Pigs Have Wings

"TALK OF MANY THINGS"

for

THE INSTRUCTION
OF SUBALTERN OFFICERS
of
THE CANADIAN GUARDS

---

by

Lieutenant Colonel Strome Galloway, ED, CD

1960

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The original of this document was a typed manuscript,
duplicated using Gestetner technology. Only the cardstock cover page
as produced on a printing press.

In this transcription, the original has been augmented with images
that could not be included with the technology of 53 years ago.

My thanks to a number of people who wrote with corrections to my original offering,
most especially to Captain -Retired- Pat Rossiter, whose careful reading found many,
and in the process of correcting from his notes I found two more.

For the sake of keeping him a proper *Britisher*, as noted in the Postscript,
the singular occasion on which the Colonel used an Americanized
form has been changed to –ised to match his other, proper British, usage.

Captain Ross Appleton, Regimental Adjutant, provided the wartime photos
of Colonel Galloway in his note that accompanied the distribution of an earlier version,
and I have taken the opportunity of further corrections to this document to add them here,
on pages 9 and 46.

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2013-02-12

Last updated: 2013-06-13

"The time has come," the Walrus said,

"To talk of many things;

Of shoes – and ships – and sealing wax –

Of cabbages – and kings –

And why the sea is boiling hot –

And whether pigs have wings."

From ***Through the Looking Glass***

by Lewis Carroll

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INDEX

FOREWORD

The contents of this little book are to be considered confidential. The paragraphs I have written are for the instruction of subaltern officers of The Canadian Guards and for no one else.

In my opinion, these paragraphs contain many of the "secrets of our craft." If we adhere to the code of living which emerges from the wisdom collected between these covers we will set a standard of personal and group conduct which will soon reflect great credit on each one of us, our Battalion as a whole, and the Regiment to which we have the honour to belong.

You are to read and re-read the succeeding paragraphs and keep the knowledge they impart before you at all times. As officers you will, of course, feel duty-bound to adapt yourselves to the code of conduct that these paragraphs outline for you. Being human you may fail at first to see the real value these paragraphs reflect, and you may have difficulty at times in living up to the high standards which they demand. You must not become discouraged, but must continually try to grasp the true worth of the instructions they contain. As you grow older in the Service the "way of life' pointed out here will become second nature to you and you will take great pride in your prestige as an "officer and a gentleman." Always remember that you are IN THE GUARDS and strive for the perfection that an intelligent appreciation of this booklet will help you achieve.

This booklet is not concerned with either training or administration. These matters are of the utmost importance, since the whole reason for our being is to fight efficiently in war. But training and administration are only the "muscle" and "brains" of our corporate being. We must not neglect the "soul" of the military profession as I see it, particularly as it applies to the Canadian Guards.

OTTAWA
March, 1960 S.G.

1. ON BEING "IN THE GUARDS"

As officer of the Regiment of Canadian Guards we are unavoidably charged with setting the example for all other Arms and Services of the Canadian Army. At the same time we must never, on any occasion, be so brash as to suggest to the officers of other regiments or corps that this is our role.

By our conduct and deportment on and off duty, in garrison or camp, in or out of Canada, in peace or war, the safekeeping of the reputation of The Canadian Guards must be our most sacred obligation, duty, and pride. This may mean physical hardship, mental suffering, financial difficulty, the putting aside of personal desires, and perhaps even death; but there must be no room in our code of living whereby baser appreciations and vulgar outlooks are allowed to set in motion any manner of thing which can tarnish or ruin this reputation.

To those of us who have been given the honour of building the Regiment of Canadian Guards from the ground up, the development of this new, clean, and healthy reputation should be a great challenge. We have not been called upon to be the custodians of a reputation achieved by others; but we have been called upon to carry the heavy burden of literally being the "fathers of our regiment." What we do today, and the way we do it, will be the light by which future Canadian Guardsmen will guide themselves tomorrow and in the long years ahead. We must be true to ourselves so that the soldier's only real reward, honour, will be ours to accept when Guardsmen, as yet unborn, turn their eyes on the Past, and take stock of their regimental heritage.

Although we must not steal the traditions of others, it would be wrong indeed if we did not remember that we have a link with five regiments of Foot Guards in the British Army, whose histories long antedate our own and whose achievement in attaining the highest military standards both in peace and war are, without doubt, unparalleled anywhere else in the world. While we must maintain a distinctly Canadian atmosphere in "going about our business," we must not be so parochial as to disclaim this link or to presume

that the three hundred year history of the Brigade of Guards has nothing to teach us.

If, for no other reason than the fact that the Queen is the Colonel-in-Chief of The Canadian Guards, as well as the Colonel-in-Chief of the five regiments of the Brigade of Guards, we must see to it that "Guards standards" are in no way lowered because a newer regiment of Guards has been formed, and granted, without being put to the test, the cherished status which her Majesty's older and greatly distinguished regiments of Guards have enjoyed for many years.

For a long time during my service I have been convinced that there are many matters that are as much a part and parcel of an officer's stock-in-trade as his ability to administer a regimental institute or lead a platoon or company into the assault. It has always been and will always remain my belief that there is a great deal more to being an officer than the ability to pass qualifying examinations or order men to do one's bidding no matter how gallantly or intelligently one goes about it. The officer, by the very nature of his appointment, and especially a Guards officer, is one of the chief supporters of the Crown, and the Crown is the most sacred symbol of the dignity and majesty of our Nation. The "officer corps," therefore, cannot be anything else but a temporal priesthood and must be as devoted to the temporal faith of their nation as any religious priesthood is to their Spiritual faith. Renegade priests there have been, and are, and renegade officers too – but there is no place in the Regiment of Canadian Guards for the latter. The officer who does not recognize and value the soul and rituals of his profession has failed, no matter what rank he reaches, or what awards he has received.

2. ON BEING AN OFFICER

The main difference between an officer and his comrades in the Ranks is this: an officer is *personally* responsible to the Queen, by virtue of holding the Queen's Commission, for the good name, efficiency and honour of the Army. The soldier in the Ranks does not have this personal link with the Sovereign; he is engaged to serve under the command of the Queen's officers and to obey them.

The Queen's commission is simply this: it is the Queen's *authority* delegated to select persons, thus creating them Officers, so that they can exercise command over the Army on the Queen's behalf.

When he receives his Commission, the newly appointed Officer reads:

> *"You are ... to exercise and well discipline in Arms both the Inferior Officers and Men serving under you and use your best endeavours to keep them in good Order and Discipline. And We do hereby command them to Obey you as their Superior Officer and you to observe and follow such Orders and Directions as from time-to-time you shall receive from Us, or any your Superior Officer, according to the Rules and Disciplines of War, in pursuance of the Trust hereby reposed in you."*

3. ON BEING A GENTLEMAN

To possess authority over one's fellow men is no mean thing. The Queen's Commission can make an Officer, but it does not necessarily make a Gentleman. Yet, if the Army is to receive the respect that is due it, and the soldier in the Ranks is to be given the leadership he deserves, it is essential that Officers at all times are worthy of the name of Gentleman. The qualities of a Gentleman can be no better stated that by the Swiss philosopher, Henri Frédéric Amiel. Describing the English concept of a gentleman, he wrote:

> *"The gentleman, then, is the man who is master of himself, who respects himself, and makes others respect him. The essence of gentlemanliness is self-rule. .... From self-respect a thousand other things are derived – such as the care of a man's person, of his language, of his manners; watchfulness over his body and over his soul; dominion over his instincts and his passions; the effort to be self-sufficient; the pride which will accept no favours; carefulness not to expose himself to any humiliation or mortification, and to maintain himself independent of any human caprice; the constant protection of his Honour and his Self-Respect.*
>
> *In order to lay himself open to no reproach, a gentleman will keep himself irreproachable; in order to be treated with consideration, he will always be careful himself to observe distances, to apportion respect, and to observe all the respect, and to observe all the gradations of conventional politeness, according to rank, age, and situation."*

"He became an officer and a gentleman,
which is an enviable thing."

