, and we cannot afford not to take full advantage of it. While formal responsibility might always lay with the officer, senior NCMs possess that broad exposure and seasoning gained over years. Wisdom and perspective take time to acquire. **Let** them do their jobs, and **make** them do their jobs.

Many very senior visitors had been invited to a naval parade marking a significant anniversary in the history of the Singaporian Navy. The dignitaries were seated under a large canopy. A short time into the parade, a torrential rainstorm soaked the naval cadets on parade. As one would expect, however, they continued to put on a superb show regardless of the truly miserable conditions. It was observed that many senior NCMs were leaving the cover of the stands, and making their way to the exit from the parade square as if they were waiting for something. They were. One unfortunate cadet had chosen to wear boxer shorts adorned with large red hearts. As his white trousers got wet, these decorations flared into brilliance that could be seen from the bleachers with the naked eye. A lot of senior spectators felt very sorry for that young lad, but some corrective measures must be left to senior NCMs who, all were sure, would find a sensitive but effective way of preventing any recurrence. Beware red when in whites.

JUNIOR NCMs

We are blessed with wonderful junior sailors in our navy. They are smart. They are also well educated, which is different. Volunteers all, they are seeking a challenge, an opportunity, and will strive long and hard when properly lead.

Hopefully, this document will give you lots of good ideas of how to involve more junior people in the events of the ship. Be it a cocktail reception, a visitors' day or a ceremonial event such as a scattering of ashes, if properly engaged they will seldom let you down. They will need to be pushed to step forward, at least initially. Also, they will need some guidance and instruction, but the enthusiasm will be self-sustaining if you challenge them properly.

It is easier to channel enthusiasm than create it.

Remember that junior people will be watching your every move and listening to your every word. This is why leadership by example is such a powerful tool, and why credibility can be eroded so quickly if you do not do as you say.

Be particularly careful with humour and sarcasm around junior people. Some are very mature, and can be trusted to take comments in the spirit in which they were meant. Others can be far more naïve, and while seeming worldly can be greatly hurt by a hasty or unwise comment meant in humourous fashion by interpreted seriously. The target of a joke or sarcastic comment must be selected with great care, and always err on the side of safety.

BREAKING BAD NEWS

This is always a difficult task, but one that any of us in leadership positions could face at any time. When confronted with this problem, it is wise to stop and think beforehand about the best way to inform someone of an accident or death. Such news does not necessarily have to be communicated right away unless a delay might mean compromising available options. A ship on the verge of sailing, for example, might demand that immediate arrangements be made. Still, you should inform the person as quickly as is reasonable to minimize the possibility that he will find out from a different source. In this age of e-mail, this is a real danger. Ideally, you should do your basic homework ahead of time. Know, for example, if the sailor can be repatriated in response to a request from ashore, and when this might conveniently be done. Choose your time and place carefully. A private area like an officer's cabin is an absolute necessity. Usually, we don't inform people of bad news during silent hours if at all possible. It is better to let them get a good sleep before what will probably become a traumatic ordeal. You should think about some support for the individual. For example, a chaplain or good friend might be used. Indeed, it might be wise for one of these individuals to break the news if there is an especially close relationship. Normally though, as the CO/XO or Divisional Officer, the task should rightly be yours.

When the time comes, do not beat around the bush trying to soften the blow. Tell the person that you have some bad news, then tell him straightforwardly what that news is. If there is an emotional response, do not give additional information when the person is least likely to be listening. When you have his full attention again, pass on all of the information that you can, sensitively and discretely. No one is happy to discover later that you were privy to details that you did not communicate. Let the person grieve and give vent to his emotions. Offer sympathy. Then, when the immediate reaction is past and calm has returned, discuss the way forward. For those who take the news particularly hard, some follow up is necessary to make sure that they are all right. When it is reasonable to do so, it would be wise to have the sailor's immediate supervisors aware of what he is going through so they can monitor his reaction and watch for signs of distress.

DEPLOYMENT PREPARATIONS

As in times past, extended deployments are challenging, even traumatic, events. They put great strain on families, and on single sailors. Fortunately though, the increased demands of recent decades have led us to refine our procedures for ameliorating the problems caused by extended absences.

In used to be that deploying ships had to set up a dependants' self-help organization, often based around the wife of the CO or XO. Today, the Military Family Resource Centres (MFRCs) have assumed some of the burden. This dedicated and effective organization helps bring order and organization to both the deployment, and the all-important return to family life. They have well-developed methods, and access to communal resources that individual ship's arrangements could never match. Use the talents and efforts of these fine people to the greatest extent practicable.

An example might suffice to illustrate the superior approach we take today. At one time, very few sailors had heard of a Power of Attorney, much less prepared one. Today, fortunately, full exposure to the need for such a document, and assistance in getting the process moving, is a standard activity. How much confusion and hardship this simple expedient has avoided can only be guessed at.

Another great benefit of the MFRC is its capacity to facilitate the transmission of timely and correct information to dependants. When a difficult event occurs, like an accident on board or a major change to a deployment plan, the MFRC can arrange briefings for families by knowledgeable authorities who can provide, and explain, the facts. This is the best way to scotch rumours and reassure those left behind.

MIXED GENDER ISSUES

This just in: the Neanderthals are extinct.

OK, so maybe they are not completely extinct, but they are certainly an endangered species. Their fight has been lost, and rearguard actions only delay the inevitable. In

every corner of our military, females have taken their places beside their male compatriots, and are behaving at an equal or equivalent level. They are not worse. Nor are they better. Sometimes, they are the same, and sometimes they are just different. But they get the job done as we expect and demand. Sadly, we have recently seen the death of a female soldier in combat for the first time since World War II. Indeed, some would argue that this is the first female combat death in the country's history. If this does not drive home the point about equality and equivalence, then nothing can.

There are many publications and training courses that deal with mixed gender issues. These need not be rehashed here. It is true that a ship is a small, closed world that presents unique challenges to the integration of females. Nevertheless, the last few years have surely proved beyond doubt that these challenges can be faced and mastered. It took some accommodation, and compromise, and occasionally realignment, but the task has been accomplished. Today, we don't even think about it. So it should be.

Demand and expect proper conduct from all on board. And always remember that there are two areas where no slack whatever can be tolerated. The first is having any sort of physical relationship on board. This is summed up by the famous "no touching" rule. The second area where no flexibility can be accepted is relationships between members of different messes in the ship. The reasons are well known. Any favouritism will erode morale quickly, and even if there is none, the mere suspicion of favouritism will do the job. In an environment where an individual could legally order another into a life-threatening situation, there can be no doubt that assignments will be apportioned fairly and decisions made based on facts, not emotion. This situation is like a cancer eating at the ship's organization, and like a cancer, radical surgery is the only acceptable solution. One of the two offenders must go, and quickly. To drive home the point, some ships insist that the senior person be the one to leave.

The bottom line for all mixed gender questions is this. Female shipmates should be treated as shipmates. Period. They deserve to be treated with respect in a manner commensurate with their rank, experience and duties.

MAKING THAT DIFFICULT DECISION

We are all capable of making intelligent decisions. Unfortunately, we often exhaust all of the other possibilities first.

Despite everything you have heard or may suspect, the most difficult decisions are actually remarkably easy to make. This is especially true when an ethical choice is involved. The correct path is usually fairly obvious. However, being human, we will spend endless hours trying to rationalize to ourselves the choice of that other tantalizing option – the one that is easier, more convenient, less complex, less expensive and probably more comfortable. When in doubt, do the right thing, not the easy thing, and you cannot go far wrong.

Some more technical decisions face us from time to time. As the Army says: "time spent in recce is seldom wasted". What this means is that, within reason, we should endeavour to muster as many facts as practicable before making the decision. The first stage, and one that is often poorly performed, is to be sure that the true nature of the problem is identified. Once the challenge is clear, research and questioning can assist us in developing possible options, and variations on these. Only once all this has been done can we apply the logic (borne of experience and training) that will help us whittle down the choices.

Remember that much of the information that you glean during the research phase will be one-dimentional. It will reflect the bias of he who presented it. It is your job to consider that broader perspective. That is why you get paid the big bucks. You must not only take a ship-wide view, but you must identify and weigh those external factors that might be germane, even critical. These could relate to overall mission accomplishment, but will likely cover the full gamut of considerations.

Of course, a measured and intelligent risk assessment is at the heart of every difficult decision. Risk cannot be avoided or eliminated in our business most of the time, but it can be managed.

Not all great stories occur on board ship. A few years ago, I was deployed to Cambodia as a United Nations Military Observer. During my first few days, as the observer team leader in Kampong Chhnang, I decided to wander around an abandoned, unpaved airstrip. Stupidly, my meanderings took me off the main runway and about ten meters onto the surrounding, unmarked dirt fringe. As soon as I realized where I was (a minefield), I called for help. Shortly, a seasoned Canadian Petty Officer on my team came to my aid. Together, for the next hour or so, we dug away with our bayonets, crawling on our bellies and carefully slithering to safety, as we had been taught during our pre-deployment training. A few weeks later, a water buffalo set off a mine in the same location. I learned two valuable lessons. First, it is sometimes better in life to stay on the beaten path. Second, it is alright to ask for help, even if the pickle you're in was caused by your own stupidity.

It has often been said that any decision, even a flawed one, is better than no decision at all. The navy is one of those places where this is most usually true. Once the course of action is determined, any ship's company will slave like demons to accomplish it. There exists the very real danger of delaying too long while striving to assemble all the relevant facts. Rarely will you ever get them all. There comes a time to decide – based on what you know at the moment. You have to judge when that point arrives, and make your decision on what you have.

The last stage, once a course of action has been determined, is to develop and execute a plan that will accomplish the objective.

For those of you preparing for a Command Board, it might be worth distilling these four steps to decision making. They are:

a. define the real problem;
b. gather information and formulate options;
c. decide logically on the course of action to be followed; and
d. develop then initiate a plan to accomplish the mission.

HONEST MISTAKES

Experience is something you gain just after you need it the most.

You should never criticize or punish a sailor for **doing a thing wrong**, but you should for **doing the wrong thing.** It is important to be able to distinguish between a simple, honest error and deliberate malice. Mistakes are human, and offer a chance to learn and improve. They should be not only tolerated, but also forgiven. It is entirely different if someone has consciously broken the rules to achieve for himself some benefit or advantage.

CHAPTER 8 - ADMINISTRATION

A NECESSARY EVIL

Warning: Due dates may be closer than they appear.

There was a time when ships were known by their boats. Today, they might be better known by the quality and timeliness of their paperwork. There has to be a compact, an agreement, between the two sides in the admin war. HQs have to be diligent in resisting the tendency to add more reporting requirements to the existing long list. Ships have to do their level best to produce accurate and timely returns. This is always a trial for any XO or Head of Department, but it is a necessary evil. Never embarrass your CO or your ship by being adrift with your work. Remember that in the days of word processors, very few junior people can write well. Spelling, punctuation, syntax, even grammar, are lost arts. This is sad, but true. So XO, you and your ship's office have to make sure that the product passes muster. It you have lost these needed life skills yourself, you had better take immediate action to rectify the deficiency. You will not prosper without them.

E-MAIL

The danger of instant communication is that it allows us to communicate instantly.

Many a CO has been inspired to submit his latest observation, rant or brilliant idea to higher authority. This is laudable, indeed necessary, but it should never be done in haste. In the heat of the moment, all of us are blinded by the caliber of our insight and the polish of our words, but many of us say inappropriate things that we will later regret. There used to be an almost foolproof (literally, FOOLproof) defence against this folly. It was called a Chief Yeoman of Signals. Many a wise CO had his CYS sleep on a hastily-drafted signal; many a wise CYS did this anyway, on his own hook. In the cold light of day, saner heads often prevailed. Many of these crusading messages judged insightful the night before, were ripped up in the morning.

As "The Laws of the Navy" puts it:

Dost think in a moment of anger,
'Tis well with thy seniors to fight,
They prosper who burn in the morning,
The letters they wrote overnight.

For some there be shelved and forgotten,
With nothing to thank for their fate,
Save that (on a half-sheet of foolscap),
Which a fool "had the honour to state –".

E-mail encourages speed and erodes care. Not only does the quality of the prose suffer as spelling and punctuation are thrown to the winds, but the logic (or otherwise) of the argument emerges untested by sober judgement. Many a packet of ones and zeros has carried embarrassment at the speed of light. There is a function that allows an e-mail message to be recalled by the drafter. Do not be fooled. All it really does is say to the recipient that his inbox contains something that the writer deeply regrets and wants back. That is like planting a flag that screams "read me first". Once the send button is depressed, the errant author should be too. It is too late to do anything about it.

It would be wise to remember as well that there are very few truly new ideas under the sun. The annual revisiting of solutions first thought of years before accomplishes little. If the staff reaction is "here we go again", you have probably missed the mark.

That said, there will always be a place for a reasoned suggestion - properly researched, carefully considered and well argued.

MORE ON E-MAIL

There was a time when one of the greatest hardships of going to sea was the necessity to endure an almost complete lack of news. Given the communications systems of the day, the volume of traffic was severely limited at the best of times, and operational traffic obviously took precedence. Invariably, routine operational traffic had to give way to that with priority. A single CONFIDENTIAL EXCLUSIVE message, or one of those sixty-page American air tasking orders, could plug up the system for hours. This meant that administrative messages were placed far down the queue. Below even those was general news. Getting the hockey scores was a real morale booster, but this was not always easy. The national and international news summaries that did get through were so brief that they inspired many more questions than they answered.

Thanks to the mixed blessings of e-mail and internet access, this situation no longer pertains. In fact, in some ways, the opposite problem of too much information can be a concern. Sailors will now normally get lots of information from home, and very quickly. Similarly, they will be able to communicate back to the family with ease. Bandwidth is rarely a problem; management of the flow of information can be.

One thing that this ease of communication can mean is that sailors get bad news from home while no one on board is aware that the individual is under stress. Similarly, bad news received directly can circumvent the ship's efforts to break that tragic news with some degree of compassion and control. In the other direction, information of a strictly operational nature can be disseminated into the civilian world when that is not appropriate. Operations could actually be compromised.

Fortunately, technology has come to the rescue, and provided a solution to the very problems it created. In case of emergency, the e-mail pipe can be quickly and effectively shut down – literally at the flick of a switch. For example, for reasons of operational security, outgoing traffic might have to be shut down. Or, if there is an accident in the

ship involving injury or death, it might be judged necessary by the CO to turn off e-mail until next of kin have been informed, or until the circumstances of the accident have been established. Incoming traffic can also be restricted, with admin and personal mail held for later. The ability to restrict the flow of traffic must be managed very carefully. Cutting off the flow is a significant step to take, but one that must be used in critical circumstances.

One very significant benefit of this new communications technology is that there is no longer any excuse for an officer to be ill-informed about world events. Elsewhere in this publication, the importance of having a broad education has been highlighted. E-mail and the internet make achieving that goal much easier.

PUBLIC AFFAIRS

Dealing with the media is an area that can bring a chill to the stoutest heart. There is great potential for trouble, but as ever, facing and mastering the challenge can accomplish great good. Remember that the public expects and deserves to know what is going on in the service. We owe them factual information, within reason.

For most significant events one can always hope to be safely at sea, and thus beyond the reach of the media. Involvement might be restricted to dashing off a significant incident report (SIR). Always err on the side of sending these messages. If you have to stop and debate whether or not to put pen to message pad (or finger to keyboard), a SIR should already be winging its way across the airwaves to your boss. There is danger in surprises. Send it even if you do not have all the information. An initial report can always be modified or added to later.

The microphone is always on.

If you are ever required to speak to the media yourself, remember the above sentence. Whatever they say, whatever promise or undertaking is made, what you say can be used and often will be. Do not say anything that you are not prepared to see on the front page. You should never comment on areas that are above your pay grade. Unless you are the designated spokesperson, it is not your job to argue government or service policy. We have folks who are paid specifically to do that. Feel free to comment on your area of expertise, on your job, on your involvement with the incident. Obviously, you should never tell untruths or obfuscate. Answer the question, simply and truthfully, with the facts that you know. Do not speculate. You are perfectly entitled to protect certain information if there are legitimate security or safety concerns. Also, the privacy of an individual is an important consideration. Some personal information can, and should, be withheld for privacy reasons. As a general rule, matters that are under active investigation should not be discussed. This could prejudice the proceeding.

Sometimes you might be designated as a spokesperson on a given issue. If that happens, read again the sentence in italics above. In this case, your mandate will be broader, and you will have greater latitude in responding. You will be given access to the necessary

information, and may be assisted by a Public Affairs officer who will help you prepare for the expected questions.

Elsewhere in this publication, the visit of a Russian naval squadron to Halifax was described. At one point, a young Canadian officer had to brief a senior Russian Admiral on what entertainment had been provided to the Russian sailors. Events with individual families, the kinds of events that best serve to reduce barriers between people, were very limited in scope because of the Russian insistence that their sailors remain in groups of at least six under the charge of a senior petty officer. So, group events featured prominently in the programme. The young officer was ushered into the presence of the Russian senior officer who had the physique of a bowling ball and a sense of humour to match. The Canadian had to explain that some of his junior sailors had been taken bungie jumping. So, he had to explain that the Admiral's men had been taken to the top of a 100-foot tower, had large elastic bands secured around their legs, and had then been pushed off only to spring back just short of hitting the ground. How do you go about explaining this to a Russian whose entire career and experience made the whole concept utterly unbelievable? Then, without betraying the secrets of the briefing, the Canadian had to inform the Halifax press of the Russian's reaction.

Today, the Navy pursues a proactive public affairs policy. We have a story to tell, and we want to get it out rather than just have the media show interest when there has been an incident. We welcome, even seek out, media opportunities to show the positive side of our activities. In these cases, our job must be to facilitate media access rather than trying to control or direct the story. All reporters want access, and the more that we can offer them the better. Again, concerns of security, safety and privacy must be taken into account. If the media have been invited aboard, it would be wise to remind everyone to confine their comments within the parameters of their own duties. If the media are given reasonable access to members of the ship's company, there will, occasionally, be negative stories. This cannot be avoided, so don't let the possibility constipate efforts to achieve a positive result.

As we work more with the media, the relationship will be strengthened and mutual trust will develop. This will enhance our chances of having the good stories covered instead of just the issue-driven ones. Still, good news does not sell the papers. It is a good idea to review the sentence in italics from time to time.

As always, senior HQs should be made aware of your media plans and activities, and of course, any bumps in the road that might be encountered.

DEALING WITH THE PUBLIC

Canadians are not historically known for their extensive knowledge of military affairs. Sadly, outside of coastal provinces, some do not even know that we have a navy as capable as it is. This is changing. The headlines of every daily newspaper describe the activities of Canadian Forces' members in far-off and dangerous places. The public is becoming much more aware of the dedication, courage and perseverance of this

outstanding group of men and women. With knowledge often comes a desire to learn more.

In recent years, we have seen a renaissance in public interest in the military. We must do our part to foster that interest, and to ensure that an accurate picture is portrayed. If given the opportunity, grasp enthusiastically the chance to host civilian groups on board. Within the restrictions of security, be open and honest about what we do. Know that your sailors will always be our best salesmen, so just let them do what comes naturally. Sailors love to explain what they do. Their pride and professionalism will show through to even the most casual observer.

One word of caution is in order. With this increase in interest in our activities there could be a tendency of some civilian officials to ask for just that little bit more. Within reason, this can be accommodated. Sometimes though, rewards are offered by way of thanks. Beware. Be scrupulously correct when it comes to accepting any gift, for yourself or the ship. Welcoming a gift might open you up for future requests for consideration. That is a slippery slope.

THE JOINING LETTER

Many believe that this quaint custom has seen its day. There are senior officers who have never written such a letter in the entire course of their careers. Conversely, there are many who have faithfully followed this custom in every appointment they have received over many years. It is probably true to say that a formal joining letter is not required today. It could be argued, however, that it is a great way to make your mark with your new CO. First impressions can be made but once, and this is a solid way to start.

Classically, the joining letter must be written by hand, in ink, with a fountain pen. Traditionalists would cry heresy at the suggestion of using a word processor, but maybe the time has come. Given the truly abysmal state of penmanship today, this would at least ensure that the contents could be deciphered.

The letter acknowledges the officer's appointment to the ship or establishment. Then, some personal information is included, and details about moving, reporting and leave can be addressed. It is customary to lay out your plan, but indicate that you would, of course, make any changes considered necessary. This often happens since you are probably unaware of all the details of the ship's programme.

There are two kinds of folks in the world. There are those who would never close a letter with "I remain, Sir, your humble and obedient servant". And, there are those who would welcome the opportunity to do just that. These are exactly the words that Nelson would have penned at the end of a dispatch to Their Lords Commissioners of the Admiralty reporting victory at Aboukir Bay in 1798.

There was a mid-level Canadian officer who was joining an American HQ commanded by a three-star Admiral. He wrote a classic joining letter. The American was so

impressed, never having received such a thing before, that he called the Canadian in for a rare, personal interview. He thanked his new officer for caring enough to put pen to paper in such a formal way. It seems like a pretty good way to launch an appointment, doesn't it?

Historically, joining letters were written by the divisional officer to a new rating about to join a ship. Over the years, the procedure has reversed itself in every particular. Maybe this proves that continuing evolution is possible.

Still, ships should always send some form of welcoming letter to new people of every rank. Please make sure that your ship has a failsafe procedure in place to do this. New folks should be welcomed to the ship's family, and given sufficient details of the ship's programme that they can make sensible plans. A point of contact complete with address and phone number (and e-mail address) should be included, especially for those coming from out of area. Always try to indicate what leave could be taken to allow the person to get himself and his family settled before the requirements of work once more intrude. You will get more and better work out of a sailor who has had time to ensure that things are under control on the home front.

BOARDS OF INQUIRY AND SUMMARY INVESTIGATIONS

What part of "You have incurred my serious displeasure" don't you understand?

Painful as this topic may be, some aspects of it should be addressed. Nobody likes being on the receiving end of either of the procedures named in the title, but it can happen to the best of us. These activities need not be punitive, and are sometimes just the most expedient way to discover the full facts of the case. Equally, nobody would want to receive a letter of displeasure, starting with the words quoted above. While distressing, these were generally not career-enders. Many a senior officer has one tucked away somewhere. Given the plethora of other administrative sanctions, letters of displeasure are no longer used. This is unfortunate in some ways since they were very effective at focusing the attention.

Sometimes, you will end up conducting or participating in a BOI or SI. There is a universal tendency when writing the conclusions to think that you have to come up with something brilliant to say. You don't. Occasionally, you have to resist the overwhelming urge to recommend the institution of yet another in a long series of checks and balances. Eventually, the mandated procedure becomes a nightmare of bureaucracy and red tape. Sometimes, the existing rules and regulations are perfectly adequate exactly as they are. People would not have landed in trouble if they had simply read and followed them. Say so.

Courts martial remain another age-old tradition, but they are best not discussed here in detail for fear of frightening the prospective CO/XO. Suffice to say that fear of censure should never be your prime motivating factor. Achieve the mission as expeditiously and professionally as you can. When in doubt, do what you believe to be the right thing. Be

deliberate, but do not fear carefully assessed risk. After that, let things take care of themselves.

It used to be that on returning after the deliberations of the court, an officer would instantly know the verdict. If guilty, his naval sword on the table would point towards him, and away if innocent. We no longer observe this practice. Too bad.

Completely off topic, but understandable in light of the way we sometimes do things, is the fact that the term "red tape" has a military origin. After the Civil War, veterans had to go all the way to Washington DC, regardless of where they actually lived, to fight for care and benefits. They languished in offices for weeks awaiting the delivery of the answers to their claims. The papers, if and when they came, were wrapped with red ribbon.