... from ***Only a Subaltern*** by Rudyard Kipling

4. ON THE "OFFICER CLASS"

In these days of social change it is apparently taboo to speak of such a thing as an "officer class." But then, like all good things it does not need to be spoken about as long as its existence is accepted by all those who constitute it. In a society as flexible as our modern Canadian society, it would be sheer nonsense to attempt to delineate any social group as being productive of an "officer class." Education, culture, material wealth, and an acceptable outlook on life are so widely distributed across the citizenry of this country that entry into the Commissioned ranks of the Army is not confined to any one strata of society, but can be gained by any individual who meets the required standards, no matter in what section of the community he has his roots.

One distinguished Canadian general, disagreeing with the traditional belief of some that only the aristocracy could produce military leaders, said that the only aristocracy the Canadian Army recognized was an "aristocracy of education." It would, perhaps, be more to the point had he said an "aristocracy of attitude," for education by itself is nothing: the qualities of loyalty, courage, enterprise, common sense, adaptability, intelligent use of learning and appreciation of one's obligations as a member of one's "class" or "group" are absolutely essential in the Army Officer.

All this leads up to the fact that once the young man becomes an officer he also automatically becomes more than an individual – he becomes on of a "class" or "group," or "fraternity;" call it what you will, and he must from that day forward stand not only for himself but for all officers, be they Second Lieutenants of Field Marshals. Having been granted the Queen's Commission he has been set apart from other men and, at the same time, whilst holding that Commission, placed in an "aristocracy." The word "aristocracy" comes from the Greek, *aristos* [Ἄριστος], "the best," and *kratia* [Κρατία], "rule." He has been, in other words, considered capable of providing "the best rule" over the men in the Army.

As a member of this "ruling class" an officer must never do, say, or write anything which reflects discredit on the class as a whole or any

individual in it; for he not only discredits himself, but betrays the sacred trust reposed in him when he was granted the Queen's Commission.

Young officers, who in their folly attempt to "pal it with their men" beyond the bounds of a healthy officer-and-man relationship, or who criticize, condemn, or "talk too much" about their brother officers or the standards and customs adhered to by their group, are offending in an unforgiveable way against their group, themselves, and the whole Army.

The desire to be popular with one's men, or the attempt to be a "good guy" at the expense of the well being of the officer group is the first step along the road to professional disaster.

No officer who is loyal to the principles of Command and Leadership, which principles have been time-tested and have stood the tests for centuries, will stand down from the dignity which is his to preserve as a holder of the Queen's Commission. If he does, he will first of all lost the respect of his men – which will ruin him immediately; next he will find he has lost his own self-respect and then he will know a torture only slightly secondary to cowardice itself.

Politeness to all ranks, comradeship with them in adversity, co-operative merriment with them on happy occasions can, and must, be part of the officer's stock-in-trade. But he must apportion these acts with discretion; *preserving his own status, and thereby the status of all officers* on each and every occasion.

Another undesirable type of young officer is the one who lets rank and privileges go to his head. If he is overbearing, officious, or boorish, he is as much a disgrace to the Queen's Commission as the type previously discussed. Despised by his men, his conduct will not long be tolerated by his fellow officers. He is no longer a free individual; he belong to a "class" which has no intention of allowing the traditions upon which it has been built to be injured by a brief encounter with any ungentlemanly misfit who has not learned, or is incapable of learning, that privileges only exist to make obligations more bearable; that those who would command men must also serve their needs.

Fortunately the “two types” mentioned above are in so small a minority that they are rarely met up with. However, if they are, it is the duty of all officers to ensure that the class to which they belong, by virtue of the “trust --- reposed,” does not allow them to flourish, or in fact even continue to exist within the class.

Lieutenant John Hilliard Trethewey
2 Canadian Guards

5. ON "PROFESSIONAL ADVANCEMENT"

There is far too much talk in the Mess these days about such matters as "promotion exams," "pre-staff study," and many other matters of an academic nature. It has got to the stage that many officer look upon their profession as a sort of never-ending bout with classrooms and deskwork. Unfortunately, there are many different facets to the military profession in these modern times that the old ideas that an officer's only task was to "show his men the proper way to die" is as out of date as the British Square and the sergeant's halberd. The more's the pity; but we must face the facts. The process of education must go on during an officer's entire career. Few successful soldiers ever arrived at the top of their profession, or even halfway up, without many hours of burning the midnight oil. The problem is: How can we best approach the matter?

First of all, we must remember that we are leaders of men and no academic bookworms. If we forget this we will be in danger of losing our perspective.

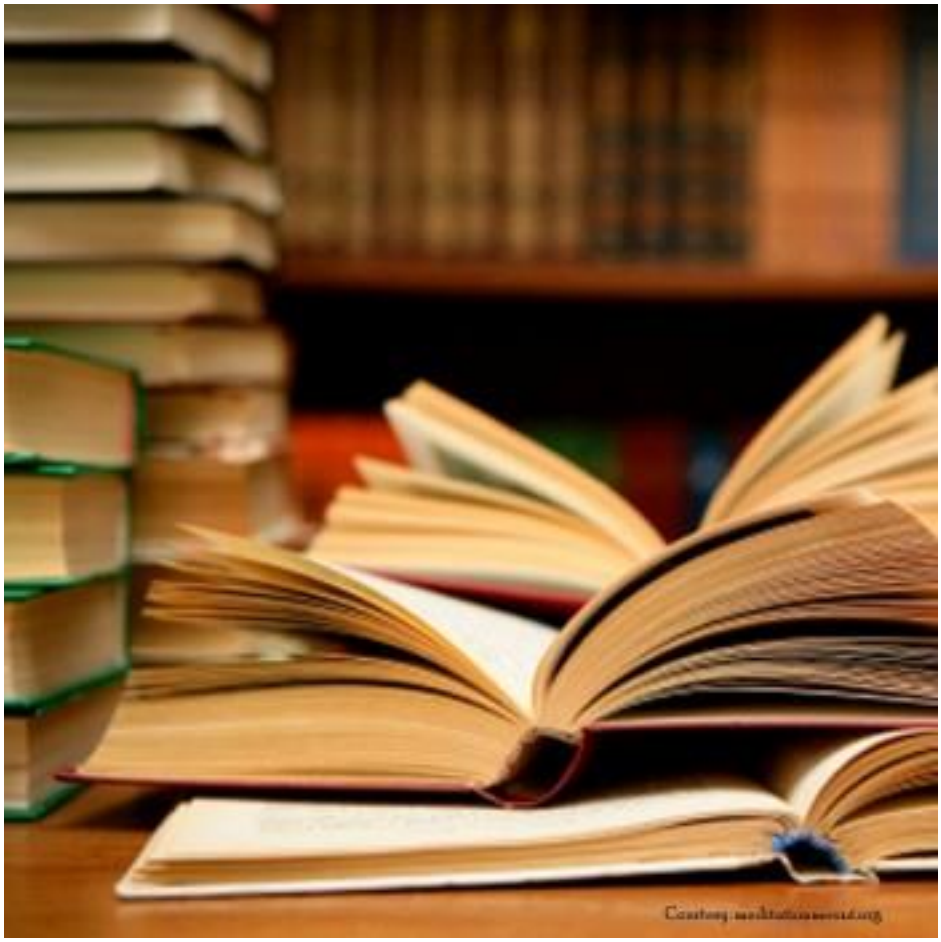
Secondly, we must not subordinate the practical side of soldiering to the academic, except in those specific periods of our service when wisdom dictates that ink is to have its innings instead of good red blood.