SHIP'S TOURS

The public, here in Canada and oversees, are fascinated by warships. Except in dockyard cities, they rarely get to see them. Even then, a chance to see the inside of a ship is not common. This is why ship's tours are so popular, and why we have to approach them with such professionalism. They present a wonderful opportunity to highlight not only the technology, capability and flexibility of our ships, but they also allow us the chance to showcase our greatest asset – our people. Too often we squander our opportunity by leaving this evolution to the OOD and an uninterested duty watch. Instead, the XO and HODs should take a personal interest to ensure that our best foot is being put forward. This is a great chance to involve some of the more junior members of the ship's company in an important public relations exercise. There is nothing more impressive than a keen, determined young sailor anxious to tell visitors about his duties and his ship. This talent pool should be pressed into service on every occasion of touring and hosting.

Some years ago, when NATO was a smaller organization, the members of the Military Committee and the Chiefs of Defence (CHODS) for each member nation were touring North America. With the Chairman of the Military Committee, they comprised the thirty-one most senior officers in the alliance. They visited two Canadian ships where each general/flag officer was assigned his own personal tour guide drawn from the AB to MS ranks. They spent the whole visit together. The very senior officers were exposed to individual tours and frank conversation. They dined in the main cafeteria. At the end of the visit, they expressed their sincere appreciation for the chance to interact with these enthusiastic, knowledgeable and thoroughly-impressive young people. It was a chance that they did not get often because of their positions, and it was an eye-opener. Briefings by COs and fancy buffet lunches were something they experienced every day. A slice of "real life" was a refreshing change. Oh yes, the experience did not do the young sailors any harm either.

CHAPTER 9 - GUIDANCE TO AIDES DE CAMP AND FLAG LIEUTENANTS

INTRODUCTION

Only a small number of us will ever have the opportunity to serve as a Flag Lieutenant or Aide de Camp (ADC) to a flag or general officer. Many of us, however, will be involved in nominating officers under our command for these duties. Also, all of us will have to deal with Flag Lieutenants/ADCs from time to time when they accompany their flag officers on board for official visits or functions. These notes are provided both to assist a young officer in preparing himself for this demanding but rewarding duty, and to help the rest of the fleet officers in understanding the difficult position that these usually junior officers occupy, and the unique responsibilities and powers that go with the job. This understanding could make life easier on both sides.

Flag Lieutenants can make a mistake …… once!

The most common situation is that a young officer at the Sub-Lieutenant or Lieutenant rank is assigned as the personal assistant to a Canadian flag officer from one star (maple leaf?) up. Often as well, officers at the Lieutenant-Commander and Commander level become honorary or actual ADCs to senior personages such as the Lieutenants-Governor of provinces. Occasionally, for shorter periods, officers at this same rank level are selected to accompany members of the Royal Family on official visits to Canada. In "foreign" countries, British officers retain this task; in Commonwealth countries, those with Her Majesty the Queen as Head of State, choose officers from the host country. In Canada for example, the Queen is entitled to have a Commander or officer of equivalent rank assigned as ADC, although the position is actually called "equerry" in the case of a member of the Royal Family. In this chapter the term "ADC" will be used for the sake of brevity to refer to officers in all of these appointments of personal service. Similarly, the term "flag officer" or FO will be used as a collective term for the variety of principal officers to whom ADCs can be assigned. This chapter will be addressed directly to the newly-appointed ADC.

There are a variety of published sources that will provide clear direction on ceremony, dress, and general duties. However, few of these will address the subtleties of proper deportment and the challenges of working daily in such privileged positions.

STANDING OUT

Officers assigned ADC duties are instantly distinguishable by the "aiguelletes" or looped golden braid worn on the left shoulder for those assigned to flag officers, and the right shoulder to those selected to accompany Royal or Vice-Regal principals. Interestingly, aides in virtually all western countries and in all services wear aiguelletes that are almost identical. This device is derived from the days of chivalry when knights were assigned squires and pages to assist in the donning of heavy armour and other duties. These personal servants carried short lengths of rope with them so that they could hobble the

knight's horse when he dismounted. Pegs were driven into the ground to which these ropes were secured. Ceremonial "pegs" decorate the ends of the aiguelletes even today.

The aiguellete comes in two versions. A small, light loop suffices for everyday wear, but a heavier more ceremonial version is worn on formal occasions. These latter devices are heavy, and to avoid distorting the lapel of the uniform by pulling it to the side, a wise ADC will often sew an extra hook under the lapel to support some of the weight.

WORK SCHEDULE

Your work schedule will vary greatly with individual FOs. It will be differ from normal daily activities, to formal occasions to foreign travel. You must have a detailed discussion with your FO as soon as practicable after assuming your appointment in order to establish when, on routine occasions, you are required to be at work and when you are free to depart. Most often, you will find that the FO arrives last at the office, and leaves first. Indeed, you will learn to treasure those solitary minutes in the morning when you can get things organized before the FO comes in. Whatever the level of activity, you will rarely enjoy a "normal" workday, and there will be many requirements that fall well outside of regular working hours. Fortunately, in Canada, FOs are generally more understanding of the requirement to balance work and play, knowing that a more productive staff is the net result.

You will also be responsible for organizing your FO's day, and ensuring that the schedule runs smoothly and efficiently. To do this effectively, you will sometimes have to act like a rabid temple dog. You must understand human nature, and adjust accordingly. When a key staff member says he needs a meeting that will last only fifteen minutes, it will invariably run half an hour, and you would be wise to schedule it accordingly. You will quickly learn who will stay on time and who will always run over. Allow the FO an hour for lunch and build regular fifteen-minute breaks into the programme. Give him the flexibility to work on his own projects and call for meetings with individuals of his choosing. Do not allow senior staff members to change the schedule without the consent of your FO, and never let them make alterations without informing you. You must be the keeper of the up-to-date version of the schedule. They may think that they understand the big picture, but only you will be fully aware of all the details of events well off the staff's normal radar screen. This is one of those times where you must stand your ground. You cannot be bullied by the staff officer - almost invariably senior to you - with a "better idea". Establishing this rule early in your tenure will ensure a smooth running organization and cement your position as the "go to" person for getting access to your FO. When it comes to the daily programme, nobody, especially the FO, wants surprises.

There are times, of course, when the best laid plans go awry for legitimate reasons. If the daily schedule cannot be adhered to because of events beyond your control, have it in your mind which meetings can most easily be re-scheduled, and be ready to brief your FO accordingly.

Your FO's time is valuable. There will never be enough of it. Every moment will be a battle of competing priorities. Everyone, thinking his particular project to be the most important one on the planet, will make demands on the great man's time. Discuss your FO's priorities with him so you have an innate feel for what he judges important. Then, learn how to tell a real emergency from a false alarm. Finally, understand who in the HQ can get things done. You will develop a feel for this quickly. The list is understood, never written down, and it is based on people, not positions. Some people can get quickly to the heart of a problem, and institute effective action. When some people say they have to interrupt your FO, they can be trusted to know what is vital and what merely interesting. Of course, HQs everywhere are also populated by the other kind of people. Know who is on which list. Guard the gate!

There are two types of meetings. The first, involving official discussions with one person or a group, requires formal follow up action. You must be ready to be the note taker at these meetings. You will have to quickly distil the essence of complex subjects, and reduce long briefings to simple action directives. You will have to record the issue, the factors considered, and the action decided upon. Be sure you understand who the action person is to be, and what the deadline is. Print up your minutes quickly after the meeting so that activity can begin. You will have to develop your own shorthand in order to record the gist of discussions as you go.

The FO will also hold private meetings for a variety of reasons. No slight is intended if you are excluded from these. Use the time off wisely.

USE OF RANK AND POSITION

You represent your FO at all times, on and off duty. While that does not mean that you are now in command of the fleet, it does mean that often you speak with all the power and authority of your boss. An order, even a request, from your FO means that action has to be taken by someone. Almost invariably, that person will be senior to you. Some can respond to the instruction as if it came from the FO; some can't. Some see you as a messenger only, and want to go back and clarify the order. There will be times when that person will want to, maybe even should, question the FO personally on the intent. This will quickly wear thin. The FO has a right to expect his orders to be carried out, no matter who relays them. You have to learn to be forceful on this, but in such a way that you are not seen as wearing the FO's stripes. There is a danger that you will alienate others, but more normally, they will fully understand the unenviable position you are in, and act accordingly. Stand on your FO's authority when absolutely necessary, and when you are absolutely certain of his requirements.

It is, of course, completely unacceptable to use your FO's authority to secure special consideration for yourself. He who tries this will cut his own throat – from both ends. Your FO will lose his trust in you, and your authority will be eroded with those with whom you deal.

TRAVEL AWAY AND VISITS IN

Time spent in recce is seldom wasted.

Even in your own HQ, you should assume that the driver will either not know where to go, or will not have scouted out the route. Road construction will mean a detour, or the building to be visited will have both a west and an east entrance. You must be sure that you know **exactly** where you have to be.

In foreign countries this problem is magnified many fold. You will have no idea of travel times between points, the driver might not speak English, and all of the road signs will be in the local language. Your preparation time must increase accordingly. Often, your best source of information will be the ADC of the FO being visited. At least he knows the town, and is capable of understanding your requirements.

The competence of HQs ranges from the sublime to the ridiculous. Arranging visits at NATO HQ in Brussels, for example, is easy. Your e-mail to their protocol office indicating proposed dates and the names of who you would like to call on, will elicit a rapid and complete reply. You will be presented with a cogent itinerary that will accomplish all your goals. The timings will be workable. You will be provided with transport to the meetings, but also in from the airport. Hotel recommendations and reservation assistance will be offered. A local cell phone may be made available. By contrast, at southern NATO HQs, an entirely different concept of time prevails. It will be difficult to finalize an itinerary, and you may face the unenviable experience of boarding the plane without a solid knowledge of visit timings and availability of principals. Nothing is worse than this, but it is real life in some locales.

In the Pacific, the situation is similar. The Japanese manage to make an art form out of everything, and the hosting of foreign dignitaries is no exception. Their programmes run like Toyota assembly lines. You will be spoiled, and pampered, and treated like royalty at every stop. The drivers will wear white gloves and re-polish the cars while you are making calls. Never be lulled into a false sense of security though. Tokyo traffic can quickly discombobulate even the best plan. And remember, your next stop will be in a country in South-East Asia that does not even try to emulate Japanese efficiency. Yes, the Indonesian Police outriders will get you through that traffic snarl, but their methods will give you sleepless nights.

Be particularly careful in newly-established HQs. Their machine will not yet be well-oiled. In these days of transformation, there are many HQs that fall into that category. New players will also be unpredictable. In Eastern Europe for example, they will do everything in their power to help you, but often, the office on the other end of the phone will have its own agenda and timetable.

Preparation, in all its forms is essential. You must be ready for the routine administrative details associated with travel, accommodation and ceremonial. Your FO must be ready to pursue the objective of the meeting. NDHQ has a truly awful view that the longer a

briefing book is, the better it is. Every section in the HQ has something that they see as vital that absolutely has to be in the book. Nothing could be further from the truth. A well-prepared ten-page book will be read on the plane and remembered; an eighty-page tome will lie unread in the suitcase. And oh yes, you will be the one to carry that heavy volume there and back. You can't dispose of it, its classified!

So, the perils of foreign travel are numerous and varied. Knowing that, you should be especially attentive to the needs of FOs visiting your Command. His ADC is in the same conundrum as you would be. Do everything for him that you would want done for you. That extra reassuring e-mail could mean the difference between him sleeping on the plane, or arriving a wreck.

For complex visit programmes, like a full day of meetings at NATO HQ, remember to give your FO a series of pocket-sized index cards. He will want to review the name and position of his next meeting while walking down the hall towards it.

For all foreign travel you must have a printed itinerary and briefing details ready for each day. You must have the car pennant with you. Your suitcase will be only partially for you. You will transport the gifts to be presented, and collect those incoming. These will always be bigger and heavier than what you gave out. The expandable suitcase was a great invention. For every briefing or speech to be given, you will carry copies, and on the day of presentation, they had better be in your pocket, not back at the hotel.

PERSONAL DUTIES

There was a time, many years ago, when a very senior officer would have a small personal staff to assist with everyday distractions. Generally, those days are long gone. Sometimes, the ADC is it. In this case, you should expect to do some of these "batman" duties. It is completely reasonable that you will provide the wake up call, and you will almost certainly be the luggage handler occasionally. It is unlikely that you will polish shoes or press clothes, but you may well have to retrieve the tunic from the hotel laundry. You know, the one that was guaranteed to be back by 1600? If there is a Steward assigned, as is usually the case with a naval FO, many of these details can be delegated. Remember, however, that it is you who must brief and supervise the Steward.

In a South-East Asian country, the Admiral arrived in the hotel lobby to be greeted by several foreign military officials as well as four Canadian officers. It was instantly apparent that the Admiral had reversed his ribbons, putting them on the right side of his tunic instead of the left. There was no time or opportunity to discreetly inform him of the error. Instead, looks were exchanged among the other Canadians, but not a word was said. All went off in different cars, but by the time everyone was reassembled at the entrance to the foreign HQ, all the Canadian officers had ribbons on the right, and nametags on the left. Embarrassment was avoided, and the hosts never knew the difference.

You might become ADC to an entire family, or at least the FO's spouse. As a matter of course, you will be involved in all of their official social functions and many of the private ones. You will be organizing private dinners. You will also be called upon to assist with a myriad of personal administrative arrangements. You will be getting the car passes for the family vehicles. You might be involved with medical claims, auto insurance, banking, legal matters and family vacation travel. Never feel that your position is being abused. Instead, look at these taskings as a chance to relieve the FO of mundane issues so that he can concentrate his full attention on the broader needs of the Fleet or formation.

RELATIONSHIP WITH THE STAFF

Your FO will have a staff in his HQ. While you are part of this staff, you are also different from the others because of the unique position you hold. You must develop an effective working relationship with them, and it is not always easy. When you visit an office, you are almost invariably bringing someone work from the FO. They tend not to like this. You have to be very careful how you go about it. You will also have to judge where to go a good percentage of the time because it will not be obvious who should be tasked with a given job. You will have to know who can get things done quickly and well, and who will deliver the minimally-acceptable product. Work through the chain of command so that more senior officers know what their juniors are doing for you. Be prepared to escalate up the chain if you are not getting cooperation. Always keep track of who has been assigned what, and monitor the deadlines closely.

EQUIPMENT

It may seem like motherhood, but it is amazing how many people start out as an ADC without the required equipment. The following paragraphs should provide some guidance.

In the twenty-first century, whatever you or your FO might think, both you and he need laptop computers, and these should be set up to handle both routine and classified material. Both need to be connected to the appropriate nets, within and without the HQ, and this has to be set up and tested before your first real day of work can begin. If you are establishing a new position, CANADACOM for example, even identifying the needed networks might be a challenge. In a foreign posting, or on travel abroad, the difficulties are magnified many fold. Certainly, details like this will demand you personal and consistent attention.

While the Blackberry can be quick and convenient for some jobs, major tasks such as note taking, or the display of briefings on disk, will require a good laptop. You should have jacks for hotel rooms whatever country you might be in, or satellite internet connectivity. Pay particular attention to the firewall if classified material is being handled. Of course, the laptop must be guarded in accordance with the classification of the data. Extra storage media are essential, preferably flash card size.

You will absolutely need a cell phone, and it must be with you, literally, at all times. Remember that often, you are the first one called. Remember too that most emergencies happen at "oh dark thirty". The cell phone must work overseas. Do not assume that the IT guy in the basement of the headquarters knows about this. Even if he has Europe figured out, Malaysia will confound him. When traveling, advance research and preparation are essential. The phone must have at least one extra battery (preferably more) with its charger. The phone should be able to send and receive e-mail. If this causes problems, a Blackberry or some equivalent device becomes essential. By the way, when you arrive in a foreign location, be sure that you immediately understand how to work the phone system. That extra zero that is not dialed within the country could make the difference between a good nights sleep for you, and embarrassment.

Given the plethora of electronic devices you are now acquiring, remember that wiggly amps are different everywhere. Woe betide the ADC who ends up with a two-prong plug in a three-prong country. Go immediately to a travel store and buy the best adapter kit they have. If there are only three different plugs offered, it is not good enough since it will not cover the Middle East or Africa. You will need at least five different plugs, and of course, the all-important adapter that converts the voltage so that you don't melt expensive equipment. You also need battery chargers for all these devices. Charge batteries every chance you get since they only fail at critical moments.

NASA spent several millions of dollars developing a pen that would write upside down and in the vacuum of space. It was years in development. The Soviets issued their cosmonauts with a three-cent pencil.

Even in this electronic age, there is a need for paper and pens. Nothing is faster, or ultimately, more reliable. Signatures will be required, and hastily-scribbled notes will have to be made while walking in hallways and driving in cars. Ideas and concepts sometimes have to be captured immediately before the fog of war obscures them. Many an ADC has found that the everyday post-it note is his best friend.

You are the point of contact for your FO. The quickest and easiest way to leave your contact details is with a smart business card. Make sure you have lots of these, especially when on the road. At any given moment you should have access to fifty of yours, and fifty for your FO. You think that this number is a joke? It is not. Think ahead to make sure you are equipped, and act early to order more cards when the stock is getting low, or when details such as rank or command name change. Never be caught short on this. In some places passing out the cards is a routine at the end of every meeting or call. In some places, like Japan, the exchange of cards is an art form. For example, you only offer or accept a business card with **both** hands.

PERSONAL RELATIONSHIP

This topic has been left to the end of the chapter, but it is by far the most important one covered. By virtue of the extensive time you spend with your FO, at home and abroad, a special relationship will develop. You must never forget who the boss is, but you will be

given the opportunity to express opinions and make observations that your contemporaries never will. Certainly, you will see and hear things that no other officer of your rank would expect. Above all things, you must exhibit great discretion. Learn to listen a lot, and talk a little.

Your FO will expect you to have a "feel" for the staff opinion on issues. This does not make you a spy. Instead, you become a pollster and translator. You will have to suck knowledge out of them without betraying what the FO's thinking on the topic is. As in poker, you must remain impassive while determining what cards the others hold. There will also be times when that discretion will cut the other way, when staff confidences will have to be kept or your position will be undermined. Clearly, the best answer all around is to be economical with your views; be a carrier of information, and not a spreader of rumour. Never, ever, tell tales out of school so as to appear as one of a trusted inner circle to those on the outside that you are trying to impress.

At all times, your discretion must be absolute. Intimate professional and personal details must be "close hold". Once a relationship of trust is established between you and your FO, it could well last a lifetime.

A FINAL THOUGHT

These notes make an ADC appointment sound like an awful lot of work. It is! It is demanding, and harrowing, and frustrating. On the other hand, it is a unique job that can result in great satisfaction. If offered the chance to serve as an ADC, jump at the opportunity. You may get to see some great places and eat some great food.

CHAPTER 10 - THE NAVAL MESS DINNER

This chapter is included by specific request. Recently, an Executive Officer, brand new to the fleet, was forced to admit to a very senior officer that he did not have any idea how to organize and run a mess dinner. There are several good reference publications that lay out the procedures, often in exquisite detail. When faced with the task of arranging a dinner, these should be consulted – every time. Here, it should suffice to review the order of events paying particular attention to some of the potential pitfalls.

Before launching into this, however, a quick lecture on the general topic of making introductions and giving thanks is in order.

INTRODUCING A SPEAKER

Presumably, you invited your guest to speak at the dinner (or any event) because you wanted to hear what he had to say. Assuming this is true (and even if it is not), you owe him the courtesy of a proper introduction. This will take some effort on your part, as it should. Never regurgitate his entire career in chronological order. Never! How many times have we heard this done? And what was the effect? Boredom, and a total lack of interest even before the unfortunate speaker rose to begin his remarks. It is your duty to make the audience want to listen. To do this, tell them why they should. In other words, establish the credibility of the speaker. By all means review his resumé beforehand. Then, look for patterns and trends. It is an effective tactic to group similar qualifications. Tell people simply that he held two at-sea commands, or that he served in a Director General-level staff position in NDHQ. We don't need, or want, the dates or the names of each ship or job unless they are of particular interest. If he commissioned the first-of-class, or commanded a task group in a headline operation, or was the DG to introduce a sea change policy shift, then mention this by all means. If there is a humourous or particularly significant milestone, it should be highlighted. The audience should be positively anticipating the speaker's remarks by the time you exit the stage.

Speaking of exiting the stage, do this quickly. Introductions should be short, and pithy. Stand up to be seen, speak up to be heard, and sit down to be appreciated.

This is the one time during the dinner when reference to rank can be made. The Admiral could be introduced as such. For the rest of the festivities, all diners are called simply Mister Jones, Miss Smith or Mrs. Marple.

THANKING A SPEAKER

If you heed none of the other advice contained in this publication, please heed this. When thanking a speaker, any speaker, never, never say: "Thank you for taking time out of your busy schedule". This is a horrid cliché, a hackneyed phrase that trumpets an unparalleled lack of imagination. It proves that the thanker put little effort into his task, and did not care enough about the speech to even attempt developing something

interesting to say. Those who use this expression should be taken out into the back yard and shot.

Instead, thank the speaker by referring to something particularly interesting that he said. If nothing else, this proves that you were awake. And above all, be brief. He was the guest speaker, not you.

While a guest speaker at a dinner should most often be introduced by the President of the Mess, it is common to designate another mess member to thank him. Give the poor fellow or lass chosen for this task sufficient warning that he or she can pay particular attention to the speaker's remarks, and thus develop intelligent comments. This exercise is a good way to improve the verbal skills of your junior officers, and to ensure that they can think on their feet.

PREPARING FOR THE MESS DINNER

It has been mentioned that several publications exist that lay out every nuance of the naval mess dinner. But beware, because many of these instructions are dated. In particular, the toasts have changed, and procedures for "head calls" and smoking have been modified to bring them more into line with the norms of present society.

Useful though these publications might be, your greatest resource as you face the task of organizing a dinner will always be your Chief Steward. He is the expert on this, so use his knowledge. Sit down with him early and often to review every detail. Nor should you think that this event will be something that he wants to avoid if he can. After all, it is a lot of work. But remember that he has to train his stewards, and they need mess dinners to make a complete job of this.

You will note how the above paragraph implies that the President of the Mess will do all this organizing himself. That is exactly the message. This is the only way to ensure that it is done right. Remember that on the night, you will be the one standing up in front of the world. You have to execute the plan, so you should be involved in every detail of it. A few brave souls have directed their Supply Officers to arrange everything, and regretted the decision.

The mess is the only truly democratic institution in the navy; all members have an obligation to participate actively and be involved. Put another way, we never meet on equal terms professionally, since rank and position (and sometimes experience) are always paramount. We do meet on something approaching equal terms socially. All mess members except for the President of the Mess are equal, and must be made to feel part of the institution. Nobody can be left out or made to feel unwelcome. During the working day, the Wardroom is to some degree a haven from the demands of duty, but it also inescapably becomes an extension of the work place as well. Thus, it takes a fine judgement to know where you stand with regard to the use of first names for example. In the purely social realm of the mess dinner, this confusion is removed. This is clearly a social occasion, and a different set of rules applies.

Mess events should be enjoyable experiences for all, and the mess dinner is the pinnacle of that communal activity. If some members of the mess see the dinners as an imposition or a painful experience, the mess is not doing it right. That said, barbarian conduct is never acceptable. If you cannot have an enjoyable time while acting like a lady or gentleman, then you are not doing it right. Much more will be said on this topic. Much more.