Thirdly, we must remember that the onus of "toiling upwards in the night" rests on our own shoulders and should not constitute an occasion by which we try to avoid other duties, escape unpleasant tasks, or about which we can complain to our brother-officers.

I speak of these things because, in recent years, the Officers' Mess has in some respects been turning into a students' common room. All one hears is chatter about things that should be confined to the classroom or to private study in quarters.

The old system, whereby the officer concealed his academic labours from his brothers-in-arms, might well be reintroduced. The Mess should be free from such horrors and people should be able to escape from their troubles, certainly the troubles of others, when partaking of its pleasures.

There was s time when the ambitious officer, desiring to be accepted as just as light-hearted, red-blooded, and as gallant a blade as his fellows, packed his bags for a “glorious week-end” and went off to a hired room in a secluded tavern where he could cram himself in secret and in peace {leaving his fellows in peace as well!} The fact that a thick roll of précis reposed at the bottom of his golf bag and a bundle of pamphlets substituted for a “crock” in his suitcase might have been suspected, but accusations that he was a secret swotter were never made. Like a she-wolf having her cubs, he laboured in solitude and never concealed his scarlet jacket beneath the sombre gown of a shuffling academician. His glory was in the *result* of his acquisition of knowledge; it was not dimmed by the prosaic travail by which he obtained it.



6. ON DISCUSSING THE REGIMENT

An officer never discusses the domestic affairs of his regiment with anyone outside the regiment in such a way as to suggest criticism of his brother-officers, his men, the customs of his regiment, or conditions within his regiment, no matter how trivial these conditions may seem.

Lieutenant Colonel of The Regiment	**Colonel of The Regiment**	**Commanding Officer 2 Canadian Guards**
Colonel A.S.A. Strome Galloway	Major General Roger Rowley	Lieutenant Colonel Ron Cheriton

7. ON DRESS AND DEPORTMENT

An officer will at all times dress according to the accepted social customs of the section of society to which he belongs by virtue of his being an officer in the Canadian Army. While it is difficult at times, in these "days of uncertainty," to know what is acceptable, the officer is advised that no matter what the personal merits are of those of his fellow-Canadians who possibly frequent the same public places as he does, a great many of them are not expected to dress "according to their station," for the simple reason that they do not have a station. The officer, on the other hand, represents a profession always noted for propriety in all matters of social custom and manners. Neither the shop window nor the magazine advertisement can be accepted as authority on how to dress.

The officer must realize that he is expected to dress like a gentleman and this, therefore, automatically outlaws such modern novelties as clip-on bows, violently coloured four-in-hands, pastel shades of suiting, drape-shapes, "flashy" accessories, and in fact just about everything that the dollar-seeking haberdasher and clothier urges young men to buy today. *"Manners makyth man,"* reads the age-old proverb. Neither the vaudeville performer nor the Zoot-suiter has any place in the Officers' mess, where good manners are expected and demanded, and where a man's taste in clothes is a fairly good indication of his manners as a whole. Quite obviously an officer who dresses properly within the confines of his own territory would not allow himself to be embarrassed by his appearance elsewhere.

To deport oneself properly is not difficult. Deference to age, rank, and bad-tempered associates has been taught to all of us in childhood. *"To be seen and not heard,"* is a childhood admonition not altogether without its value in adulthood. *"A soft answer turneth away wrath,"* is a Biblical verse that helps social equilibrium a great deal. *"Speech is a mirror of the soul: as a man speaks, so is he,"* is an observation well worth remembering and acting upon.

The mass living to which we are all subjected in the mid-20th Century has had its effect. There is great slackness everywhere, a lowering of social

standards. Even those who know better are inclined, in this hurly-burly world, to forget. Perhaps forgetfulness is the one thing that mars the deportment of most. Forgetting just where they are – combing hair or cleaning nails in public; causing offence to others by perfectly harmless {in fact necessary} tasks which are meant to be done in private. At the table, too, many people become so engrossed in the conversation, their companions {or themselves}, that knives and forks become aids toward a more picturesque speech; while the wisdom of the speaker is often lost in the noise of the more necessary mastication. Fortunately, these faults are not common in the circle to which this discourse is delivered, but they are not unheard of, and it is worth our reflection to wonder whether we ourselves have ever been guilty, even once, and if so to ensure that we are not guilty again.

8. ON SOCIAL CEREMONY

In this day and age what might be called "social ceremony" is almost a thing of the past. A gentleman's conduct toward the ladies is almost the sole surviving vestige of the once vast superstructure of etiquette, which kept society in a straight jacket of conventional decorum.

There does remain, however, and this is more noticeable in the Army than elsewhere, the ceremony attached to the Calling Card, a social relic that has been largely replaced by the telephone.

Officers in the Canadian Army are expected to provide themselves with calling cards for use on those occasions when they call on or take final leave of messes, or call at private homes where such formality is expected.

An officer's card is of standard size and must always be engraved. On no account will an officer who has received a degree, order, or decoration reflect this by use of letters on his calling card.

It is the custom to reflect the given names of the officer in full on calling cards. Where, due to a number of given names it is impossible to include all on the card, then it is customary to omit one or more, but improper to use initials only. Initials are impersonal; among equals, "first names" are expected.

Ranks should be spelled out in full, abbreviation only being tolerated in the case of hyphenated ranks such as "Lieutenant-Colonel" which, when combined with the names of the individual cannot be accommodated due to the dimensions of the card.

Second Lieutenants and Lieutenants do not show their ranks on calling cards, but use the prefix "Mr." Since the name of the Regiment appears on the card; it is obvious that the individual is a subaltern officer.

For example:

Officers make use of their calling cards in exactly the same way as do civilian gentlemen. However, there is the additional military use when one calls on a Mess. Here the visiting officer leaves two cards: one for the Area Commander, Brigade Commander, or Commanding Officer [depending on whether it is a headquarters or a unit mess] and one for the officers. The officer leaving the card writes in ink in his own hand in the upper left-hand corner of one card:

and on the other:

From the above it can readily be seen that the visiting officer leaves one of his cards for the appropriate commander personally, and one for the "Mess Membership."

Cards are NOT used in the Field, either in war or during training exercises when calling on unit or formation headquarters messes.

When an officer has been posted away from his station he leaves two cards as above, but this time he places the letters "P.P.C." in the lower left-hand corner as well. This abbreviation is from the accepted French, "Pour Prendre Congé," which when roughly translated means "On taking leave." This constitutes his formal farewell to the Commander of the station and to his brother officers.