So, you are going to have a mess dinner and it is up to you to organize and conduct it. How do you go about this daunting task? First, you have to decide what sort of event you are having. In the past, Wardrooms in the Royal Navy dined together, formally, as often as once each week. This was a true mess dinner since it featured only mess members, and a few guests. Occasionally, "guest nights" were held which broadened the attendance to include many more guests. Another variation on the theme is "dine the ladies". What we must now do to rename this event in our politically correct world does not bear thinking about. Dine the significant others? Suffice to say that it is a dinner to which spouses are invited. Whatever type of function is intended, the mess dinner format is often employed. This is done because it is such a traditional and wonderful way to enjoy the pleasures of good dining and good company. Also, because the civilian world rarely experiences anything like it, it is a novelty for them. The idiosyncrasies associated with a naval mess dinner allow for, even demand, explanation to the uninitiated. This centuries-old format enhances the whole experience greatly, and few civilians so exposed will soon forget their attendance at a proper mess dinner. The procedure will have to be adapted to the particular kind of dinner being held, but the formal rules should usually be observed to the greatest degree that is possible and reasonable. So, whatever type of event is on the agenda, basic mess dinner rules will apply.

Because there can be so many variations, this description will use a ship's or naval shore establishment's Wardroom as the example. Normally, the Executive Officer is the Mess President, and he will thus also be President of the dinner. As such, he will be in charge of all diners regardless of rank.

The first task is to develop a menu. Here, the Chief Steward's experience, and that of the Chief Cook, will come to the fore. They know what has worked in the past, and what has not. They will never suggest selections that cannot easily be cooked simultaneously for a large number. Dishes that require complex preparation or are difficult to eat politely, such a corn on the cob or lobster, will never be mentioned. The potential for the serious religious offence that can arise from certain menu choices will be carefully considered. While the President will have his own views, it is wise to follow the counsel of the Chief Steward and Chief Cook.

The seating plan requires particular attention. Guests are always seated to the right of their hosts, and thus the guest of honour will sit to the right of the Mess President. Other guests should be dispersed amongst the diners. Never allow a concentration of very junior officers. This invites trouble. The more experienced (read older) mess members should be scattered around to provide an example of proper conduct, and to make

possible a wider range of dinner conversation. At a “dine the ladies”, couples should not be seated together. Before dinner, while enjoying sherry in the anteroom, everyone should check the seating plan to know where he is sitting, and to discover if he is responsible for any guests. If a mess guest is seated to your right, you should ensure that he gets to his seat. Gentlemen always escort ladies seated to their right. Diners are, of course, not allowed to change seats. Remember that exchange officers are never considered to be guests. They are full, and welcome, members of the mess.

This is an appropriate spot to reinforce a point made elsewhere in this publication. A female officer is, like everyone else, an officer and mess mate first. While her conduct will, in the broadest context, be that of a lady, she should not be so treated at a mess dinner, or anywhere else. The rules should always be exactly the same as if the officer were male. Hopefully we have evolved to the point where we will never again see a male general officer holding a door for a female Sub-Lieutenant. Indeed, the opposite should be the norm.

Whether military or civilian, male or female, the rules of the host mess are always respected. This would mean, for example, that in an Army mess, you would stand with all the others for the loyal toast. Guests should be briefed on the rules of the particular mess to avoid embarrassment. If a guest for whom you are responsible makes a gaff, it is your error.

Care should go into the selection of the Vice-Presidents. While this is an excellent opportunity to broaden the outlook of junior officers, the Vice President will have duties that must be diligently performed. Choose the witty speaker, never the clown. At a single large table, only one “Mr. (Miss? Madame?) Vice” will be required. If several tables jut out from the head table, a Vice will be needed at the end of each. You should gather the Vices in advance of the dinner, and brief them on their duties. A few minutes spent doing this will be rewarded.

The identity of the guest of honour will usually be dictated by the event - the inspecting officer at a graduation parade for example. Occasionally, however, it will be up to the mess to find a speaker. Deliberate long and hard over this. A stirring speech can add greatly to the function. The address should be motivating, instructional and humourous. The most senior officer about is not necessarily the best speaker. Of course, plenty of lead time will need to be allowed to permit the prospective guest to reply. If he is unable to attend, you have time to re-energize the search.

So, having seen to the menu, seating plan and guests, the order of events should be carefully reviewed with the Chief Steward. You and he will have to be on exactly the same page. While he will provide cues as the dinner progresses, a wise President has the routine written on small index cards that can be discretely tucked away until needed.

Remember in all that you do that the object of the exercise is to provide a memorable dining experience for all present. This includes the food, of course, but it will be the

ambience and conviviality that will be of greatest import. It is up to you, as President, to do everything possible to ensure the conditions for a successful social event.

CONDUCTING THE MESS DINNER

Normally, diners will meet in a separate room for sherry or other drinks half an hour or so before the advertised time for the dinner. An invitation that says "1930 for 2000" means that diners should arrive at the first-stated time. In naval circles, there is no such thing as being fashionably late. As a general rule, aim to arrive within five minutes of the desired time, but never early. Since the rules of the civilian world are often different, it would be wise to advise civilian guests of our respect for punctuality. This will avoid embarrassment. As President, you should greet the guest of honour at the door, and see that he is offered a refreshment. During this short period, you should probably remain fairly close to your guest. After dinner, he will be able to circulate more freely.

When the Chief Steward has announced that dinner is served, the President will accompany the guest of honour into the dining room. The other diners and guests follow without delay. While the President sometimes sits down immediately upon reaching his place, it is more usual for all diners to stand behind their chairs until everyone is in place. Then, the President seats himself first. Once everyone is seated, the President uses the gavel to call the dinner to order. It will be known in advance if a chaplain is present. If so, it should have been established with him beforehand if he is willing to say grace. He should not be surprised by the request, even though chances are good that a chaplain could come up with an acceptable grace without warning. If no chaplain is present, the President says grace himself, usually the laconic naval version: "For what we are about to receive, thank God". What an absolutely wonderful grace this is. Neither word, nor time, are wasted.

From the moment that grace is said until the loyal toast has been drunk, strict rules of movement are in force. No diner may join or leave the table without the President's permission. The President is in control of the dinner, and must ensure that decorum is observed while moving events along. He can fine diners for misbehavior, but this right should be exercised exceedingly sparingly. Excessive use of fines detracts greatly from the evening by disrupting the flow. Vice Presidents should be clearly instructed on this as well.

Most major milestones in the dinner will be announced to the President by the Chief Steward. By following the correct order of events, things should proceed smoothly, almost naturally. No one should ever start a course before the President. Diners use utensils from the outside in. Bread is broken, not cut. The proper positioning of the knife and fork (parallel at forty-five degrees) will indicate when a diner is finished a course.

Often, vegetables arrive by "silver service". This is another of those skills that stewards are required to learn. There is a certain dexterity required of the diner as well. Obviously, use both utensils, and be sure that you have a solid grip on the selected tidbit before transferring it to your plate. Small portions only should be taken. You often have

to execute this manoeuvre in tight quarters, so beware the proximity of your neighbours and the many wine glasses close to you.

During dinner, it is the responsibility of all to make enjoyable conversation. You must speak equally to diners on both sides of you. This is yet another of the unending series of occasions when the benefits of a broad education will assert themselves. You should be able to converse intelligently, and amusingly, on a wide variety of subjects. Small talk is an art that must be practised, and the mess dinner is one of the best opportunities for doing this. Certain potentially controversial subjects are best avoided. Politics and religion are topics fraught with danger. Shoptalk should be left for work situations. By this we mean detailed discussion of day-to-day efforts, rather than broader talk of general service interest which would always be a topic for reasoned discussion. Classically, a specific sum of money should not be mentioned, nor should the name of a lady not present (other than a celebrity) be spoken. Pedantic adherence to this ancient rule would be silly, and in any case, it has to be modified to accommodate a mixed gender mess membership. Are the names of other gentlemen to be allowed? No, all that is meant by this admonition is that business and gossip are not suitable topics for dinner conversation. While foreign languages are to be avoided, in Canada, French is never to be considered foreign.

Once the dinner is complete, and the table cleared, the Chief Steward will return to the President's side to signal the next events. First, thanks are given. If no chaplain is present, the President will say: "For what we have received, thank God".

The passing of the port is one part of the dinner where scrupulous attention to procedure is expected. The President and Vices will have decanters placed in front of them, with the stoppers in place. When the port is ready to be passed, as indicated by the Chief Steward, the President unstoppers his decanters, and the Vices follow. These keepers of the decanters do not pour for themselves, but instead pass the decanters – always to the left. Decanters are slid along the table to the next diner, never lifted and handed along. As has been detailed elsewhere in this publication, this is a practical expedient carried over from the days of sail when the unpredictable motion of the ship could result in spilled port. Diners pour their own port as the decanters arrive in front of them. As has also been earlier explained, the decanters should be lifted to aid pouring, but must be passed on the table. Stewards will move decanters around the end of a table if that position is unoccupied. They will also ensure that the correct stopper accompanies its decanter. When the decanters have returned to their guardians, the President replaces his stoppers, as do his Vices.

As covered previously, naval officers drink the health of the sovereign seated, unless there is a band present to play the national anthem, or foreign heads of state will be toasted, or a member of the Royal Family is in attendance. Hosts will have tactfully made sure that their guests are aware of the Navy's ways of doing things. This is particularly important for the loyal toast. The President asks one of his Vices to propose the loyal toast, in either English or French. The Vice uses the other official language in proposing the toast "Ladies and Gentlemen, the Queen of Canada". The toast is then

made in either language by individual diners. "God bless her" is usually added as an extra measure of respect. Naval officers never toast with water. Again, the superstition is that someone will drown. Mariners seem hung up on this fear, for good reason.

When official foreign guests are present, all diners stand for the toasts regardless of service. The foreign Head of State is toasted first by the indicated Vice. This practice is unique to ships and navy shore establishments since other messes always conduct the loyal toast first. If more than one Head of State is involved, a collective toast is sometimes given (to "the Heads of State here represented"). Foreign guests should, of course, been briefed in advance on the procedure to be used, and should agree. Guests from Commonwealth countries are not considered to be foreign since we share the same sovereign. The nuance of "Queen (in right) of Canada" is immaterial here. If a foreign HOS is toasted, the senior guest usually then proposes the loyal toast in return.

Toasts of the day have been expounded upon earlier. Usually, the junior diner handles this task, although the President could call on any mess member at his discretion. Indeed, as a test of flexibility, he could request any of the seven toasts regardless of which day it actually is. Some introductory words from the proposer, witty if possible, are *de rigueur;* launching directly into the toast shows a lack of imagination. If a special group is being honoured at the dinner, spouses for example, or the graduates of a course, they can be toasted either before or (more normally) after the toast of the day. While naval officers jealously guard the prerogative to drink the loyal toast seated, other toasts are honoured standing.

After the toasts, a chair or chairs are set behind the President. The chef and bandmaster are invited to join him for a glass of port. The guest of honour and President turn their chairs slightly and enjoy a few minutes of conversation with the two individuals. While it is clearly the Chief Steward who has done the most work is preparing and executing the dinner, he is not invited to join the group since he is still busy with his responsibilities. To prove this point, after a few minutes of chat, the President and Chief Steward should confer. At the agreed moment, the latter will usher the serving and food preparation staffs out from the galley area, and assemble them in view of the diners. The President will rise, and thank all of those who helped with preparation, serving and entertainment. The diners will show their appreciation for the efforts with a round of applause, after which the staff will leave the room.