9. ON SENIORITY AND RANK

The question of seniority has always been dear to the hearts of soldiers. Although seniority is a most important thing in matters of discipline and the extending of courtesies, it is well to remember that in regard to promotion it is only one factor.

> *"Who does i' the wars more than his captain can,*
> *Becomes his captain's captain."*
>
> -- Shakespeare, *Antony and Cleopatra*

It is also worth noting, that in view of the truth contained in the couplet above, it is an unwise officer who makes an enemy not only of a senior or an equal, but of a junior in rank as well. Many an officer has wept over the day that he quarrelled with, insulted, or jibed at a junior. Years later the unkind word, sarcastic remark, or underhanded trick has been recalled to mind and caused the rude or "smart aleck" subaltern of twenty to find himself nailed to his own cross at forty. There is no place for "enemy-making" among officers, and there is no reason for officers to become students of the Gradation List. The one condition is not only unpleasant at the time, but may cut short a promising career at a later date; whereas the other is a complete waste of time. This outlook on seniority can play you false throughout your entire service.

Incidentally, when a subaltern's name appears in the Press, such as in the social column, or in a report of his wedding, it should appear as: "Mr Henry Chinstrap, The Canadian Guards." The ranks of Second Lieutenant and Lieutenant are for duty use only, and in their traditional sense are not ranks at all. Originally the word indicated that the person so designated was charged with the duty of acting in *lieu* of the *tenant;* that is, in place of the occupier of some office. Hence, "Lieutenant-Colonel," which comes down to us from the days when regiments were the personal property of their colonels. Usually these colonels were royal personages or noblemen who placed "lieutenant colonels" in actual command so that they did not have to take part in expeditions, campaigns, and other distasteful enterprises. There

is a relic of this system still found in the Colonel of the Regiment (usually a distinguished general officer) to whom the lieutenant colonels commanding battalions can have access on regimental matters. Traditionally, regiments of Foot Guards also have a Lieutenant Colonel of the Regiment, who is a colonel, and acts as co-ordinator of regimental matters and commands Regimental Headquarters.

10. ON BEING PMC

The President of the Mess Committee probably has one of the most unpopular and thankless tasks in the unit. On the other hand, it is a most important duty, and the P.M.C. has a great responsibility for the morale, not only of the officers, but also of the whole unit. Inevitably the tone of the officers' mess is reflected in that of the unit. You may be quite sure that the activities of the mess and any changes in the standard of living within it will be known and discussed in the barrack-rooms within a very short space of time. Therefore, an untidy ill-disciplined officers' mess wherein badly cooked food is poorly served will very quickly lower the morale, not only of the officers, but also of the whole unit. It is surprising how rapidly the standard in themes will deteriorate unless there is constant insistence on the part of the P.M.C. and his committee.

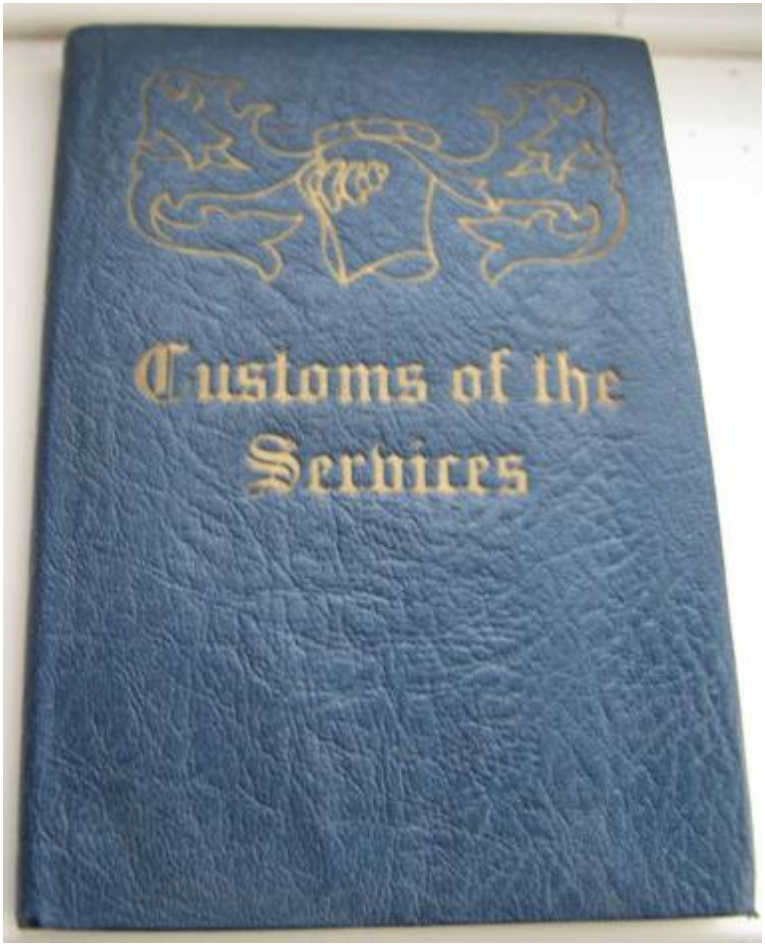
11. ON BEING OURSELVES

One of the most odious types of officer is the chap who tries to affect the ways of others in such a way as to create the impression that he is something that he is not. Above all, we must be ourselves. But we must seek to improve ourselves; observing the ways of others, and where our observations indicate that by adopting certain customs we will be the better for it, doing just that. It is in this spirit that I bring to your attention the following extract from the 1905 Edition of the ***Encyclopaedia Britannica.*** It is an echo from a long-dead Past, but of a Past that should note be forgotten:

> *"The English Officer is drawn exclusively from the upper classes. His early education, his habits, and his traditions all fit him to be a leader of men. His physique, his intelligence, and the spirit of enterprise, are developed by those athletic exercises and field sports, which distinguish the aristocracy of England.*
>
> *"Trained by our Indian empire and colonial possessions to the life of a conquering nation, command comes naturally to them; and the youngest subaltern, suddenly called to a position of responsibility, raises armies and carries on wars and dominates all around him by his daring and energy.*
>
> *"The social life of the English Officer is unlike that of any other army. Off duty, the gradations of rank almost disappear, and all meet on a footing of equality as gentlemen. Our mess system, envied and copied by foreign nations, is only possible where such freedom exists. The officers live together, dine at a table always handsomely furnished, and often rich with trophies and records of the old history of the regiment, at which the president, perhaps the junior officer, is for the time superior; and wherever stationed, and under all conditions, retain the forms of high-bred society."*

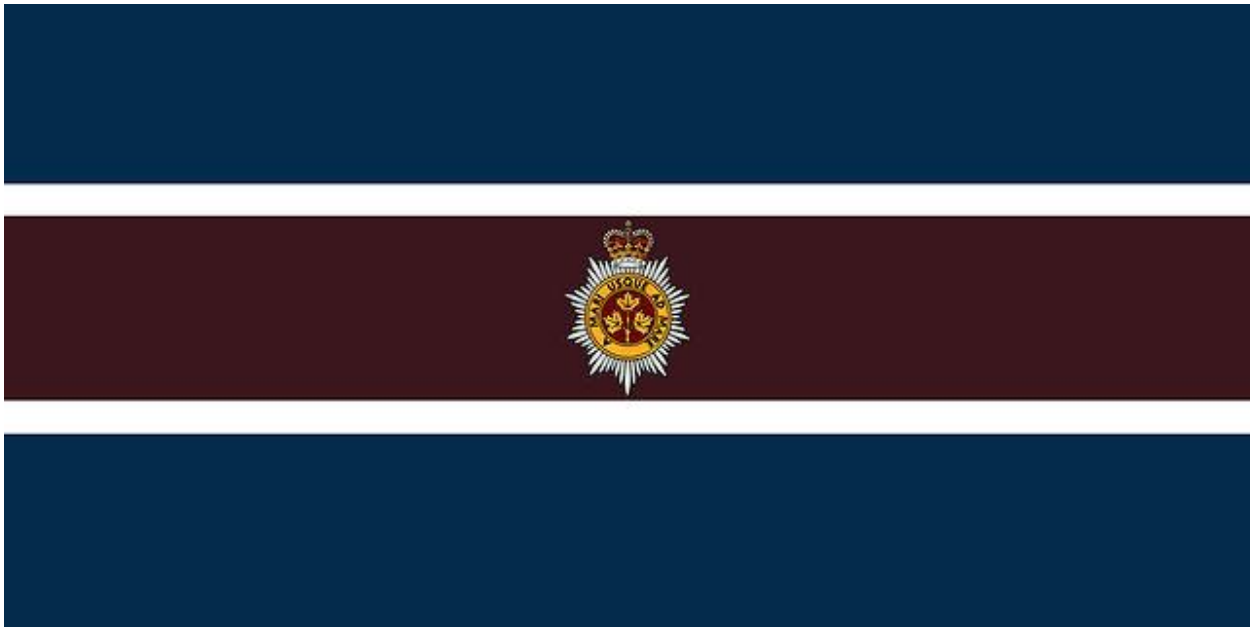
12. ON THE CUSTOMS OF THE SERVICES

All officers should familiarize themselves with those "unwritten laws" which have become "Customs of the Services." There is an excellent little book called just that, "Customs of the Services," by Group Captain A.H. Stradling, OBE, RAF, the subtitle of which is "Being helpful hints and advice to those newly commissioned." Chapter titles include the following: The Origin of Service Customs, The Officers' Mess, Leadership and Man-management, Discipline, Relationship between Officers and Men, Saluting, Social Responsibilities, and many others, all of which contain valuable information helpful to the younger officer who wishes to know his profession better. The cost of the book is a mere five shillings and it can be had from Gale and Polden Ltd., The Wellington Press, Aldershot, England. It is well worth the price.



13. ON REGIMENTAL STANDING ORDERS

All officers must be fully conversant with "Standing Orders" for The Regiment of Canadian Guards, which orders contain all the information on Regimental organization, badges, titles, and customs, duties of officers and other ranks, dress, parades and ceremonial, *etc*. It is suggested that one occasion when subaltern officers can ensure that they make a close study of this most interesting and instructive document is during their tours as Piquet Officer. A copy of the Standing Orders should be available in the Piquet Officer's room for this specific purpose. It is an officer's *duty* to be familiar with the Standing Orders of his Regiment.



14. ON BAD OFFICERS

The Duke of Wellington once remarked that,

"There are no bad battalions, there are only bad officers."

By this, of course, he did not mean that there were no bad troops; disobedient, indolent, slovenly, ill-disciplined, cowardly troops; but good officers can make even bad troops into good battalions. In making this statement the Duke was not trying to show himself as the champion of the men against their officers; in fact he described the rank and file of his Waterloo army as *the scum of the earth*. An officer can only blame himself if his troops do not meet the required standards.

15. ON BEING THE COMMANDING OFFICER

This problem will not concern most of you for a few years yet. But it is probably a good thing to give you an idea of what the job of being Commanding Officer entails. It entails three activities:

a. Origination

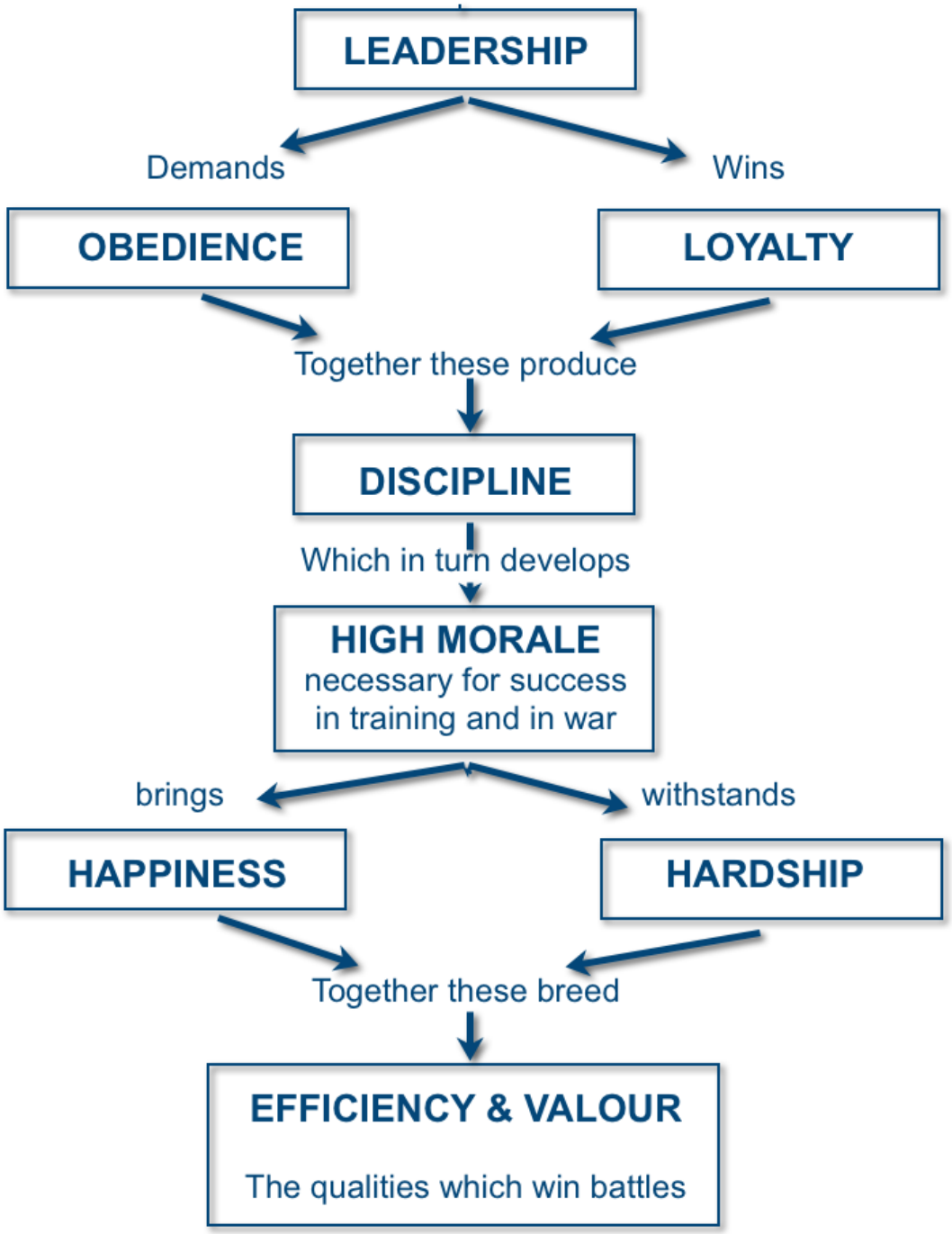
b. Delegation

c. Supervision

By this I mean that *he shall originate* (or decide) battalion policies; *he shall delegate* (or appoint) the people to carry out these policies; *he shall supervise* (by testing and checking) to see that these policies are in fact being carried out in the manner he wants and that the results he wants are being obtained. If they are not he must discover what is going wrong, if anything, and make corrections in policy or take other action as required. At the battalion level this system is one which allows the Commanding Officer freedom to keep tab on the many problems that beset him and to keep his fingers on the pulse of the entire battalion without becoming immersed in detailed or specialised work to the point where he has confined himself to so narrow a field that he does not know what is going on. But beware of this system at platoon level; it will prove a snare and a delusion. It is physically impossible for a battalion commander to be *with his battalion* in the same way that a platoon commander can be with his platoon. This is the message I am passing to you, *i.e.*, the platoon commander's place is with his platoon, not *hanging about* the company office or elsewhere during training. If sergeants were supposed to command and train the platoons in an infantry battalion, there would be no subalterns on the establishment.

16. ON LEADERSHIP

As I stated earlier in this booklet, an officer is first and foremost a leader of men. I have given considerable thought to the problem of leadership and have evolved this simple formula, which seems to me to point up the matter in a way that can be easily remembered and put to use:



17. ON GUARDS' DRESS DISTINCTIONS

The British Guards can be distinguished from other regiments of the modern British Army by their full-dress uniform, the chief feature of which is the bearskin cap, commonly but incorrectly termed a busby. All the Guards regiments wear scarlet with blue facings. They can be distinguished one from another by their cap plumes and arrangement of their buttons.

The Grenadiers wear a white plume on the left; the Coldstream, a scarlet plume on the right; the Scots, no plume at all; the Irish, St. Patrick's Blue on the right; the Welsh, white-green-white on the left.

The Grenadiers wear their buttons equally spaced; the Coldstream wear theirs in pairs, and so on down to the Welsh Guards, who wear ten buttons on the front, grouped in fives.

On forage or service caps, Guards regimental cap badges are:

Grenadiers:	A bursting grenade
Coldstream:	Star of the Order of the Garter
Scots:	Star of the Order of the Thistle
Irish:	Star of the Order of St. Patrick
Welsh:	A leek [national emblem of Wales]

Now we have added a sixth badge to this quintet, that of The Canadian Guards: a ten-pointed star (each point representing one of the ten provinces); on the star a circle bearing the motto of Canada (A MARI USQUE AD MARE, which means "From Sea to Sea" and explains Canada's position as a nation stretching from the Atlantic Ocean to the Pacific Ocean); within the circle, three maple leaves, which are the Canadian national emblem, and above the circle the Crown, showing that Her Majesty, Queen Elizabeth II is queen of Canada. Thus, the Queen now possesses a regiment of Canadian Guards as well as two regiments of "English" Guards (Grenadier and Coldstream) and regiments of Scots, Irish, and Welsh Guards.

All regiments wear Guards blue forage caps. Officers of the Grenadier, Coldstream, Irish, Welsh, and Canadian Guards do not wear coloured bands on their caps, but officers of the Scots Guards wear the distinctive Scottish

"dicing" of red and white, as do the other ranks. In the Grenadier and Canadian Guards the other ranks wear a scarlet band, in the Coldstream white, in the Irish green, and in the Welsh a black band.

Grenadier Guards

Coldstream Guards

Scots Guards

Irish Guards

Welsh Guards

Canadian Guards

18. ON THE BRIGADE OF GUARDS IN CANADA

Three regiments of the Brigade of Guards have served in Canada. During 1838-1842 the 2nd battalion, Grenadier Guards and the 2nd Battalion, Coldstream Guards served in the Province of Québec when there was trouble between Canada and the United States over a boundary dispute and it was feared that war might break out. Nineteen years later when war between the British and American again threatened, the British government sent a force to Canada, which included the 1st Battalion, Grenadier Guards and the 2nd Battalion, Scots Guards. These two battalions disembarked at Saint John, New Brunswick in February 1862, and travelled through New Brunswick and Québec in a convoy of horse-drawn sleighs to Montréal, where they remained stationed until 1864, when the danger of war ended.

It must also be realized that the Canadian Militia has for many years contained two regiments designated as Foot Guards, the Governor-General's Foot Guards [of Ottawa], which is affiliated with the Coldstream Guards, and the Canadian Grenadier Guards [of Montréal]. Both these Militia regiments retain their old, honoured, and battle-experienced titles as their primary designation and since the Canadian Grenadiers date from 1859 and the Governor-General's Foot Guards from 1872, it can be readily appreciated that they are rightly jealous of their status as Guards and the good name they have achieved in the wars in which they have fought during the course of their history.

The present [1960] organization of the Canadian Army which links Regular and Militia regiments for certain purposes sees the Governor-General's Foot Guards bearing as a secondary title that of "5th Battalion, The Canadian Guards" and the Canadian Grenadier Guards bearing as a secondary title that of "6th Battalion, The Canadian Guards." This numerical sequence recalls to mind the short-lived 3rd and 4th Battalion, The Canadian Guards [Regular Army], which were disbanded in 1957.

19. ON "GUARDSMANSHIP"

As you know, "discipline" is the keystone upon which the reputation of the British Brigade of Guards has been built. Now the role of the officer in regard to discipline is to set a high standard of discipline himself and to demand a similar standard from his men. It is the role of the warrant and non-commissioned officer to enforce discipline. It is in these two matters, the "demanding" and the "enforcing" of discipline upon which the entire concept of "guardsmanship" rests. It is this quality which makes the guards officer and guardsmen one in striving to attain a superior standard over all other troops.

Discipline has been defined as "a willing and cheerful obedience to all orders, under all conditions, at all times." To ensure that troops fight longer and better when the chips are down, the best armour we have against fear and failure is discipline. History has proven that the "cast iron discipline" of the Brigade of Guards has always paid off. The annals of British battles are full of such statements as these, which I have selected at random from numerous books:

> *Sir John Moore stood watching the troops straggle by, shoeless, ragged, sulky, and miserable, when his ear caught the sound of distant drums. "That **must** be the Guards," he said, and presently the 1st Guards came by in sections, with drums beating, drum major twirling his stick in front, and sergeants on the flanks keeping the footsore men in step – **still disciplined** after 18 terrible days of hardship, privation, fatigue, and discouragement. No other regiment present could do that.*
>
> — A Peninsular War Incident, 1810

> *The brunt of the attack fell on the Guards, the crack troops of the British Army, at Landrecies itself. Less highly trained troops might easily have lost cohesion in the confusion of the night attack; but the Guards rallied **with splendid discipline**, and completely*

repulsed the assault, inflicting on the enemy the heaviest losses. In the main street of Landrecies an entire German battalion was wiped out.