Now comes the moment for the political correctness of "modern times". The speech by the guest of honour should be a memorable part of the evening. Diners cannot be attentive if their thoughts are elsewhere. A new, and very practical, expedient could be observed at this point of the dinner. A short break could be announced, and will be welcome by all after the fine wine that has been drunk. But, great care must be exercised if the President is not to lose control of the dinner. This is clearly the moment of greatest danger. Diners should be cautioned of the absolute necessity to see to business quickly and return to the table. The time needed to answer the call of nature or smoke a cigarette is all that can be tolerated. The President should make this crystal clear before any diner is allowed to leave the table. It is imperative that the flow of the evening be resumed

quickly, or the whole affair will drag on to an intolerable length. Again, your best friend, the Chief Steward, will be useful in rounding up the stragglers.

Once the diners are reassembled, it is likely that the President will wish the port to be passed again at some point. While exactly the same procedures are followed, this time, the stoppers are not returned to the decanters. Considerable store is put in the having the guardian properly oversee his stoppers. It is seen as amusing if these can be spirited away when the unfortunate is off guard, and the President's attention drawn to the transgression. While this good-natured game is expected, the poor Vice should not have to ruin his evening guarding against the forays of his friends. Restraint, as in all things, should be the order of the day. The same advice holds for the liberation of gavels from their rightful custodians. One successful effort might be amusing; more would not.

With everyone now ready to devote his full attention to the speaker, the President can proceed with the introduction. See the guidance above. Naval officers can applaud by slapping the table with one hand. After the speech, and thanks, and even during the dinner itself if great control is exercised, there is some time for contributions from other diners. Of course, before anyone can speak, their Vice must indicate that Mr. X desires to address the dinner. Once the President has recognized the speaker, he rises and speaks from his place. This can be a moment to recognize other worthy guests, but most often, it is a chance to demonstrate wit. Contributions must be brief. Great care must be taken here as well that the situation does not degenerate. Even if the remarks are well received, too many of them will quickly try the patience of even the most polite audience. A few amusing interjections are always preferable to a string of uninspired ones.

At a suitable moment, the President will determine that the formal part of the dinner has ended. He will stand, and escort the guest of honour from the room. All stand as they exit. The other diners will follow, although junior members may remain briefly to ensure that none of the port is wasted. Refreshments in the anteroom follow, and this is where mess members and guests should circulate widely and mingle. Conversation is much more relaxed at this point, and games and other entertainment might be undertaken. It is expected that boisterous enthusiasm will come to the fore at this point of the evening, but restraint is always wise.

When is comes to driving home, good sense must, as always, prevail. This would be the perfect occasion to relieve a comrade of his keys if necessary. Many officers wisely sleep on board, or at the Base Wardroom if the dinner is held ashore. Remember, every Military Police Corporal knows when a mess dinner is being held. They enjoy the target-rich environment that this provides. Discretion and common sense must be the order of the day.

Reinforcement of the guidance on conduct could beneficially be repeated here. Senior Lieutenants have been known to put their inexperienced juniors up to various acts of terrorism. This reflects poorly on the gullible dupe, but also on the senior member who really should know better. Things like throwing food are absolutely never acceptable. Do not believe anyone who says they are. If this frat-house conduct, completely out of

place in an officers' mess, does occur, the President must act quickly and forcefully to stamp it out.

A FINAL THOUGHT

Above all, take this advice to heart. Any mess dinner will only be a successful occasion if the President maintains firm and continuous control of the pace and conduct of the dinner.

CHAPTER 11 - ON ASPIRING TO COMMAND

THE COMMANDING OFFICER

At some point in your career, you are going to sit back and wonder if this pursuit of command is worth all the effort. This might happen after an unsuccessful attempt at a command board, or as XO when attacking your paperwork as the rest of the ship's company is leaving for the day, or as you slave in the seeming-anonymity of a shore-bound headquarters far from the sea and the eyes of senior naval officers. The road to command is a hard one. It is supposed to be. If it was easy, anybody could do it. It was designed to be a challenge, and has been refined over generations to ensure that the best possible job can be made of selecting those with exactly the right blend of knowledge, dash, leadership and charisma for this crucial position.

The difficulty of the path is clearly recognized in the visibility and deference that we extend to the Commanding Officer. He (or she) is piped aboard, sometimes in situations where officers far senior to him in rank are not. His location and movements are advertised with a pennant at the mast for all the world to see. He is welcomed by the OOD, and seen ashore again at the end of the day. He is saluted upon arrival on the bridge at sea each morning. He assumes the name of his ship, and it is that rather than his own name that is used to indicate his presence in a boat. His arrival at meetings is announced, and generally speaking, his juniors stand when he enters a space. He enjoys a cabin the size of a large mess deck, and maintains his own private mess. He dines by himself. He is the one that has a chair provided for him on the bridge, and it is his alone except for that bold OOW in the mid-watch who hastily vacates if the CO is thought to be about. He releases all but the most routine messages. He represents his country, and his service, to foreign militaries and diplomatic officials. He has the power to fine or imprison. He is consulted on and must approve the plan for the ship's activities, and on every significant deviation from that plan. He puts the ship safely in her berth, and takes her to sea, or decides who will. Ultimately, he is responsible for everything that happens, or does not happen, in the ship; he enjoys the accolades, and it is he who must endure the censure when things go poorly.

He enjoys all of this privilege and recognition because of that responsibility that only he bears. Command cannot be delegated.

Given the numbers of units we have in the Navy, it is statistically self-evident that not everyone can be a CO. It should be equally obvious that not everyone should be. Many among us are not suited to the task. It is not wholly a matter of professional knowledge, since much of that can be acquired, eventually, through plain hard work. It is much more a question of attitude, of aptitude, of outlook, of willingness to take on that ultimate responsibility. This is the "command presence" that boards try to assess. It is also the reason why you can never be successful by telling the board members what you think they want to hear. You have to tell them honestly what you would do faced with the situation they have outlined, and be judged accordingly. If you study what others have

done in various difficult situations, and present their solutions as your own, you are being fundamentally dishonest. You may occasionally fool some members of the board, but you should ask if you are also fooling yourself. Having the courage to present and defend your own views is a difficult thing to do, and if you are not aware of, and confident in, your own capabilities, you will ultimately fail. If you are "playing a role" you had better stop and consider whether you are really cut out for this. Why? Because when you are truly faced with crisis, when that moment comes when a silence descends on even the talkative junior officers, and suddenly, in the hush, all eyes on the bridge turn to the CO, you had better be up to the task. And do not fool yourself that such moments will arise. "They" will all turn to you when they realize that they are in so deep that they cannot get out alone. And you will realize that there is no one standing behind for you to turn to for advice or salvation. It is your moment on the stage, and you absolutely have to have the right answer.

What is really important is what you learn after you think you know it all.

The true moment when you are ready for command is not when you pass the board, but when you first realize that you are standing there alone with no backup and no net, and accept that that is the way is has to be.

THE OTHERS

They also serve who only stand and wait.

Not everyone is CO material. This should not for one second mean that those not anointed should do any less than give their best at all times. Nor should they be treated with anything less than due respect and civility. They are fully capable of making necessary and valuable contributions. Indeed, our organization more than most, relies on everyone, at every level, to do his or her job. All those jobs, even the most mundane ones, are necessary to the proper functioning of the whole; even the most junior player is still a critical member of the team.

While some move rapidly through the ranks, and seem to go from success to success, others slave away in the trenches. So it must be. All of that work is valuable and necessary too, and great satisfaction and fulfillment can be had from doing a less glamorous job well. This is how we develop experts in specific areas that have the experience to make wise decisions about the day-to-day issues that provide the fundamental underpinning for the successful conclusion of the overall mission. They may not be in the limelight, but those behind the scenes make their contributions too.

Sometimes we forget how significant a small demonstration of panache can be in terms of reputation and influence. Towards the end of our first patrol in the Arabian Gulf, our frigate was tasked to escort a Royal Navy Auxiliary Tanker into the Straits of Hormuz. On meeting the oiler in the gulf of Oman, we closed for a RAS before taking up the escort duty. Closing from the beam at speed, I cautioned the 2OOW who was taking the ship into the standby station, to make a good show of it, allowing him only one alteration of

course and speed to achieve the manoeuvre. This particular young man had previously displayed little aptitude for "ship driving". To my surprise and delight, he "nailed it", going from 26 knots and approximately 90 degrees off the RAS course to settle directly into station with no fiddling. I was more surprised, however, when the RN tanker came up on UHF praising effusively our manoeuvre, calling it the best joining he had seen in six months on station, and adding what a joy it was to be working with professionals again. Coming from the RN, this was high praise indeed since they are not prone to hyperbole. From then on, we could do no wrong so far as the tanker was concerned, and the ship benefited directly several times during our work together. From a mentoring perspective, this outcome certainly justified my approach in letting junior officers drive as much as possible. As well, the experience was of great benefit to that young officer. He was immensely pleased with himself and had certainly earned a "get out of jail free" card in my view.

MORE ON RISK MANAGEMENT

At its most fundamental level, much of naval service is about measurement. Risk assessment is the epitome of this truth.

God save thee ancient mariner from fiends that plague thee thus.

The naval prayer, which is quoted in full in the last chapter of this publication, asks that we be protected from "the dangers of the sea and the violence of the enemy" – and for good reasons. Ours is an inherently risk-filled business. Elsewhere in this volume, it was pointed out how we often deliberately take almost counter-intuitive approaches to problems. We don't choose the easiest, or safest, or most expeditious ways of accomplishing things because we have to be ready for the day when the easy solution is not an option. That is how we train to be ready for the inevitable crisis when it comes.

It was 2300 one evening during the third week of workup exercises for a DDE. I was the SSD OOW. The Sea Training exercise required the ship to land a party ashore in Port San Juan on the west coast of Vancouver Island. If you are familiar with the area, you know that the harbour is wide open to south west winds. If was apparent as soon as we entered the harbour that we should not be there. Out of nowhere, the wind had increased to a near gale force from the south west, and the ship began experiencing a rapid set towards the NE shore. The CO immediately cancelled the boat launch and ordered the starboard anchor let go. The plan was to swing around on the anchor, avoid being blown aground, get lined up with the harbour entrance, weigh anchor and get the hell out of Dodge. It sounded easy but it was not. It was pitch black, the wind was howling, we were soaked and freezing and we could not see a thing in the spray. The navigator told me afterwards that his radar display showed nothing but sea return; once we had entered the harbour, he couldn't make out the shore. At one point the XO was on the foc'sle and I was on the bridge wing with the CO. We had over seven shackles of cable out at very, very long stay. The young sailor who was manning the sound-powered headphones was getting more and more agitated. We were all worried. Then the Ordinary Seaman yelled out in a shrill, panicky voice "Captain, Sir … Captain, Sir … the XO reports that there's

a lot of strain on the cable!" I'll never forget the next moment. The CO slowly turned his head, looked the OS right in the eye, and with a smile on his face (that had always been there from the start of the evolution) said, in a long, slow, exaggerated Scottish drawl: "Son, there's a lot of strain on the old man as well". At that point, the entire bridge team visibly relaxed, we methodically finished weighing anchor and departed Port San Juan Harbour safely. And that was that.

While our business is risky, it is at its heart also about the sensible assessment and management of that risk. We do not do foolhardy things. As a CO, you must constantly make those fine calculations of where the line must be drawn, but you must also push your people to ensure that they are properly trained against the day when instinctive, precise action will be needed to avert disaster or loss of life.

Risk management is an interesting concept. We have all seen situations, usually in other navies, where a CO will spend his entire time in command fearful of any error or omission. He will hope to get safely through his command appointment so he can get back to the HQ where the "real" opportunity for promotion lies. This man should never have been a CO in the first place if that is how he thinks. The mission must be accomplished, and that cannot be done if all risk is to be removed from the equation. That is like providing a guarantee that no ship will ever go aground by leaving them all permanently in harbour where they cannot undertake those missions for which they were built. No, we want our COs to assess risk logically, but then drive forcefully and with aggression to see the mission through.

For this system to work, our senior officers must be tolerant of error, for it is often through calculated action punctuated by occasional mistakes that the soundest lessons are learned. American Admiral Chester Nimitz, commander of the Pacific Theatre in WWII, expressed the theory that "every dog should be allowed two bites". He expected his captains to make mistakes, and he tolerated them. While we in the Canadian Navy have gone through cycles, generally, our senior authorities are very good at giving leeway for the honest fumble born of enthusiasm. They were COs once too, and can understand and accept what the man at the coalface is going through. Of course, errors arising from malice or ill-judgement are different. Those must be corrected forcefully.

STRATEGIC THINKING

So, a willingness to take calculated risk to accomplish the mission is one of the attributes of a good CO. So is the ability to think broadly. By this is meant, first, the capacity to see the ship as a whole, and not as individual departments. It is the CO, and by extension the XO and Coxswain, who are in the best position to see the full picture, and make decisions accordingly. The full range of factors need be considered. Many times, the decision will not be popular in the short term, but it will have been taken by thinking beyond the immediate problem to its implications, and benefits, down stream.

Second, the CO must also think well beyond his own ship. That is, he must operate on the strategic as well as the tactical level. He must understand and able to implement the broader plan of the Navy, the Forces as a whole, and even the national government. He will be one cog in the country's diplomatic effort. He and his ship will be on display in everything they do, and will be judged for it. Their successes and failures will reflect on Canada in the widest sense.

LOYALTY

We have all heard many times that loyalty must extend both up and down. A CO must faithfully carry out the orders of his superiors. Occasionally, he will have to divine the necessary action from only general intention. He will disagree with some of these policies, but must of necessity adopt them as his own and carry them through with determination and conviction. Looking downward, he must do everything to equip his people for the challenges they will face. Besides ensuring that needed material goods are available, this means that he must train and motivate his ship's company. And, he must defend them. If he believes in the rightness of a man's cause, he must be prepared to push back forcefully against the inertia of a "system" sometimes blinkered by its own bureaucratic agenda.

Many of the best moments in command came from pushing back at the 'system' for what you considered a good cause. The "DAG" process was something we had to put every sailor through in order to ensure that they were deployable. I am not sure what the acronym meant – most of us weren't. It had become a verb all of its own; you had to "DAG green" if you were to sail to the Gulf with the ship. Shortly before we were to depart, one of my highly-valued CERT 3 engineers "DAGGED red"; the medical authorities had determined that he should not deploy because he was suffering from a significant and protracted case of depression. Knowing this petty officer pretty well, I was fairly certain that preventing him from coming along was likely to exacerbate his situation. I brought him up to my cabin, determined that he was fully prepared to share the medical diagnosis with me and his divisional system, extracted a promise from him that he would keep the lines of communication open, and decided to take him to the Gulf anyway. He was tremendously grateful for the opportunity, it all worked out well, and to this day he thanks me whenever we meet. Of course, it might not have worked out so well. I would never advocate that medical advice be ignored, but use this story only to point out that the medical community could not take into account the tremendous support which individuals derive form a close-knit divisional system - the surrogate family that a good ship's company provides when deployed.

MOTIVATION

A Canadian ship found herself the only western naval unit (ever) berthed at a naval dockyard in Asiatic Turkey. The ship was sailing early the next morning. Two large sea containers of desperately needed stores arrived on the jetty near noon. No help was available from ashore, and even the unionized crane operators were monumentally

unhelpful. The ship's company had been reduced to one hundred and eighty. When the storing party was closed up, everyone on board appeared, officers and senior NCMs included. In ten hours, they loaded and struck below, by hand, seventy-five thousand pounds of stores. There were sore backs, and blisters, but no complaints. Indeed, the pride in a job well done was obvious.

A portion of the effort had been watched by several hundred young Turkish conscripts who were given an extended break from their drills to observe all the action in their dockyard. These eighteen-year-old boys from Anatolia sat in bleachers near the brow, and watched in disbelief as the all-important jettyside organization of the storing was handled, very efficiently, by a tall, blond, female Assistant Supply Officer. They had probably rarely seen a blond woman, and traffic wardens were likely the only women they had seen in uniform. Clearly, they had never seen a woman in charge of men.

A CO will quickly discover that a well-motivated crew can accomplish amazing things. Sailors are exceptionally rational beings. If they see the need for something, they will get it done regardless of the obstacles. Most workups prove this point, and it is often the most junior people who rise to challenges they would never normally face. Their enthusiasm and initiative are a constant source of surprise and pride. No amount of deprivation or discomfort will bother them given the single caveat that the suffering must be spread fairly. If one ship, or one watch, is spared while the others are targeted, the sailor's innate sense of justice will be offended.

Watching this wonderful sense of duty and team spirit is one of the greatest rewards of command. The pride in the accomplishments of a ship's company will answer the question posed at the beginning of this chapter. Is command worth all this pain and effort? The answer is a resounding "yes" for those who achieve it. But that sense of accomplishment is not restricted to the CO, for everyone who contributed to the team effort can be legitimately proud of the successful result. Each member of a ship's company has a part to play, and even the newest or lowest-ranked individual forms part of a coherent whole that requires solid performance by all its constituent parts to operate efficiently.

While serving as XO of a destroyer, we were nearing the end of mid-cycle WUPS, which to this point had gone very well. We were only a few hours from completing the final Combat Readiness Inspection, and most of the crew were sleep deprived at this point. I had just lain down in my cabin at about 0200 for a quick power nap when a pipe was made indicating that we were to take another destroyer in tow and provide all gear from aft. I cursed under my breath – something about how we had already aced WUPS and this was just the Sea Trainers and Squadron Staff making our lives as miserable as possible. I got to my feet and started down below to roust the troops and get things moving since this was going to be an all ship evolution. As I reached the main flats I couldn't believe my eyes – there was the towing hawser being carried through the ship by mostly off-watch engineers led by the Chief ERA who actually had them singing the Volga Boat Song!! I started laughing and stopped worrying about whether the ship's

company was up for this last test. Never stop developing and honing your leadership skills. Good and bad examples can come from anywhere.

VOICES IN THE NIGHT

Some of you will know instantly what is meant by this sub-title, and will already have heard the voices. Some of you will be fortunate to acquire the needed skills somewhere along the way in future. Some of you will never experience this phenomenon. While it is a gift that makes a CO's job so much easier, it is, apparently, not a prerequisite for the job. There have been many very successful COs who claim never to have heard the voices.

If you are one of the fortunate ones, the Gods are smiling down upon you. An example might help to explain exactly what we are talking about here. Late some night when you have finally been allowed to sleep, the OOW will call with a series of contact reports. They will make complete sense. The bearing drifts, and angles on the bow, and closing rates will compute. The word picture will fit. The rule of the road assessment will be accurate and the recommended action reasonable. The timbre of his voice will convey confidence and certainty. But you will not be able to go back to sleep even though you are exhausted. Although everything seemed right, something isn't. You will have no idea why. At that point, you crawl into your pants and go to the bridge. You will arrive just in time to avert a disaster. Your OOW, for whatever inexplicable reason, will have gotten himself into a near collision situation, and will be on the verge of doing the worst possible thing to try an extricate himself. You will do the correct thing, instinctively, and the two ships will pass safely in the night. You will swear never to sleep again knowing that you will have to.

The object of the Rules of the Road is not to be right it court. It is avoid hitting anybody.

The little voices will pop up when you least expect them. They will occasionally sound different. Sometimes, they will draw your attention to your most trusted confidant, and sometimes they will finger the usual suspects. The point is simply this. If you are lucky enough to hear the voices, always listen to them.

A SOBERING STORY

Just when you thought you could sit back and enjoy all the perks of command, it is always good to be hit in the face with a dose of cold water. You should read this story over, and then think about it. Think about it a lot.

In October 1969, KOOTENAY was conducting a full power trial in mid-Atlantic. Around 0810, the wheelhouse reported "2 bells from the engine room". The emergency signal was supposed to be "5 bells", but the OOW nevertheless ordered "stop both engines". The order was never acknowledged by the engine room. The port gearbox had ruptured and the explosion and subsequent fireball had killed several of the engine room watch and others in the main cafeteria. The fireball also destroyed a great deal of firefighting

equipment located in the engine room/boiler room flats – including most of the CHEMOX sets on board. The ship was rapidly filling with heavy black smoke. All power was lost, and with it, all internal and external communications. The ship was still doing more than 25 knots.

The wheelhouse crew was no longer able to man the helm because of the smoke. Steering was eventually restored from tiller flats with the orders passed along a human chain of sailors since comms were out. In the meantime, a sub-lieutenant had donned his diving mask and air tank and had proceeded to the boiler room where he ordered that the steam to the engines be shut off. The ship finally slowed to a stop.

As the Task Group closed KOOTENAY, and radio communication was restored, the delivery of additional firefighting equipment became the top priority. At one point, there was a Sea King lowering CHEMOX onto the forecastle at the same time as another was lowering cans of foam on the quarterdeck. The fire was stubborn and, hampered by the lack of equipment, took a long time to extinguish. Later that afternoon the ship was taken in tow by SAGUENAY until a commercial tug eventually arrived from Plymouth.

This was the worst peacetime accident in the history of the Canadian Navy. Eight crew members were killed by the explosion. Four of these were buried at sea near Plymouth, England, and four were buried ashore in Plymouth. A ninth died on board BONAVENTURE en route to Halifax

CHAPTER 12 - CONCLUSION

A VOICE FROM THE PAST

The American naval hero John Paul Jones wrote a famous letter to the Naval Committee of Congress. Although dated 14 September, 1775, the words are pertinent in almost every detail today. The letter, quoted in Buell's John Paul Jones, The Founder of the American Navy, is reproduced below in its entirety. Please read it carefully.

"It is by no means enough that an officer of the navy should be a capable mariner, He must be that of course, but also a great deal more. He should be as well a gentleman of liberal education, refined manners, punctilious courtesy, and the nicest sense of personal honor.

"He should not only be able to express himself clearly and with force in his own language both with tongue and pen, but he should also be versed in French and Spanish.

"The naval officer should be familiar with the principles of international law, and general practice of admiralty jurisprudence, because such knowledge may often, when cruising at a distance from home, be necessary to protect his flag from insult or his crew from imposition or injury in foreign ports.

"He should also be conversant with the usage of diplomacy and capable of maintaining, if called upon, a dignified and judicious diplomatic correspondence; because it often happens that sudden emergencies in foreign waters make him the diplomatic as well as military representative of his country, and in such cases he may have to act without opportunity of consulting his civic or ministerial superiors at home, and such action may easily involve the portentous issue of peace or war between great powers. These are general qualifications, and the nearer the officer approaches the full possession of them the more likely he will be to serve his country well and win fame and honor for himself.

"Coming now to view the naval officer aboard ship and in relation to those under his command, he should be the soul of tact, patience, justice, firmness and charity. No meritorious act of a subordinate should escape his attention or be left to pass without its reward, if even the reward be only one word of approval. Conversely, be should not be blind to a single fault in any subordinate, though at the same time he should be quick and unfailing to distinguish error from malice, thoughtlessness from incompetency, and well-meant short-coming from heedless or stupid blunder. As he should be universal and impartial in his rewards and approval of merit, so should he be judicial and unbending in his punishment or reproof of misconduct.

"In his Intercourse with subordinates he should ever maintain the attitude of the commander, but that need by no means prevent him from the amenities of cordiality or the cultivation of good cheer within proper limits. Every commanding officer should hold with his subordinates such relation as will make them constantly anxious to receive an invitation to sit at his mess table, and his bearing toward them should be such as to encourage them to express their opinions to him with freedom and to ask his views without reserve.

"A navy is essentially and necessarily aristocratic. True as may be the political principles for which we are now contending they can never be practically applied or even admitted on board ship, out of port or off soundings. This may seem hardship, but it is nevertheless the simplest of truths. Whilst the ships sent forth by the Congress may and must fight for the principles of human

rights and republican freedom, the ships themselves must be ruled and commanded at sea under a system of absolute despotism."

Said another way, “We are here to defend democracy, not to practise it”.