— An action during the Retreat from Mons, 1914

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*The Guards, **as was to be expected**, advanced boldly in fine order until it became apparent that their narrow front pushed in between enfilading fires and, lacking support from the sides, could not be sustained.*

— Report on the Battle of the Somme, 1916

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*At Dunkirk in 1940, after covering the withdrawal of the British Expeditionary Force, the Guards **marched** back to the beach under air attack, having first polished their boots and brasses.*

During the fighting in Tunisia in World War II, a platoon commander of the Irish Guards fell, fatally wounded. His platoon sergeant was observed to come to attention, salute, and ask: "Sir, have I permission to take over your command?" The officer returned the salute, replied in the affirmative, and then breathed his last.

That the Guards *die with their boots clean* is an old saying in the Brigade. Perfection in dress, as in all things, is a requirement under all conditions. During the Italian Campaign of 1943, a company of the Coldstream Guards was temporarily held up, having suffered heavy casualties, their dead and dying lying everywhere. Suddenly a sergeant was seen walking between the slit trenches admonishing the men to put their helmets on straight, and to ***remember they were Guards!***

The Brigade of Guards is trained to take such good care of its equipment that it is claimed it costs the taxpayer less money than any group of servicemen. From blazing Dunkirk, one company of Coldstream Guards not only returned with all their own weapons and equipment, but also carried with them extra weapons that had been abandoned by less-disciplined troops than themselves.

The above incidents are only a few of many similar incidents, all of which point out the meaning of *guardsmanship*. There has never been any doubt but that discipline always pays big dividends. To a true Guardsman, discipline must be a religion and so possess him that he has nothing but contempt for those soldiers who do not reach his standard. But such a standard is not achieved on the spur of the moment. In all cases, the Guards discipline which paid off in the Peninsular war, at Mons, on the Somme, at Dunkirk, in Tunisia, and in Italy, as described above, and in many other battles during the past three hundred years, was produced by the demands of the officers ad the enforcement of the warrant and con-commissioned officers during years of barrack and camp life in peacetime. *Guardsmanship* is not a quality that can be put on and taken off like a set of web equipment. It is ingrained in the vary marrow of the officers and men concerned. Discipline produces it, and discipline cannot be smeared on like camouflage paint; it must be infused into the very blood of every officer and man who wears the ten-pointed star of the Regiment of Canadian Guards. Demand it, gentlemen, and it will prove stronger than the thickest armour and more terrible to your enemies than the most lethal weapon in the hands of troops less disciplined than your own.

The most modern mechanical contraptions can fail in time of stress and strain; flesh and blood is merely weakness in human form, but discipline never knows defeat. "Guardsmanship" is discipline in action and in preparation for action.

The undone button, the dirty boot, the forgotten salute, are merely signposts to the lost LMG magazine, the rusty rifle bolt, the unseeing sentry. The soldier who does not carry out your orders during training will fail you in

battle, too. To neglect these former matters in garrison or camp is to invite unnecessary deaths and failure on the battlefield.

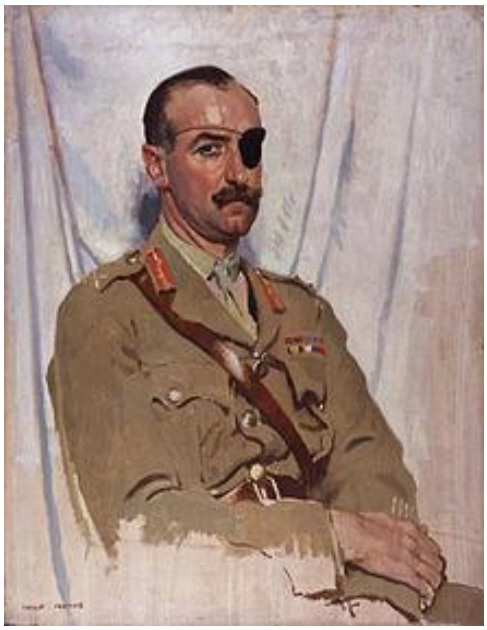
As officers in The Canadian Guards, it is our clear duty to set such high standards for our men, and demand that they reach them, that it will soon be said of OUR regiment, as it has been said of the regiments of the British Brigade of Guards:

> *That **must** be the Guards.*
>
> ***The Guards, as was to be expected.***
>
> *The Guards, ... **with splendid discipline.***

This, then, is *guardsmanship* – the quality which can set us apart from other troops, but which quality we must never openly speak about; not even among ourselves.

20 ON ONE MAN'S OPINION

Lieutenant-General Sir Adrian Carton de Wiart, VC, KBE, CB, CMG, DSO, who numbers among his twenty-some wounds suffered in half-a-dozen wars, the loss of an eye and a hand [he was wearing a black eye patch and a hook when he won the VICTORIA CROSS in 1916], wrote:



> *Frankly, I had enjoyed the war; it had given me many bad moments, lots of good ones, plenty of excitement, and with everything found for us. Now I had ample time for retrospection; and, thinking of the troops, it seemed to me that the Guards stood out by themselves for discipline and turn-out, and I had found that* ***the most successful commanders based their training on the Guards' system****.*

Elsewhere in his book, *Happy Odyssey*, General de Wiart [who was **not** a Guardsman] wrote:

> *My battalion had a short rest at Albert, and during that time Brigadier George Jeffrey, who had been wounded, returned to duty to command the brigade. He was the pattern of what a Guards' Officer should be, and* he taught me the value of drill *and how it is infallibly bound up with discipline, for the man who responds mechanically to an order on a parade-ground is more likely to respond automatically in battle.*

21. ON "INTERNATIONAL GUARDSMANSHIP"

Guards as a ***corps d'elite*** are not peculiar to the British Army. Monarchs have always had their household troops, trained to be perfect in the discharge of their ceremonial duties, and expected to be the staunchest and most highly dependable troops in battle.

The Praetorian Guards of the Roman Empire had special privileges, but were used to spearhead the most desperate assaults or were placed at the point of greatest danger. Their loyalty was the emperor's stoutest shield and his sharpest sword.

The Imperial Guard of Napoleon's Grand Army was always used when it appeared that other troops were about to fail, or could not be expected to rise to the heights required. If the Imperial Guard, with their iron discipline and devotion to the Emperor, could not carry the day then no other French troops could. And when they did meet defeat, at Waterloo, it was when their gallant charge foundered on the squares of the British Guards' response to Wellington's order: *"Up Guards, and at 'em!"* which left Cambronne, commander of the Imperial Guard with nothing to say but: *"The Old Guard dies, but never surrenders."*

Some historians say he used a vulgar, four-letter word, but this does not matter. What Cambronne *meant* was what I have quoted above.

When the Kaiser's Army attacked at Arras in 1914, the celebrated Prussian Guards showed amazing bravery and discipline as has been described: "The Prussian Guards, advancing with their famous parade-step, and the officers holding the swords at the carry, hurled themselves on the French."

On the modern battlefield there is no place for the parade-step or "swords at the carry," but there is a place for the same brand of DISCIPLINE that prompted this. True Guards' discipline for instance, would ensure that a battalion could be depended upon to remain in proximity to a probably Ground Zero so that immediately after a nuclear strike, its survivors could block the gap created.