A FINAL THOUGHT

This volume has examined some aspects of our shared tradition of sea service. It is the clear duty of all of us, regardless of rank, to understand and foster these customs that make us what we are. Equally, it is our responsibility to ensure that they are passed on to those junior officers and sailors that we are privileged to command, supervise and train. Naval tradition generally, and Canadian naval tradition in particular, are in our custody.

CHAPTER L – REFERENCE MATERIAL

HEART OF OAK

When a Royal Navy ship in the age of sail "beat to quarters" to prepare for battle, it was the strains of this song that were tapped out on the drum. All on board heard it as guns were loaded and run out, marine sharpshooters were mustered and placed in the fighting tops, powder was carried to the guns by boys called powder monkeys, the decks were sanded, and the surgeon's awful instruments were laid out below. The music was written in the 1700s by a Doctor William Boyce. Interestingly, the stirring words were penned by that famous British actor, David Garrick, for whom the Garrick Theatre in London is named. The rousing tune has inspired generations of sailors, a point proven by the fact that the American Navy "borrowed" it, added their own less British lyrics, and called it *The Liberty Song*.

Note, please note, that the word "heart" in the title is singular, not plural.

Come cheer up, my lads! 'tis to glory we steer,
To add something more to this wonderful year;
To honour we call you, not press you like slaves,
For who are so free as the sons of the waves?

Chorus
Heart of oak are our ships, heart of oak are our men;
We always are ready, steady, boys, steady!
We'll fight and we'll conquer again and again.

We ne'er see our foes but we wish them to stay,
They never see us but they wish us away;
If they run, why we follow, and run them ashore,
For if they won't fight us, we cannot do more.

Chorus

They swear they'll invade us, these terrible foes,
They frighten our women, our children, and beaus;
But should their flat bottoms in darkness get o'er,
Still Britons they'll find to receive them on shore.

Chorus

We'll still make them fear, and we'll still make them flee,
And drub 'em on shore, as we've drubb'd 'em at sea;
Then cheer up, my lads! with one heart let us sing:
Our soldiers, our sailors, our statesmen and King (Queen).

Chorus

As an aside, the "wonderful year" referred to in the first verse was 1759. In that year during the Seven Year's War, 1756-63, the Royal Navy achieved notable victories at Lagos and Quiberon Bay. As well, Admiral Saunders was seen as being on the same heroic level as General Wolfe for his unparalleled navigational feat of moving a major fleet up the St. Laurence River. No ships of similar size had ever made such a passage beyond the rapids below Quebec, let alone a major battle fleet in close proximity to its enemy. The support of the navy in almost all facets of the battle, much of it at night, was instrumental in securing the victory that made Canada British.

THE NAVAL HYMN

Eternal Father, Strong to Save, is known as the "naval hymn" in the UK and Commonwealth countries. Unusually, it is also the naval hymn of the United States Navy – with the basic words largely unaltered! There were originally only four verses written, as a poem, by William Whiting of Winchester, England. The US armed services have seen fit to add at least fifteen additional verses to this moving song over the years. In somewhat typical American fashion, special verses were written for the Marine Corps, the US Air Force (separate verses for pilots and navigators!), submariners, nurses (but only females), the US Coast Guard, astronauts, the wounded and their caregivers, the folks on the home front, the National Guard, the Seabees, and the ships of the Navy. There is also a special verse for those who serve the nation in foul weather. I kid you not. For hopefully obvious reasons, only the original words are recorded below.

The music was composed in 1861 by Whiting's fellow Briton, Reverend John Bacchus Dykes. How an Episcopalian clergyman got the name "Bacchus" we will never know.

Eternal Father, strong to save,
Whose arm hath bound the restless wave,
Who bidd'st the mighty ocean deep,
Its own appointed limits keep;
Oh, hear us when we cry to Thee,
For those in peril on the sea!

O Christ! Whose voice the waters heard,
And hushed their raging at Thy word,
Who walked'st on the foaming deep,
And calm amidst its rage did'st sleep;
Oh, hear us when we cry to Thee,
For those in peril on the sea!

Most Holy Spirit! Who did'st brood,
Upon the chaos dark and rude,
And bid its angry tumult cease,
And give, for wild confusion, peace;
Oh hear us when we cry to Thee,

For those in peril on the sea!

Oh Trinity of love and power!
Our brethren shield in danger's hour;
From rock and tempest, fire and foe,
Protect them wheresoe'er they go;
Thus evermore shall rise to Thee,
Glad hymns of praise from land and sea.

THE NAVAL PRAYER

O Eternal Lord God, who alone spreadest out the heavens, and rulest the raging of the sea; who has compassed the waters with bounds until day and night come to end; be pleased to receive into Thy Almighty and most gracious protection the persons of us Thy servants and the fleet in which we serve. Preserve us from the dangers of the sea, and from the violence of the enemy; that we may be a safeguard unto our most gracious sovereign lady, Queen Elizabeth and her dominions; that the inhabitants of our commonwealth may in peace and quietness serve Thee Our God; and that we may return in safety to enjoy the blessings of the land, with the fruits of our labours, and with a thankful remembrance of Thy mercies to praise and glorify Thy Holy Name…Amen.

PRIERE POUR LA FLOTTE

O Seigneur notre Dieu, toi qui selon le livre de la Genèse, as créé les confins de l'univers, toi qui commandes la puissance de la mer, toi qui as fixé les limites des océans jusqu'à la fin des temps, protège la flotte dans laquelle nous servons. Protège-nous des dangers de la mer et de la violence de l'ennemi afin que nous puissions rendre les mers plus sûres pour notre Reine et pour notre pays, et que nous soyons la sauvegarde de ceux qui désirent voyager en paix sur ces océans. Nous te prions pour que notre service dans les forces puisse assurer la paix entre tous les hommes, et aussi une plus grande paix avec toi, notre Dieu; enfin nous te demandons de nous mener en toute sécurité à notre port pour jouir de la prospérité de notre pays et des fruits de notre labeur sur la mer; puissions-nous rappeler avec gratitude ta protection durant ce voyage et te louer.

THE BLESSING OF THE SHIP/ SHIPS' COMPANY

Almighty and everlasting God untouched by the waves that threaten us, but whose command can still them, accept the prayers of our servants for all who in this ship, now and in the future, shall commit their lives unto the perils of the deep. In all their ways enable them to be true and learn to trust and serve you, so that your glory may be set forth throughout the earth. Watch over them wherever their duty takes them, that no evil befall them nor mischief come near to hurt their souls. And so through the waves of this troublesome world, and through all the chances and changes of this mortal life, bring them of your mercy to the sure haven of your everlasting kingdom.

PRIERE POUR LA BENEDICTION DE L'EQUIPAGE

Dieu éternel, aide-nous à vivre dans la paix et le bonheur alors que nous Te servons et que nous servons notre pays en tant que membres de cet équipage. Donne-nous d'être dignes de ceux qui servent avec nous et accorde-nous un esprit disposé à accomplir toute fonction qui pourra nous être assignée. Fais que nous aidions les uns et les autres avec un véritable amour, et lorsque notre œuvre sur Terre sera terminée,fais que nous nous retrouvions tous ensemble et que nous trouvions le vrai repos dans le bonheur éternel de Ta présence.

PRAYER FOR THE FLEET

Almighty God, hear our prayer and bless your Servants and the Fleet in which they serve, As you did once bless Noah on the waters of the Great Flood. Protect us and our ships from every kind of danger. Grant that we may repel and overcome all adversaries that may wish to harm us.

Command the winds and the seas so that we may safely reach the harbours for which we sail. May our service to Sovereign and country ensure the freedom of the seas for those who travel on their lawful occasions and may we have happy homecomings gratefully to enjoy the fruits of our labours, and is the end, may we all be found worthy of the Eternal enjoyment of your Divine Presence. Amen.

Author's Note: There is no official French translation for *The Prayer for the Fleet.*

THE LAWS OF THE NAVY

This advisory poem was written about 1900 by a Captain in the Royal Navy, R.A. Hopwood, who later rose to Admiral rank. It is well known in the Commonwealth and United States Navies, but little quoted elsewhere. Much of the advice for the aspiring naval officer is timeless in its applicability. The wording can vary slightly between different versions of the poem.

Now these are the laws of the Navy,
Unwritten and varied they be;
And he who is wise will observe them,
Going down in his ship to the sea.

As naught may outrun the destroyer,
So it is with the law and its grip,
For the strength of a ship is the Service,
And the strength of the Service the ship.

Take heed what you say of your seniors,
Be your words spoken softly or plain,
Let a bird of the air tell the matter,
And so shall ye hear it again.

If you labour from morn until even,
And meet with reproof for your toil,
'Tis well, that the gun may be humbled
The compressor must check the recoil.

On the strength of one link in the cable,
Dependeth the might of the chain.
Who knows when thou may'st be tested?
So live that thou bearest the strain!

When a ship that is tired returneth,
With the signs of the seas showing plain;
Men place her in dock for a season,
And her speed she reneweth again.

So shall ye, if perchance ye grow weary,
In the uttermost parts of the sea,
Pray for leave, for the good of the Service,
As much and as oft as may be.

Count not upon certain promotion
But rather to gain it aspire;
Though the sightline may end on the target
There cometh perchance the miss-fire.

Can'st follow the track of the dolphin?
Or tell where the sea swallows roam?
Where Leviathan taketh his pastime?
What ocean he calleth his own?

So it is with the words of the rulers,
And the orders these words shall convey;
Every law is naught beside this one:
Thou shalt not criticise, but Obey.

Say the wise: How may I know their purpose?
Then acts without wherefore or why.
Stays the fool but one moment to question,
And the chance of his life passes by.

If ye win through an African jungle,
Unmentioned at home in the press,
Heed it not. No man seeth the piston,
But it driveth the ship none the less.

Do they growl? it is well. Be thou silent,
If the work goeth forward amain.

Lo! the gun throws the shot to a hair's breadth
And shouteth, yet none shall complain.

Do they growl, and the work be retarded?
It is ill, be whatever their rank.
The half-loaded gun also shouteth,
But can she pierce target with blank?

Doth the paintwork make war with the funnels
And the deck to the cannons complain?
Nay, they know that some soap and fresh water
Unites them as brothers again.

So ye, being heads of departments,
Do you growl with a smile on your lip,
Lest ye strive and in anger be parted,
And lessen the might of your ship.

Dost deem that thy vessel needs gilding,
And the dockyard forbears to supply?
Put thy hand in thy pocket and gild her --
There are those who have risen thereby.

Dost think in a moment of anger
'Tis well with thy seniors to fight?
They prosper, who burn in the morning,
The letters they wrote overnight.

For many are shelved and forgotten,
With nothing to thank for their fate,
But that on a half sheet of foolscap
A fool "Had the honour to state."

Should the fairway be crowded with shipping
Beating homeward the harbour to win,
It is meet that lest any should suffer,
The steamers pass cautiously in.

So thou, when thou nearest promotion,
And the peak that is gilded is nigh,
Give heed to words and thine actions,
Lest others be wearied thereby.

It is ill for the winners to worry,
Take thy fate as it comes, with a smile,
And when thou art safe in the harbour
They may envy, but will not revile.

Uncharted the rocks that surround thee,
Take heed that the channels thou learn,
Lest thy name serve to buoy for another
That shoal the "Court-Martial Return".

Though a Harveyised belt may protect her
The ship bears the scar on her side;'
'Tis well if the Court should acquit thee --
But 'twere best had'st thou never been tried.

MORAL

As the wave washes clear at the hawse pipe,
Washes aft, and is lost in the wake;
So shalt thou drop astern all unheeded
Such time as these laws ye forsake.

Take heed in your manner of speaking
That the language ye use may be sound,
In the list of the words of your choosing
"Impossible" may not be found.

Now these are the Laws of the Navy,
And many and mighty are they.
But the hull and the deck and the keel
*And the truck of the law is -- **OBEY**.*