There are stories of how Guards units of opposing armies have in the past acted with a strange *politesse* toward one another. An example of this took place in the 18th Century when the British and French Guards came face-to-face on the battlefield. Lord Charles Hay, commander of the British Guards, advanced toward the French alone, removed his headdress, bowed and invited the gentlemen of the French Guards, as he addressed them, to fire first. The French, equally polite and gallant toward troops of their own class, declined the honour. Thereupon Lord Charles Hay, having made his offer, ordered his troops to fire and that was that.

Young officers would do well to emulate the gallant Hay. It is expected of an officer that he will be polite. It is particularly astute for him to be the one who is polite *first*.

Colonels of the French Guards and British Guards politely discussing who should fire first at the Battle of Fontenoy (1745).

22. ON PIGS HAVING WINGS

An officer in The Canadian Guards should at all times, by intelligent study, conscientious application to his work and continual observation, seek to make himself so competent, so confident, and so correct in all matters connected with the Profession of Arms that if he were to state in the presence of any military audience that "Pigs have wings," he would at once be both understood and believed. The wise officer, of course, will weigh all his statements carefully before he makes them.

He will, therefore, remember the advice given by that great captain, Oliver Cromwell:

"I beseech thee ... THINK! Perchance you may be mistaken!"

After all, there may be *some* pigs who do not have wings.

POSTSCRIPT TO THIS TRANSCRIPTION

THE MONARCHIST

Defending the British Crown Commonwealth and the English-Speaking Peoples
- Splendour Without Diminishment -

The act of defending any of the cardinal virtues has today all the exhilaration of a vice - G.K. Chesterton

Colonel Strome Galloway (1915-2004)

Posted by Beaverbrook at 1:32 A.M., Tuesday, August 11, 2009

Labels: Lords and Patricians

A loyal patriot passed away five years ago today. Colonel Galloway was a veteran of the Second World War, a co-founder of the Monarchist League of Canada and a founder member of the Royal Heraldry Society. A proud Canuck and old Britisher to the end, he was perhaps the last of his breed. The following was his obituary at The Telegraph.

Colonel Strome Galloway, who has died aged 88, was a battle-hardened infantry officer, a prolific if unsubtle writer and a co-founder of the Monarchist League of Canada; with his bristling moustache, he was one of the Canadian Army's *characters*, noted for legendary coolness under fire as well as for the maintenance of social standards and the care of his men.

Galloway's battlefield initiation had occurred in 1943 when he was sent with other Canadian officers to gain experience with the British First Army in Tunisia. Attached to the 2nd London Irish Rifles, he was commanding a company when his CO saw paratroopers from the Hermann Goering Division advancing on a large farm, and ordered him to seize it.

Rising to his feet, Galloway yelled *"Fix bayonets,"* then roared *"Charge"* as he led his men across an open field under tracer fire, by which only one man was hit. They found no Germans on reaching the stables and living quarters of *"Stuka Farm."* But minutes later the enemy was hurling stick grenades through the windows; and for several hours the London Irish occupied one room while the Germans battled with them from next door. When the Germans finally retired, Galloway discovered that, in the chaos of the battle, the Allied leadership was preparing to take the farm again; he judiciously withdrew several hundred yards to the safety of a slit trench containing cactus.

Andrew Strome Ayers Carmichael Galloway was born at Humboldt, Saskatchewan, on November 29 1915. His family later moved to St Thomas, Ontario, where in 1932 he joined the Elgin militia regiment on 50 cents a day. He was commissioned two years later.

In 1936, Galloway published himself his book, *The Yew Tree Ballad and Other Poems*. It contained, he admitted in later life, *"rather rotten poetry."* But after paying printing and postage costs he made a profit of $190, which he invested in a trip to Britain for the coronation of King George VI. After a 16-day voyage aboard a foul-smelling cattle boat, young Strome landed to buy a bowler hat and an umbrella. He filed a story to the St Thomas Times-Journal in Ontario about the shouts of "bloody Nazis" and booing in Trafalgar Square at the carriage containing a German field marshal; but soon he ran out of money, and had to work his passage back to Canada.

Galloway worked as a newspaper sub-editor, and enjoyed saluting the King with drawn sword during the Royal tour of the Dominion in 1939 shortly before being called up; he transferred to the RCR shortly before the outbreak

of war. After being advised to take a pair of gumboots with him, he was dispatched to Britain in 1940. There he started the practice, which he maintained long after the war, of having his collars laundered in Britain.

On returning to the RCR following his two months with the London Irish, Galloway led his company on to the beaches of Sicily on July 10 1943. While escorting some German prisoners to the rear, he stopped for a moment to chat with another officer when enemy mortar bombs began exploding near the road. As his prisoners dived for cover Galloway laid into them with his stick shouting: *"Get out of that ditch, you bastards - they're your mortars."*

In December 1943 The Royal Canadian Regiment was engaged in the costly advance from the Moro River in Italy to the coastal town of Ortona. As they launched two companies in an attack a mile southwest of the port, the artillery barrage that preceded it began falling, due to faulty maps, on a flanking battalion. The guns then ceased firing, and the advancing RCR found themselves face to face with entrenched enemy paratroopers whom the barrage had left unscathed. Murderous cross-fire cost them all their senior officers. Galloway took over command.

Throughout the following night, with its strength reduced to 178 officers and men, the regiment held its position under mortar fire and sniping. Then, bringing forward every man who could be spared from his support platoons, Galloway formed three companies of 65 men each, who advanced the next day behind an intense barrage to find the opposing German 1st Parachute Regiment had withdrawn back into Ortona.

From his arrival in Italy until the end of the war, Galloway took part in 25 of the 27 actions in Italy and northwest Europe, for which his regiment was awarded battle honours, commanding it for short periods at Ortona, in the Gothic Line battles, and during the winter fighting west of Ravenna. Although wounded at Motta Montecorvino in September 1943, he was away from the battalion for only five weeks.

With the return of peace, he served in various staff and instructional

appointments, being promoted to lieutenant colonel in 1951 to instruct at the staff college at Kingston, Ontario. He took command of the newly formed 4th Battalion, Canadian Guards; then, having attended the National Defence College, he commanded the winter warfare establishment at Fort Churchill, and became military attaché in Bonn.

After retiring, full of disgust at the ill-advised unification of the Armed Forces, Galloway was for 10 years the Honorary Lieutenant Colonel of the Governor-General's Foot Guards; in 1989, he was appointed Colonel of The Royal Canadian Regiment.

When Pierre Trudeau barely disguised his republican inclinations in proposals for a new Canadian constitution in late 1969, Galloway became a founder member of the Monarchist League of Canada. He then played a leading part in helping to destroy the attempt to reduce the Queen's importance by transferring her powers to the Governor-General.

Galloway produced nine books, including an autobiography, *The General Who Never Was*, in which he drew on his diaries to recount his experiences in camp and battle. Although these were hardly classic tales, they contained a wealth of detail, recounting some of the less well-known aspects of soldiering, such as the punishment of officers found in the men's brothels in North Africa, the Arabs' preference for payment in tea rather than money, and the problems involved in writing citations for medals.

In the 1972 general election, he ran unsuccessfully against John Turner, the future Prime Minister, and was amusedly conscious of cutting an absurd figure in progressive eyes. Yet Galloway was an able speaker. Despite his romantic nature, he was also a realist in dealing with contemporary issues, even willing to use the language of public relations.

Strome Galloway died on August 11 [2004]. He married, in 1950, Jean Love, a journalist, who predeceased him, and is survived by their two daughters.